City of Kelowna Regular Council Meeting AGENDA



Monday, June 23, 2025 1:30 pm Council Chamber City Hall, 1435 Water Street

			Pages
1.	Call to Order		
		d like to acknowledge that we are gathered today on the traditional, ancestral, unceded bry of the syilx/Okanagan people.	
		Meeting is open to the public and all representations to Council form part of the public d. A live audio-video feed is being broadcast and recorded on kelowna.ca.	
2.	Confi	rmation of Minutes	4 - 7
	PM M	eeting - June 16, 2025	
3.	Devel	opment Application Reports & Related Bylaws	
	3.1	Hall Rd 3466 - Z24-0051 (BL12801) - Jennifer Leigh Edge	8 - 32
		To rezone the subject property from RR2 – Small Lot Rural Residential zone to the RR2cc – Small Lot Rural Residential with Child Care Centre, Major zone to facilitate a child care centre.	
	3.2	Raymer Rd. 4578 Z24-0053 (BL12802) - 1475089 B.C. Ltd., Inc.No. BC1475089	33 - 51
		To rezone the subject property from the RU1 – Large Lot Housing zone to the RU1cc – Large Lot Housing with Child Care Centre, Major zone to facilitate a Child Care Centre.	
	3.3	Lakeshore Rd 3577 3581 - Z24-0058 (BL12803) - Diamond Standard Properties Inc., Inc.No. BC1271558 and Harry Zamonsky	52 - 76
		To rezone the subject properties from the MF1 – Infill Housing zone to the MF3 – Apartment Housing zone to facilitate the development of apartment housing.	
4.	Rezor	ning Bylaws Supplemental Report to Council	77 - 78
	To re	ceive a summary of notice of first reading for Rezoning Bylaws No. 12796, 12797 and	

12798 and to give the bylaws further reading consideration.

5. Rezoning Applications

To give first, second and third reading and adopt a rezoning application.

5.1 ITEM DEFERRED to July 7 2025 - Black Mountain Drive 675 - BL12796 (Z25-0004) - AP675 Developments Ltd., Inc. No. BC1335932

79 - 79

To give Bylaw No. 12796 first, second and third reading and adopt in order to rezone the subject property from the MF3 - Apartment Housing zone to the MF2 - Townhouse Housing zone.

6. Rezoning Applications

To give first, second and third reading to rezoning applications.

The following bylaws will be read together unless Council wants to separate one of the the bylaws.

6.1 ITEM DEFERRED to July 7 2025 - Harvey Ave 2271, BL12797 (Z24-0040) - Orchard Park Shopping Centre Holdings Inc, Inc No A0059814

80 - 81

To give Bylaw No. 12797 first, second and third reading in order to rezone a portion of the subject property from the C_2 - Vehicle Oriented Commercial zone to the UC_3 - Midtown Urban Centre zone and the UC_3r - Midtown Urban Centre Rental Only zone.

6.2 ITEM DEFERRED to July 7 2025 - Park Rd 125 - BL12798(Z25-0010) - 1370247 B.C. LTD., INC.,NO. BC1370247

82 - 82

To give Bylaw No. 12798 first, second and third reading in order to rezone the subject property from the UC4 – Rutland Urban Centre zone to the UC4r – Rutland Urban Centre Rental Only zone.

7. Non-Development Reports & Related Bylaws

7.1 2025 Council Priorities Update

83 - 135

To approve the updated Council Priorities document for 2023 – 2026.

7.2 2024 Annual Report and Statement of Financial Information

136 - 284

To meet legislated reporting requirement for annual financial report, showcase City services, programs and projects and provide contextual information for the data contained in the Statement of Financial Information report.

7.3 Capital Program Update

285 - 323

To receive an update on progress towards the goals of the capital projects in the 2025 Financial Plan.

	7-4	Capital Projects Amendment to the 2025 Financial Plan	324 - 334
		To amend the 2025 Financial Plan to include capital project budget changes outlined in this report and approve a project scope change for the redevelopment of Parkinson Recreation Centre (RPRC).	
	7.5	Strategic Facilities Master Plan	335 - 424
		To endorse the Strategic Facilities Master Plan as the framework for guiding municipal facility investment decisions to meet current and future service delivery to the community for the next 15 years.	
	7.6	Road Closure Adjacent to 463 and 465 O'Keefe Court	425 - 431
		To consider the closure of the excess road adjacent to 463 and 475 O'Keefe Court for consolidation with the adjacent parcel at 463 O'Keefe Court.	
	7.7	BL12792 - Road Closure Bylaw - Adjacent to 463 O'Keefe Road	432 - 433
		To give Bylaw No. 12792 first, second and third reading.	
8.	Bylaws	for Adoption (Non-Development Related)	
	8.1	BL12780 - Tenant Protection	434 - 435
		To adopt Bylaw No. 1278o.	
	8.2	To adopt Bylaw No. 12780. BL12784 - Amendment No. 6 Development Application and Heritage Procedures Bylaw No. 12310	436 - 438
	8.2	BL12784 - Amendment No. 6 Development Application and Heritage Procedures	436 - 438
	8.2	BL12784 - Amendment No. 6 Development Application and Heritage Procedures Bylaw No. 12310	436 - 438 439 - 439
		BL12784 - Amendment No. 6 Development Application and Heritage Procedures Bylaw No. 12310 To adopt Bylaw No. 12784. BL12800 Amendment No. 1 to Freedom of Information and Protection of Privacy	
9.	8.3	BL12784 - Amendment No. 6 Development Application and Heritage Procedures Bylaw No. 12310 To adopt Bylaw No. 12784. BL12800 Amendment No. 1 to Freedom of Information and Protection of Privacy Bylaw No. 9682	



City of Kelowna Regular Council Meeting Minutes

Date: Location: Monday, June 16, 2025 Council Chamber

City Hall, 1435 Water Street

Members Present

Mayor Tom Dyas, Councillors Ron Cannan, Maxine DeHart, Charlie Hodge,

Gord Lovegrove, Luke Stack, Rick Webber and Loyal Wooldridge

Members Absent

Councillor Mohini Singh

Staff Present

City Manager, Doug Gilchrist; City Clerk, Laura Bentley; General Manager, People and Protection Services, Stu Leatherdale*; HR Programs & Systems Manager, Brandon Cavezza*; Development Planning Department Manager, Nola Kilmartin*; Planner, Carson Mackonka*; General Manager, Corporate Services, Joe Sass*; Deputy Chief Financial Officer, Marina Warrender*; Divisional Director, Active Living & Culture, Jim Gabriel*; Event Development

Manager, Chris Babcock*; Policy Analyst, Janelle Taylor

Staff Participating

Remotely

Legislative Coordinator (Confidential), Arlene McClelland

Guest

Evan Parliament, CAMA Board of Directors*

(* Denotes partial attendance)

Call to Order

Mayor Dyas called the meeting to order at 1:30 p.m.

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

This Meeting is open to the public and all representations to Council form part of the public record. A live audio-video feed is being broadcast and recorded on kelowna.ca.

2. Confirmation of Minutes

Moved By Councillor Hodge/Seconded By Councillor Cannan

THAT the Minutes of the Regular Meetings of June 9, 2025 be confirmed as circulated.

Carried

Mayor Dyas:

 Commented on a recent staff award presented at the LGMA 2025 Annual Conference, held last week in Kelowna.

Public in Attendance

3.1 CAMA Inspiring Workplace Awards Presentation

Staff:

 Introduced the Canadian Association of Municipal Administrators (CAMA) presentation and Evan Parliament, CAMA Board Representative for B.C.

Described the City's leadership development mentorship program.

Evan Parliament, CAMA Board Representative

Displayed a PowerPoint Presentation.

- Provided a description of the CAMA Awards of Excellence Program and evaluation criteria.

Displayed a video highlighting the award.

4. Development Application Reports & Related Bylaws

4.1 Torrs Court 790 - Z25-0009 (BL12799) - John Janko Golubic

Staff:

 Displayed a PowerPoint Presentation summarizing the application and responded to questions from Council.

Moved By Councillor Wooldridge/Seconded By Councillor Lovegrove

THAT Rezoning Application No. Z₂₅-ooog to amend the City of Kelowna Zoning Bylaw No. 12375 by changing the zoning classification of Lot 38 District Lot 358 Osoyoos Division Yale District Plan 26738, located at 790 Torrs Court, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU2 – Medium Lot Housing zone, be considered by Council.

Defeated

Councillors Cannan, DeHart, Hodge and Stack - Opposed

5. Non-Development Reports & Related Bylaws

5.1 Fees and Charges Council Policy

Staff:

 Displayed a PowerPoint Presentation providing an overview of the Fees and Charges Council Policy and responded to questions from Council.

Moved By Councillor Lovegrove/Seconded By Councillor Stack

THAT Council receives, for information, the report from the Financial Services Department dated June 16, 2025, with respect to the Fees and Charges Council Policy;

AND THAT Council adopts Council Policy No. 395, being Fees and Charges as outlined in the Report from the Financial Services Department dated June 16, 2025;

AND FURTHER THAT Council Policy No. 222 being Recreation and Cultural Services – Philosophy/Fees & Charges Policy be rescinded.

Carried

5.2 Montana's Brier Economic Review

Staff:

Displayed a PowerPoint Presentation providing an overview of the Montana's Brier noting the
economic benefits to the community, advised of upcoming events and responded to questions from
Council.

Moved By Councillor Wooldridge/Seconded By Councillor Lovegrove

THAT Council receives, for information, the report from the Event Development Manager dated June 16, 2025, regarding the economic benefits achieved from the 2025 Montana's Brier.

Carried

5.3 Rescindment of Council Policies and Update Freedom of Information and Protection Privacy Bylaw

Staff:

 Displayed a PowerPoint Presentation providing an overview of Council policies to be rescinded, the administrative amendment to the Freedom of Information and Protection Privacy Bylaw and responded to questions from Council.

Moved By Councillor DeHart/Seconded By Councillor Webber

THAT Council receives, for information, the report from the Office of the City Clerk dated June 16, 2025 respecting rescindment of Council policies and the Freedom of Information and Protection of Privacy Bylaw No. 9682;

AND THAT Council Policies 3, 25, 32, 40, 71, 117, 138, 176, 185, 190, 198, 206, 210, 211, 224, 227, 234, 238, 239, 249, 257, 260, 278, 290, 297, 314, 330, 341, 350, 351, and 360 be rescinded;

AND FURTHER THAT Bylaw No. 12800 being Amendment No. 1 to Freedom of Information and Protection of Privacy Bylaw No. 9682 be advanced for reading consideration.

Carried

5.4 BL12800 Amendment No. 1 to Freedom of Information and Protection of Privacy Bylaw No. 9682

Moved By Councillor Webber/Seconded By Councillor Wooldridge

THAT Bylaw No. 12800 be read a first, second and third time.

Carried

Mayor and Councillor Items

Councillor Lovegrove:

- Spoke to their attendance at the new Francophone Early Years Centre grand opening last week.
- Spoke to their attendance at the Kelowna Firefighter 2025 Graduation Ceremony.
- Spoke to their attendance at the Kelowna Rotary Summer Kickoff Festival in City Park.
- Spoke to their attendance at the Annual Father's Day Car Show.
- Spoke to their attendance at the Peachland Open House.
- Will attend the UBC Okanagan 20Year Anniversary this week.
- Will be speaking at the Catholic Women's League of Canada convention.
- Acknowledged Robyn Coleman in their attempt to swim the length of Okanagan Lake to raise money for the Heart and Stroke Foundation.

Councillor Wooldridge:
- Spoke to their attendance at the Rotary Club Summer Kickoff Festival in City Park.

Councillor DeHart:

Spoke to their attendance at the Kelowna Chamber of Commerce 2025 Top 40 Over 40 event and congratulated all winners.

Mayor Dyas:

Acknowledged the groundbreaking of the tennis courts at Mission Sport Fields and highlighted its significance for the community.

Termination 7.

This meeting was declared terminated at 2:47 p.m.

Mayor Dyas D. City Clerk /acm

REPORT TO COUNCIL REZONING

Date: June 23rd, 2025

To: Council

From: City Manager
Address: 3466 Hall Road

File No.: Z24-0051	
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Proposed	
D DEC Dural Decidential	

Kelowna

	Existing	Proposed
OCP Future Land Use:	R-RES – Rural Residential	R-RES – Rural Residential
Zone:	RR2 - Small Lot Rural Residential	RR2cc -Small Lot Rural Residential with Child Care Centre, Major

1.0 Recommendation

THAT Rezoning Application No. Z24-oo51 to amend the City of Kelowna Zoning Bylaw No. 12375 by changing the zoning classification of Lot 43 Section 16 Township 26 Osoyoos Division Yale District Plan 24182, located at 3466 Hall Road, Kelowna, BC from the RR2 – Small Lot Rural Residential zone to the RR2cc – Small Lot Rural Residential with Child Care Centre, Major zone, be considered by Council.

2.0 Purpose

To rezone the subject property from RR2 – Small Lot Rural Residential zone to the RR2cc – Small Lot Rural Residential with Child Care Centre, Major zone to facilitate a child care centre.

3.0 Development Planning

Staff support the proposed rezoning application to RR2cc – Small Lot Rural Residential with Child Care Centre, Major to facilitate a daycare within an existing single detached dwelling. The Child Care Centre, Major sub-zone allows a licensed establishment that provides child care, educational services and supervision to more than 8 children. The proposal meets the intent of the Official Community Plan (OCP) and the Future Land Use Designation of R-RES - Rural Residential Neighbourhood, which speaks to facilitating access to child care spaces throughout rural neighbourhoods.

The subject property is located in southeast Kelowna within a cluster of rural residential properties that are surrounded by agricultural lands. The proposed rezoning would benefit this rural neighbourhood by providing an option for nearby child care.

The daycare will provide care to more than 8 children and will operate between the hours of 7:30am-5:00pm. The Zoning Bylaw requirement is one parking stall per 11 children, which will be provided along with a loading area for child drop-off and pick-up.

The subject property is not connected to sanitary services, but the applicant has provided a letter from a Registered onsite wastewater practitioner indicating that the existing septic tank is adequate and can withstand the additional requirements of the child care centre.

Lot Area	Proposed (m²)
Gross Site Area	1700m²
Road Dedication	N/A
Undevelopable Area	N/A
Net Site Area	1700m²

4.0 Site Context & Background

Orientation	Zoning	Land Use
North	RR2 – Small Lot Rural Residential	Single Detached Dwelling
East	RR2 – Small Lot Rural Residential	Single Detached Dwelling
South	RR2 – Small Lot Rural Residential	Single Detached Dwelling
West	RR2 – Small Lot Rural Residential	Single Detached Dwelling

Subject Property Map: 3466 Hall Road



The subject property is located in Southeast Kelowna and is situated east of Mission Creek and KLO Road. The subject property is located within a cluster of rural residential properties that is surrounded by agricultural lands.

5.0 Current Development Policies

5.1 <u>Kelowna Official Community Plan (OCP)</u>

Objective 8.4 Stop urban sprawl into Rural Lands		
Policy 8.4.6 Child	Consider the development of small-scale child care spaces including accessible,	
Care Spaces	affordable and inclusive spaces that meet the needs of citizens living in Rural Lands. Larger scale child care facilities may be considered in conjunction with existing institutional facilities.	
The proposed rezoning would introduce a child care facility within a rur neighbourhood of Kelowna		

6.0 Application Chronology

Application Accepted: September 27, 2024
Neighbourhood Notification Summary Received: January 10, 2025

Report prepared by: Carson Mackonka, Planner II

Reviewed by: Carla Eaton, Development Planning Manager

Reviewed by:Nola Kilmartin, Development Planning Department Manager **Approved for Inclusion:**Ryan Smith, Divisional Director, Planning & Development Services

Attachments:

Attachment A: Rationale Attachment B: Draft Site Plan

Attachment C: Summary of Neighbourhood Notification

For additional information, please visit our Current Developments online at www.kelowna.ca/currentdevelopments.



ATTACHMENT A

This forms part of application
Z24-0051

City of

Planner
Initials

CM

CM

City of

September 26, 2024

City of Kelowna **Urban Planning Department** 1435 Water Street, V1Y 1J4 Kelowna, BC

Rezoning Application from RR2 – Small Lot Rural Residential to RR2cc – Small Lot Rural Residential with Child Care Centre, Major at 3466 Hall Road

Introduction

Dear Planning Staff,

The purpose of this application is to rezone the subject property from RR2 – Small Lot Rural Residential to RR2cc – Small Lot Rural Residential with Child Care Centre, Major. The intent of the land use is to increase the capacity of the existing childcare centre from 8 children. The owner will occupy a portion of the single-detached dwelling will remain in place as the primary use on the property. Due to the location of the subject property and the desire for childcare in Kelowna, it is anticipated that this Rezoning application will benefit the community. Initially an additional portion if the home will be converted to allow more children to attend the daycare, between the hours of 7:30am to 5:00pm. No changes or renovations to the dwelling's exterior will occur as part of the application.

Infrastructure and Neighbourhood

The subject property is typical of the area with the home set forward allowing a nice sized rear yard. The front yard has also been upgraded with features such as turf, sandboxes, and other items relating to childcare. Existing on-site utilities will remain in place and will not be affected due to the unchanged footprint of the building. Neighbouring properties are exclusively single detached dwellings and are accustomed to the existing childcare use at the subject property.

Site Layout and Parking

The existing footprint of the single-detached dwelling will remain unchanged throughout the childcare development process. The existing building meets BC Building Code regulations for childcare centres; including bathrooms, hallways, play areas, and outdoor space. As shown on the attached Zoning Bylaw Table, the existing dwelling meets all regulations under the RR2 – Small Lot Rural Residential zone.

The parking configuration on the property uses the existing driveway for a total of 5 stalls, including a loading stall. As per Zoning Bylaw 12375, 1 stall is required per 11 children who attend the daycare.

ATTACHMENT This forms part of application

This forms part of application

Z24-0051

City of Kelowna

Α

Environmental Benefits

Since no new structures are being built, the root patterns of existing treeservation of the natural environment is important to this project, as children will enjoy the opportunity to play outside.

Official Community Plan Conformance

3466 Hall Road is located within the Rural Residential designation, which supports a variety of housing options including single residential homes and secondary suites:

"Rural Residential lands support primarily single dwelling housing on larger lots, as well as complementary uses that do not place a significant burden on the limited utility and transportation infrastructure in these areas, such as home-based businesses, home based child care centres and secondary suites."

Childcare center, major is also a primary use which is permitted in the RR2 – Small Lot Rural Residential zone, if the "cc" zone is approved. This proposal conforms to the 2040 OCP – Future Land Use direction of Rural Residential, as childcare a supported use. The following policy supports childcare in rural areas:

 "Policy 8.4.6: Child Care Spaces. Consider the development of small-scale child care spaces including accessible, affordable and inclusive spaces that meet the needs of citizens living in Rural Lands. Larger scale child care facilities may be considered in conjunction with existing institutional facilities."

Project Benefits

"Creative Advantage Childcare" is the existing daycare on the subject property which functions as a secondary use. As previously mentioned, single-detached housing is the current principal use on the site. The existing daycare is well respected and greatly appreciated in the neighbourhood. Therefore, the childcare expansion is anticipated to benefit additional families in the community who require consistent childcare.

3466 Hall Road is an ideal location for a childcare center, major due to the availability of indoor space, yard space, and easy proximity to schools, parks, and suburban areas in East Kelowna. Due to the success of the existing daycare, Zoning Bylaw / OCP conformance, and location, we believe this project creates much needed childcare expansion in the City of Kelowna. For any questions regarding the application, please contact Urban Options Planning Corp. at the undersigned.

Regards,

Urban Options Planning Corp.
By its authorized signatory, Birte Decloux, RPP MCIP

3466 Hall Road

Rezoning "cc" child care - Site plan







November 4, 2024

Jennifer L. Edge 3466 Hall Rd. Kelowna, BC

Rezoning Application at 3466 Hall Rd. City Application No. Z24-0051

Dear Neighbour,

We are pleased to announce our proposal for childcare expansion at 3466 Hall Road. As part of the development process, the City of Kelowna requires we inform our neighbours of our development plans. To make the project happen, we must rezone the property from RR2 – Small Lot Rural Residential to RR2cc – Small Lot Rural Residential with Child Care Centre, Major. Our intent is to increase the capacity of the existing childcare centre from 8 children. As owners, we will occupy a portion of the single-detached dwelling. An additional portion of the home will be converted to allow more children to attend the daycare, between the hours of 7:30am to 5:00pm. No changes or renovations to the dwelling's exterior will occur as part of the application.

We believe this property is the perfect location for a daycare and has been functioning nicely over the last few years. If you have any questions about our plans, please contact Jen at 250.681.7116 or jenedge1982@gmail.com. The City of Kelowna Planner assigned to the project is Breanna Sartori. She can be reached at 250.470.0641 or jenedge1982@gmail.com.

Your Neighbour,

Jennifer Edge





January 9, 2025

NEIGHBOURHOOD CONSULTATION: Required by City of Kelowna Council Policy #367 – Public Notification & Consultation for Development Applications

SUBJECT PROPERTY: 3466 Hall Rd.

APPLICATION NUMBER: Z24-0051

PROPOSAL: Rezoning application from RR2 – Small Lot Rural Residential to RR2cc – Small Lot Rural Residential with Child Care Centre, Major.

DETAILS PROVIDED: Neighbourhood letter to explain the increased number of childcare capacity on-site; including hours of operation, and a site plan.

FEEDBACK FROM NEIGHBOURHOOD: No feedback.

DELIVERY METHOD: Mailout.

CHANGES RESULTING FROM NOTIFICATION: N/A

The City of Kelowna requires that property owners inform the immediate neighbourhood of their development plans. No signature is required. Project rationale and drawings explaining the proposal with contact information available.

Neighbour Address	Informed of Proposal (note date)
2205 Arrowhead Ct.	Mailed – December 19, 2024
2210 Arrowhead Ct.	Mailed – December 19, 2024
2215 Arrowhead Ct.	Mailed – December 19, 2024
2220 Arrowhead Ct.	Mailed – December 19, 2024
2225 Arrowhead Ct.	Mailed – December 19, 2024
2230 Arrowhead Ct.	Mailed – December 19, 2024
2235 Arrowhead Ct.	Mailed – December 19, 2024
2406 Fairhall Rd.	Mailed – December 19, 2024
2418 Fairhall Rd.	Mailed – December 19, 2024
2430 Fairhall Rd.	Mailed – December 19, 2024



Neighbour Address	Informed of Proposal (note date)
2435 Fairhall Rd.	Mailed – December 19, 2024
2442 Fairhall Rd.	Mailed – December 19, 2024
2447 Fairhall Rd.	Mailed – December 19, 2024
2448 Fairhall Rd.	Mailed – December 19, 2024
2454 Fairhall Rd.	Mailed – December 19, 2024
2455 Fairhall Rd.	Mailed – December 19, 2024
2463 Fairhall Rd.	Mailed – December 19, 2024
2466 Fairhall Rd.	Mailed – December 19, 2024
2478 Fairhall Rd.	Mailed – December 19, 2024
3302 Hall Rd.	Mailed – December 19, 2024
3320 Hall Rd.	Mailed – December 19, 2024
3321 Hall Rd.	Mailed – December 19, 2024
3330 Hall Rd.	Mailed – December 19, 2024
3331 Hall Rd.	Mailed – December 19, 2024
3336 Hall Rd.	Mailed – December 19, 2024
3341 Hall Rd.	Mailed – December 19, 2024
3342 Hall Rd.	Mailed – December 19, 2024
3348 Hall Rd.	Mailed – December 19, 2024
3354 Hall Rd.	Mailed – December 19, 2024
3361 Hall Rd.	Mailed – December 19, 2024
3367 Hall Rd.	Mailed – December 19, 2024
3379 Hall Rd.	Mailed – December 19, 2024
3384 Hall Rd.	Mailed – December 19, 2024
3390 Hall Rd.	Mailed – December 19, 2024

ATTACHMENT C		
This forms part of application		
# Z24-0051 City of		
Planner Initials CM	Kelowna DEVELOPMENT PLANNING	



Neighbour Address	Informed of Proposal (note date)
3397 Hall Rd.	Mailed – December 19, 2024
3399 Hall Rd.	Mailed – December 19, 2024
3400 Hall Rd.	Mailed – December 19, 2024
3405 Hall Rd.	Mailed – December 19, 2024
3418 Hall Rd.	Mailed – December 19, 2024
3430 Hall Rd.	Mailed – December 19, 2024
3442 Hall Rd.	Mailed – December 19, 2024
3445 Hall Rd.	Mailed – December 19, 2024
3454 Hall Rd.	Mailed – December 19, 2024
3455 Hall Rd.	Mailed – December 19, 2024
3465 Hall Rd.	Mailed – December 19, 2024
3475 Hall Rd.	Mailed – December 19, 2024
3478 Hall Rd.	Mailed – December 19, 2024
3485 Hall Rd.	Mailed – December 19, 2024
3490 Hall Rd.	Mailed – December 19, 2024
3495 Hall Rd.	Mailed – December 19, 2024
3507 Hall Rd.	Mailed – December 19, 2024
3510 Hall Rd.	Mailed – December 19, 2024
3515 Hall Rd.	Mailed – December 19, 2024
3523 Hall Rd.	Mailed – December 19, 2024
3531 Hall Rd.	Mailed – December 19, 2024
3580 Hall Rd.	Mailed – December 19, 2024
3590 Hall Rd.	Mailed – December 19, 2024
3595 Hall Rd.	Mailed – December 19, 2024

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# Z24-0051	——————————————————————————————————————
	City of
Planner Initials CM	Kelowna DEVELOPMENT PLANNING



Neighbour Address	Informed of Proposal (note date)
3310 Jackson Ct.	Mailed – December 19, 2024
3320 Jackson Ct.	Mailed – December 19, 2024
3325 Jackson Ct.	Mailed – December 19, 2024
3330 Jackson Ct.	Mailed – December 19, 2024
3335 Jackson Ct.	Mailed – December 19, 2024
3340 Jackson Ct.	Mailed – December 19, 2024
3345 Jackson Ct.	Mailed – December 19, 2024
2250 James Rd.	Mailed – December 19, 2024
2255 James Rd.	Mailed – December 19, 2024
2261 – 2265 James Rd.	Mailed – December 19, 2024
2270 James Rd.	Mailed – December 19, 2024
2290 James Rd.	Mailed – December 19, 2024
2305 James Rd.	Mailed – December 19, 2024
2320 James Rd.	Mailed – December 19, 2024
2325 James Rd.	Mailed – December 19, 2024
2340 James Rd.	Mailed – December 19, 2024
2345 James Rd.	Mailed – December 19, 2024
2360 James Rd.	Mailed – December 19, 2024
2365 James Rd.	Mailed – December 19, 2024
2375 James Rd.	Mailed – December 19, 2024
2130 KLO Rd.	Mailed – December 19, 2024
2195 KLO Rd.	Mailed – December 19, 2024
2205 KLO Rd.	Mailed – December 19, 2024
2275 KLO Rd.	Mailed – December 19, 2024

ATTACHME	NT C
This forms part of app	olication
# Z24-0051	City of
Planner	City of Kelowna
Initials CM	REIOWIA DEVELOPMENT PLANNING



Neighbour Address	Informed of Proposal (note date)
2279 – 2295 KLO Rd.	Mailed – December 19, 2024
2286 KLO Rd.	Mailed – December 19, 2024
2568 KLO Rd.	Mailed – December 19, 2024
2725 KLO Rd.	Mailed – December 19, 2024
3402 Mariposa Ct.	Mailed – December 19, 2024
3403 Mariposa Ct.	Mailed – December 19, 2024
3410 Mariposa Ct.	Mailed – December 19, 2024
3411 Mariposa Ct.	Mailed – December 19, 2024
3418 Mariposa Ct.	Mailed – December 19, 2024
3419 Mariposa Ct.	Mailed – December 19, 2024
3426 Mariposa Ct.	Mailed – December 19, 2024
3330 – 3340 Neid Rd.	Mailed – December 19, 2024
2400 O'Reilly Rd.	Mailed – December 19, 2024
2404 O'Reilly Rd.	Mailed – December 19, 2024
2406 O'Reilly Rd.	Mailed – December 19, 2024
2410 O'Reilly Rd.	Mailed – December 19, 2024
3371 Oliver Ct.	Mailed – December 19, 2024
3376 Oliver Ct.	Mailed – December 19, 2024
3381 Oliver Ct.	Mailed – December 19, 2024
2410 Packers Rd.	Mailed – December 19, 2024
2421 Packers Rd.	Mailed – December 19, 2024
2437 Packers Rd.	Mailed – December 19, 2024
2453 Packers Rd.	Mailed – December 19, 2024
2469 Packers Rd.	Mailed – December 19, 2024

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Neighbour Address	Informed of Proposal (note date)
3307 Wildwood Rd.	Mailed – December 19, 2024
3314 Wildwood Rd.	Mailed – December 19, 2024
3315 Wildwood Rd.	Mailed – December 19, 2024
3319 Wildwood Rd.	Mailed – December 19, 2024
3322 Wildwood Rd.	Mailed – December 19, 2024
3325 Wildwood Rd.	Mailed – December 19, 2024
3330 Wildwood Rd.	Mailed – December 19, 2024
3331 Wildwood Rd.	Mailed – December 19, 2024
3337 Wildwood Rd.	Mailed – December 19, 2024
3338 Wildwood Rd.	Mailed – December 19, 2024
3343 Wildwood Rd.	Mailed – December 19, 2024
3346 Wildwood Rd.	Mailed – December 19, 2024
3375 Wildwood Rd.	Mailed – December 19, 2024
3378 Wildwood Rd.	Mailed – December 19, 2024
3381 Wildwood Rd.	Mailed – December 19, 2024
3386 Wildwood Rd.	Mailed – December 19, 2024
3387 Wildwood Rd.	Mailed – December 19, 2024





CITY OF KELOWNA

BYLAW NO. 12801 Z24-0051 3466 Hall Road

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 12375".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

- 1. THAT City of Kelowna Zoning Bylaw No. 12375 be amended by changing the zoning classification of Lot 43 Section 16 Township 26 ODYD Plan 24182 located on Hall Road, Kelowna, BC from the RR2 Small Lot Rural Residential zone to the RR2cc Small Lot Rural Residential with Child Care Centre, Major zone.
- 2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first, second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

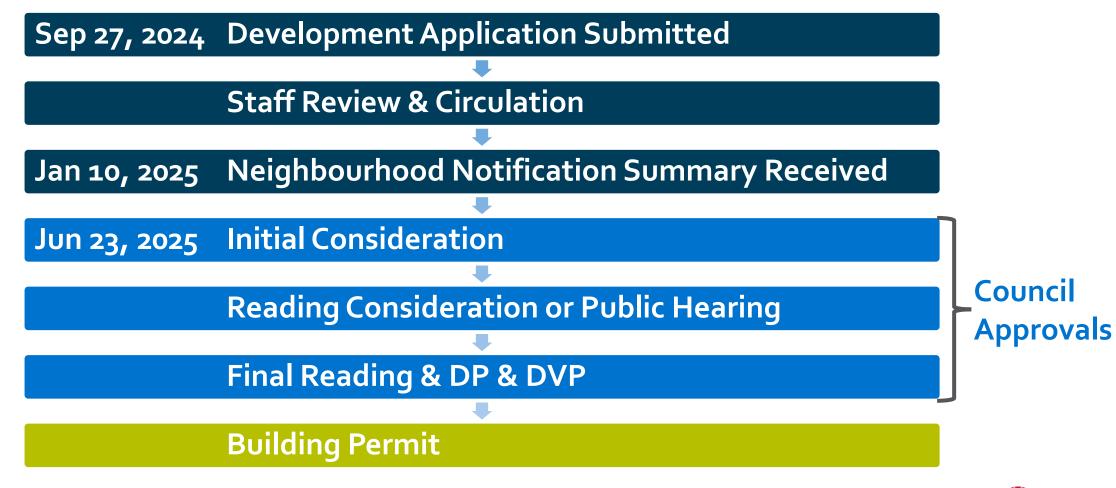


Purpose

To rezone the subject property from RR2 – Small Lot Rural Residential zone to the RR2cc – Small Lot Rural Residential with Child Care centre, Major zone to facilitate a child care centre.



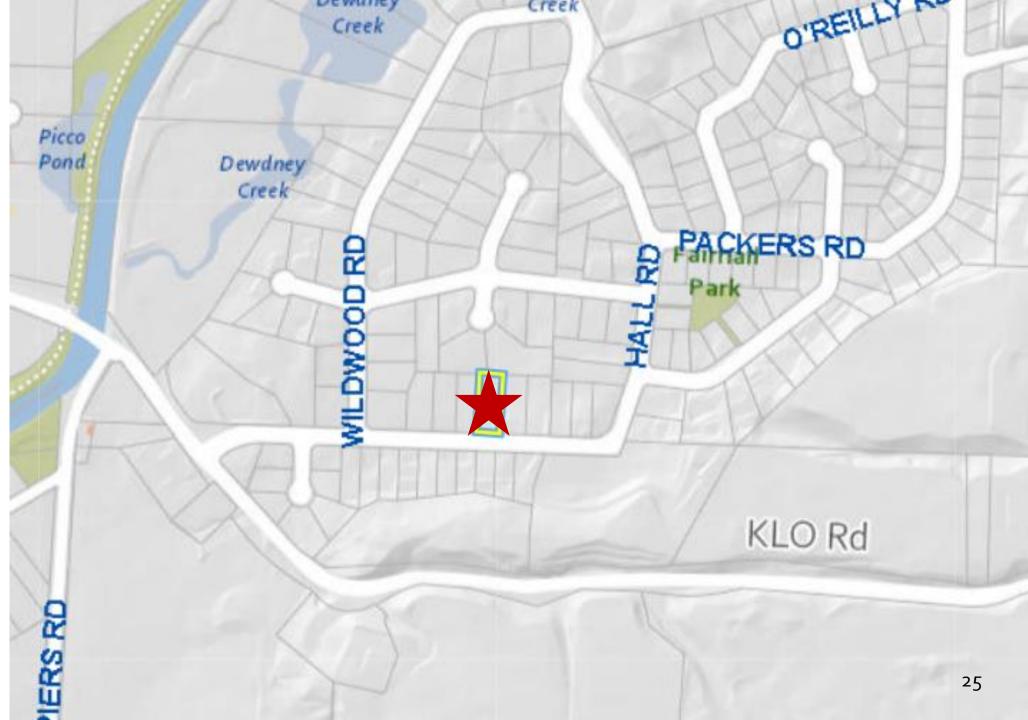
Development Process







Context Map





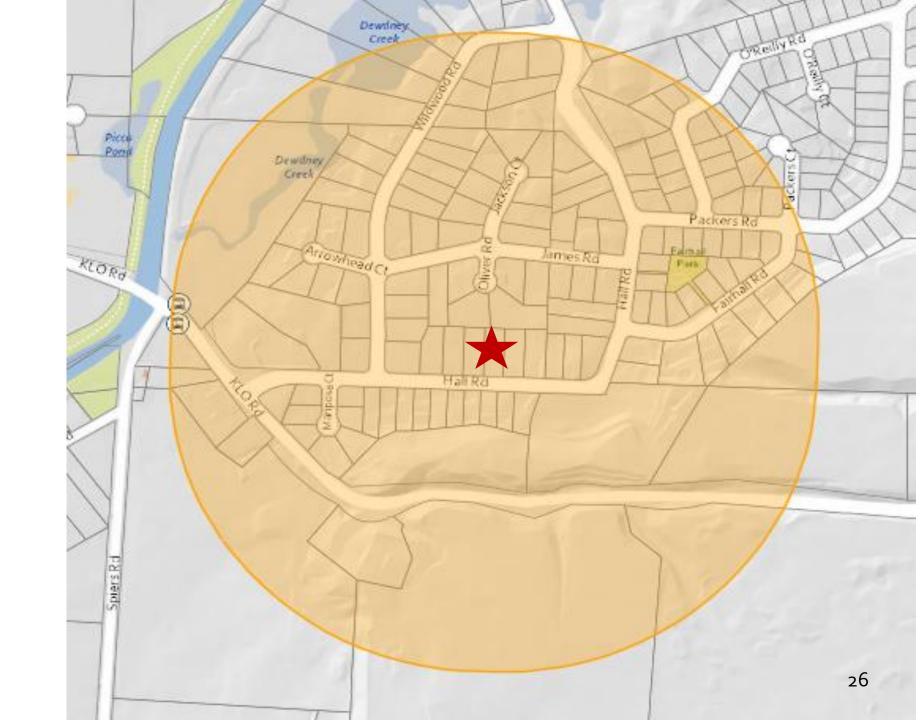
Model City

Estimated Population:

471

Estimated Jobs:

48



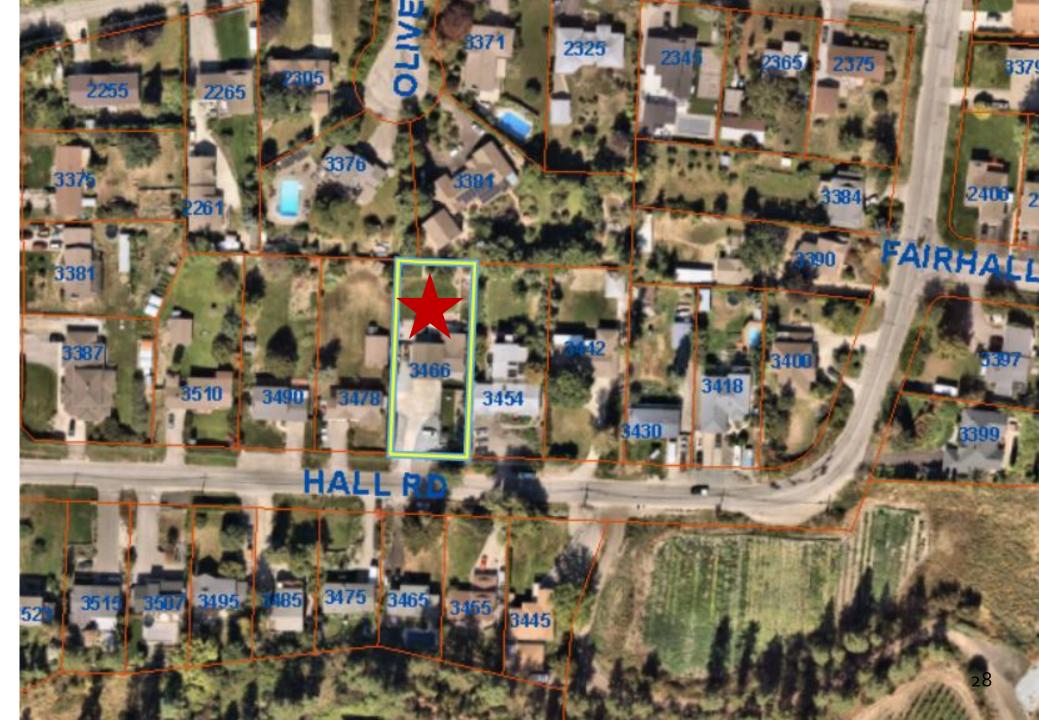


Context
Map:
OCP
Future
Land Use





Subject Property Map



"CC" Child Care Centre, Major

Purpose:

 To provide a sub-zone to allow for Child Care Centre, Major on a case-by-case basis where supported by OCP Policy.

Summary of Uses:

- Child Care Centre, Major
 - Licensed under Community
 Care and Assisted Living
 Act
 - Care, education, and supervision
 - More than 8 children



OCP Objectives: Climate Resilience

10 min walk to retail / restaurants 5 min walk to park 10 min bike to public school 20 min bus to urban/village centre / employment hub Retaining trees and/or adding trees **OCP Climate Resilience Consistency**

LEGEND

Dark Green

meets criteria

Light green

will meet criteria soon

Yellow

does not meet criteria



OCP Objectives & Policies

- ➤ Rural Residential LUD
 - Supports complementary uses that do not place a significant burden on the limited utility and transportation infrastructure in these area
- ➤ OCP Policy 8.4.6 Child Care Spaces
 - Consider the development of small-scale child care spaces including accessible, affordable and inclusive spaces that meet the needs of citizens living in Rural Lands. Larger scale child care facilities may be considered in conjunction with existing institutional facilities.



Staff Recommendation

- Staff recommend support for the proposed rezoning as it is consistent with:
 - OCP Future Land Use R-RES Rural Residential
 - OCP Objectives in Chapter 8 Rural Residential
 - OCP Policy 8.4.6 Child Care Spaces



REPORT TO COUNCIL REZONING

Date: June 23, 2025

To: Council

From: City Manager
Address: 4578 Raymer Road

File No.: Z24-0053

	Existing	Proposed
OCP Future Land Use:	S-RES – Suburban – Residential	S-RES – Suburban – Residential
Zone:	RU1 – Large Lot Housing	RU1cc – Large Lot Housing with Child Care Centre, Major

Kelowna

1.0 Recommendation

That Rezoning Application No. Z24-0053 to amend the City of Kelowna Zoning Bylaw No. 12375 by changing the zoning classification of Lot C District Lot 357 ODYD Plan 26289, located at 4578 Raymer Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU1cc – Large Lot Housing with Child Care Centre, Major zone, be considered by Council.

2.0 Purpose

To rezone the subject property from the RU1 – Large Lot Housing zone to the RU1cc – Large Lot Housing with Child Care Centre, Major zone to facilitate a Child Care Centre.

3.0 Development Planning

Staff support the proposed rezoning application to facilitate a Child Care Centre. The subzone allows a licensed establishment that provides Child Care Centre, educational services, and supervision to more than 8 children. The proposal meets the intent of the Official Community Plan (OCP) and the Future Land Use Designation of S-RES – Suburban - Residential, which supports facilitating small-scale Child Care Centre spaces throughout the Suburban Neighbourhoods.

The Child Care Centre will have a proposed capacity of 44 children. One of the two existing buildings is proposed to accommodate a daycare for children aged 5 years old and above. Interior renovations will convert bedrooms into five classrooms. The second building is proposed to become a daycare for children under 5 years old. Interior renovations will create a nap room, dining room, and an indoor activity area. A designated outdoor play space will be provided. The proposed parking meets the Zoning Bylaw parking requirements.

4.0 Site Context & Background

Orientation	Zoning	Land Use
North	P2 – Education and Minor Institutional	Elementary School
East	RU1 – Large Lot Housing	Single detached house
South	RU1 – Large Lot Housing	Single detached house
West	P2 – Education and Minor Institutional	Elementary School

Subject Property Map:



The subject property is located on Raymer Road, which is designated as part of the bicycle network with bike lanes on both sides, neighbouring École Bellevue Creek Elementary School, and is within 400 meters of Mission Ridge Park.

5.0 Current Development Policies

5.1 <u>Kelowna Official Community Plan (OCP)</u>

Objective 7.1. Create more complete communities in Suburban Neighbourhoods	
Policy 7.1.8 Child	Support the development of small-scale Child Care Centre spaces including
Care Centre	accessible, affordable and inclusive spaces that meet the needs of residents living
Spaces	in Suburban Neighbourhoods.
	The proposed rezoning will facilitate the development of a Child Care Centre in close proximity to schools, recreation areas, and is located within an established suburban neighbourhood.

6.o Application Chronology

Application Accepted: October 16, 2024
Neighbourhood Notification Summary Received: June 5, 2025

Report prepared by: Nadia Mahmoudi, Planner I

Reviewed by: Carla Eaton, Development Planning Manager

Reviewed by: Nola Kilmartin, Development Planning Department Manager

Approved for Inclusion: Ryan Smith, Divisional Director, Planning, Climate Action & Development

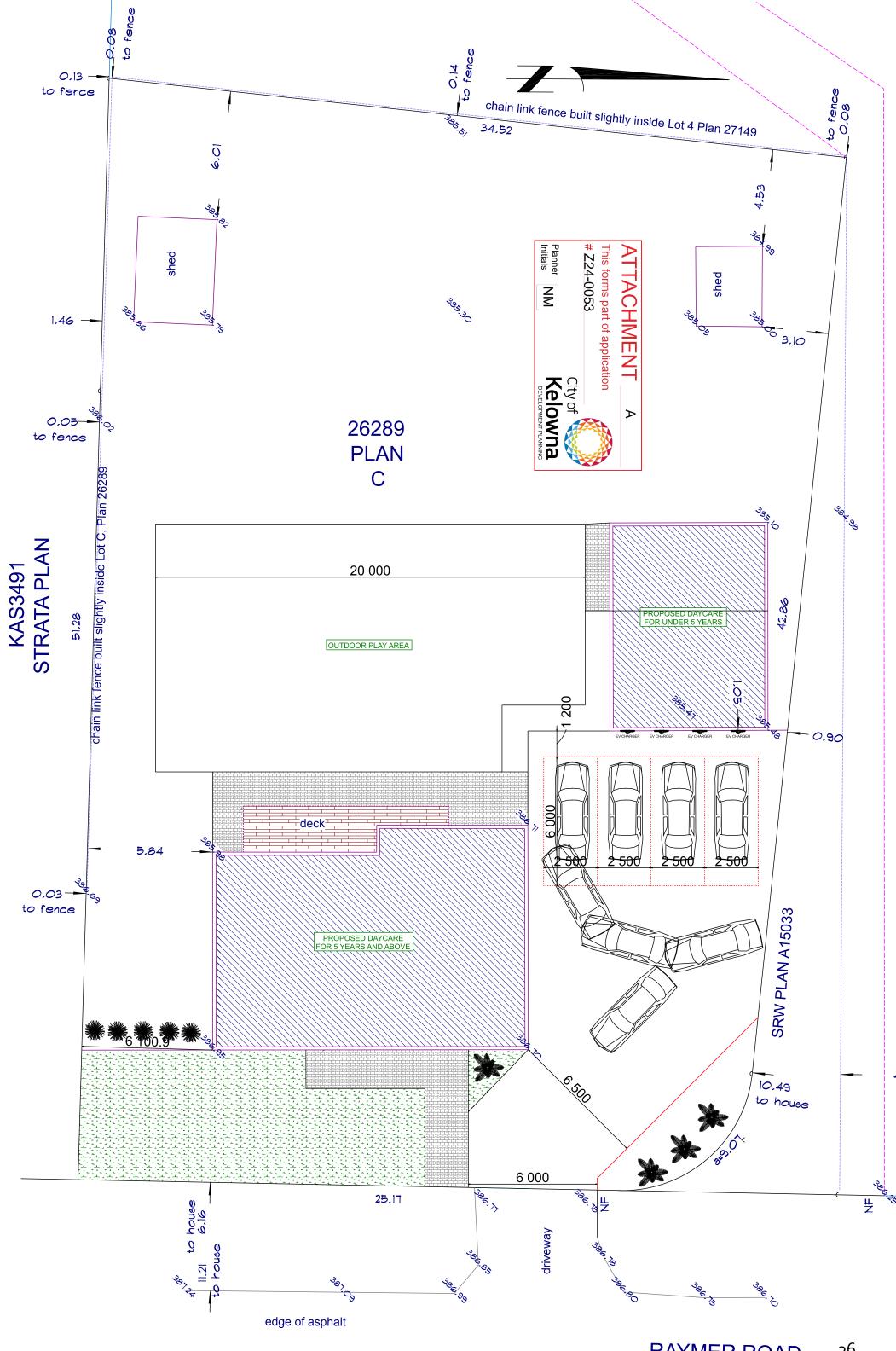
Services

Attachments:

Attachment A: Site Plan

Attachment B: Applicant Letter and Summary of Neighbourhood Notification

For additional information, please visit our Current Developments online at www.kelowna.ca/currentdevelopments.



May 29, 2025

810 Bullock Road Kelowna, BC, V1W 2C1 Dear Neighbour,



We own the house located at 4578 Raymer Road. We are about to enter the City approval process to rezone this location. Our property is currently zoned RU1 and the rezoning application is for the purpose of acquiring child care subzone to rezone the property to RU1cc – Large Lot Housing with Child Care Centre, Major. This acquired zone does not change anything for the zone except that it allows us to operate a child care center in that location.

As part of the council rezoning process a neighborhood notification is required. You can submit your feedback to the Planner assigned to the file. All feedback will be provided to the decision-making authority. The City of Kelowna Planner assigned to the project is Nadia Mahmoudi. She can be reached at 250-862-0406 or MMahmoudi@kelowna.ca.

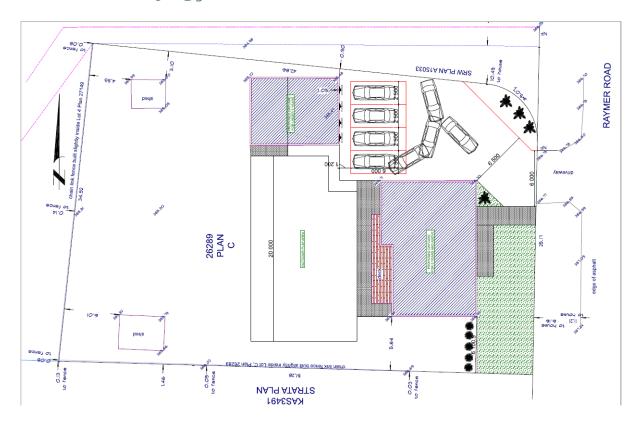
A site plan has been attached for your review. If you have any questions or concerns please feel free to contact me at the number listed below.

Sincerely,

Bikramjeet Chahal, Property Owner

Phone: 204-978-1835

Email: bikram.chahal1981@gmail.com









A summary of neighborhood consultation efforts, feedback and response must be provided to City staff, identifying how the efforts meet the objectives of this Policy. This form must be filled out and submitted to the File Manager a minimum of 20 days prior to initial consideration by Council.

Ι, _	Bikramjeet Chahal , the applicant for Application No. Z24-0053		
for	rezone property to RU1CC for childcare, daycare operation		
	(brief description of proposal)		
at_	4578 Raymer Road, Kelowna, BC have conducted the required neighbour (address)		
con	sultation in accordance with Council Policy No. 367.		
	My parcel is located outside of the Permanent Growth Boundary and I have consulted all owners & occupants within a 300m radius		
My parcel is located inside of the Permanent Growth Boundary and I have consulted all owners & occupants within a 50m radius			
I ha	ve consulted property owners and occupants by doing the following: We spoke to most neighbours of the property		
by (joing door-to-door, face to face over 2-3 days. We provided info including site plan and parking info. We were able to		
ansv	ver any questions they had to their satisfaction. We gave packages to those that we did not meet face to face.		
Plea	ase initial the following to confirm it has been included as part of the neighbour consultation:		
<u>-</u>	Location of the proposal;		
\geq	∠ Detailed description of the proposal, including the specific changes proposed; ∠ Visual rendering and/or site plan of the proposal;		
\geq	Contact information for the applicant or authorized agent;		
\geq	Contact information for the appropriate City department;		
	Identification of available methods for feedback.		

Please return this form, along with any feedback, comments, or signatures to the File Manager **20 days** prior to the anticipated initial consideration by Council date. On the back of this form please list those addresses that were consulted.

Address	Spoke with	Left Package	Date
	Owner &	with Owner &	
	Occupant	Occupant	
810 Bullock Road	Yes	No	May 29, 2025
876 Coronado Cres	Yes	No	May 29, 2025
879 Coronado Cres	No	Yes	June 1, 2025
883 Coronado Cres	Yes	Yes	May 29, 2025
760 Mcclure	No	Yes	June 5, 2025
764 Mcclure Road	Yes	No	May 29, 2025
774 Mcclure Road	No	Yes	June 1, 2025
784 Mcclure Road	Yes	No	May 29, 2025
4574 Raymer Road	Yes	Yes	June 2, 2025
4587 Raymer Road	Yes	No	May 29, 2025
4590 Raymer Road	Yes	No	May 29, 2025
4584 Raymer Road	Yes	Yes	May 29, 2025
4588 Raymer Road	Yes	No	June 2, 2025
ATTACHMENT B			
This forms part of application			
# Z24-0053			
City of			
Planner NM Kelowna			
Initials DEVELOPMENT PLANNING			

CITY OF KELOWNA

BYLAW NO. 12802 Z24-0053 4578 Raymer Road

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 12375".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

- THAT City of Kelowna Zoning Bylaw No. 12375 be amended by changing the zoning classification of Lot C District Lot 357 ODYD Plan 26289 located on Raymer Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU1cc – Large Lot Housing with Child Care Centre, Major zone.
- 2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

Mayor
City Clerk

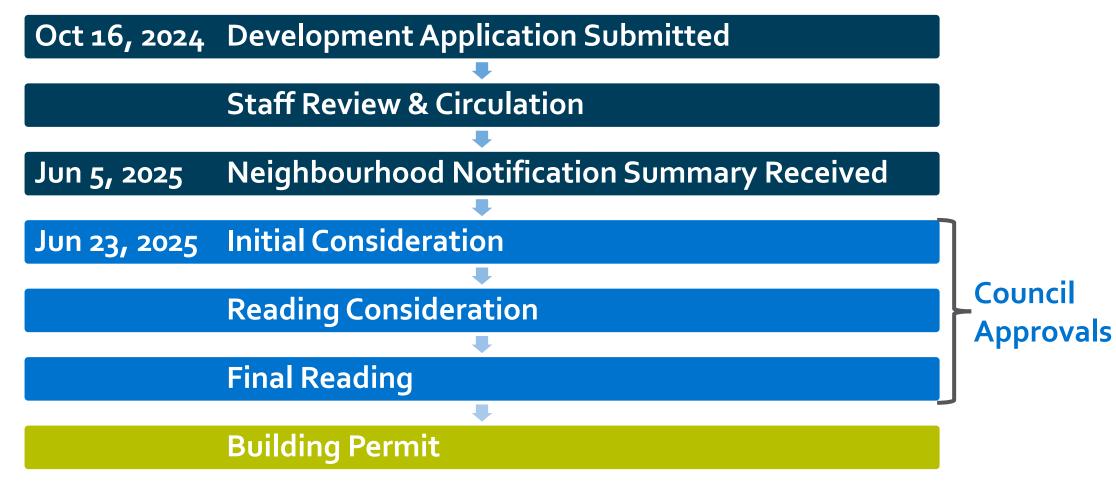


Purpose

To rezone the subject property from the RU1 – Large Lot Housing zone to the RU1cc – Large Lot Housing with Child Care Centre, Major zone to facilitate a Child Care Centre.



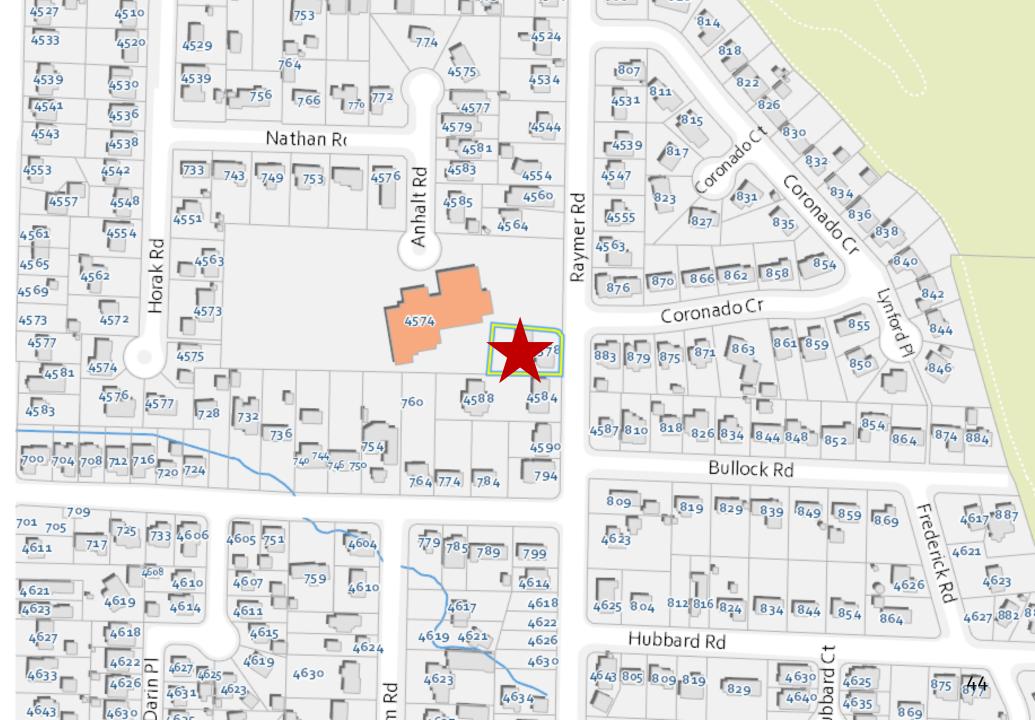
Development Process





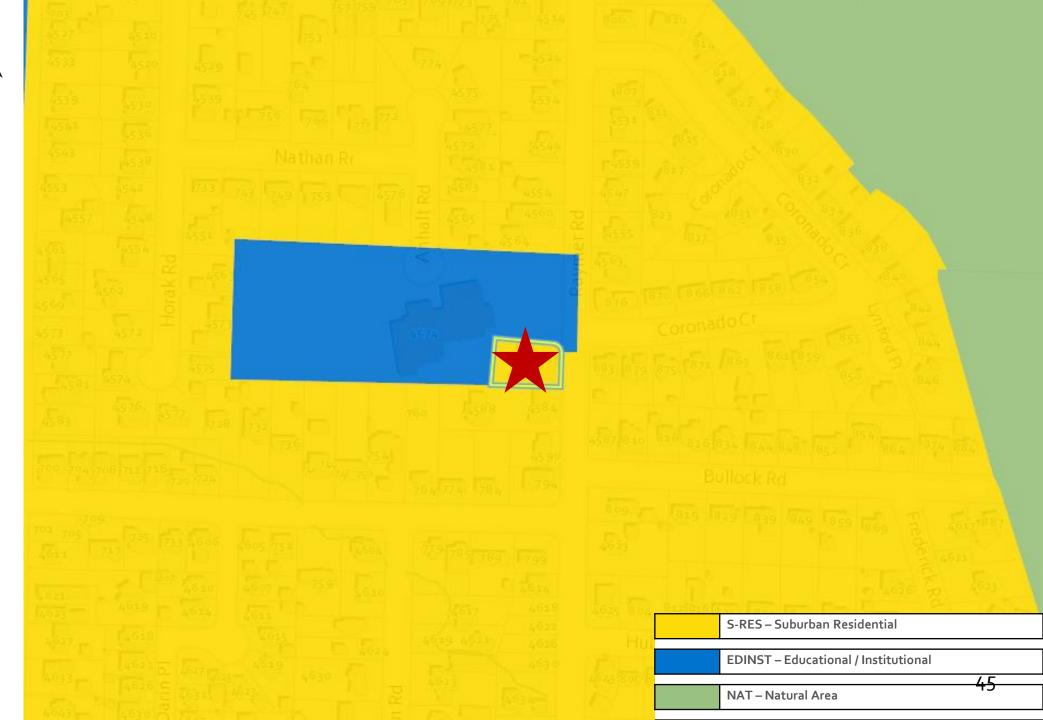


Context Map





Context
Map:
OCP
Future
Land Use

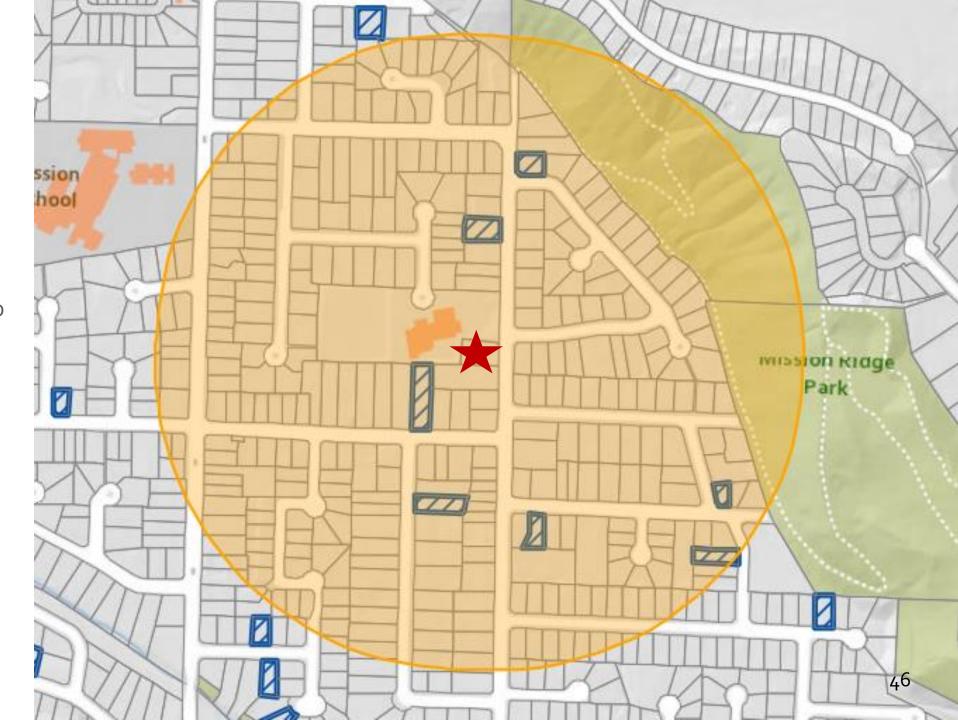




Model City

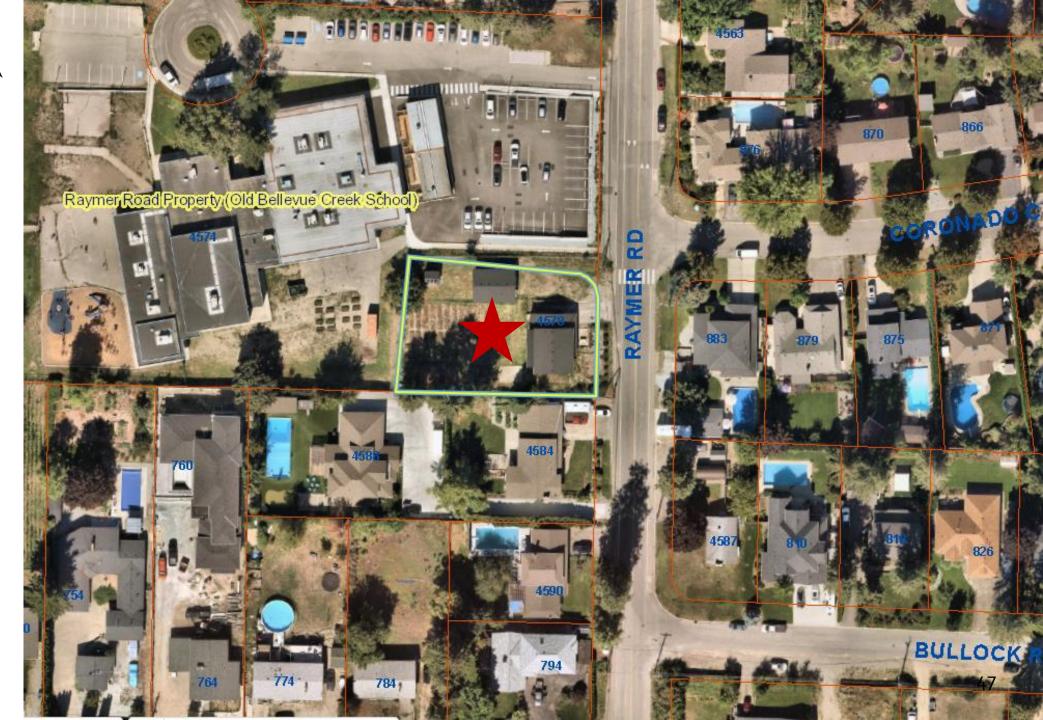
Estimated Population: 1070

Estimated Jobs: 128





Subject Property Map



"CC" Child Care Centre, Major

Purpose:

 To provide a sub-zone to allow for Child Care Centre, Major on a case-by-case basis where supported by OCP Policy.

Summary of Uses:

- Child Care Centre, Major
 - Licensed under Community
 Care and Assisted Living
 Act
 - Care, education, supervision
 - More than 8 children



OCP Objectives: Climate Resilience

10 min walk to retail / restaurants

5 min walk to park (school playground)

10 min bike to public school

20 min bus to urban/village centre / employment hub

Retaining trees and/or adding trees

OCP Climate Resilience Consistency

LEGEND

Dark Green

meets criteria

Light green

will meet criteria soon

Yellow

does not meet criteria



OCP Objectives & Policies

- S-RES: Suburban Residential
- *OCP Policy 7.1.8* Support the development of small-scale Child Care Centre spaces including accessible, affordable and inclusive spaces that meet the needs of residents living in Suburban Neighbourhoods.



Staff Recommendation

- Staff recommend support for the proposed rezoning as it is consistent with:
 - ►OCP Future Land Use S-RES
 - ►OCP Objectives in Chapter 7 Suburban Neighbourhoods
 - Child Care Centre Spaces



REPORT TO COUNCIL REZONING

Date: June 23, 2025

To: Council

From: City Manager

Address: 3577 & 3581 Lakeshore Road

File No.: Z24-0058

	Existing	Proposed
OCP Future Land Use:	C-NHD – Core Area Neighbourhood	C-NHD – Core Area Neighbourhood
Zone:	MF1 – Infill Housing	MF ₃ – Apartment Housing

Kelow

1.0 Recommendation

THAT Rezoning Application No. Z24-0058 to amend the City of Kelowna Zoning Bylaw No. 12375 by changing the zoning classification of Lot 1 District Lot 134 ODYD Plan 3577, located at 3577 Lakeshore Road, Kelowna, BC and Lot 2 District Lot 134 ODYD Plan 3577, located at 3581 Lakeshore Road, Kelowna, BC from the MF1 – Infill Housing zone to the MF3 – Apartment Housing zone, be considered by Council;

AND THAT final adoption of the Rezoning Bylaw be considered subsequent to the outstanding conditions of approval as set out in Attachment "A" attached to the Report from the Development Planning Department dated June 23, 2025;

AND FURTHER THAT final adoption of the Rezoning Bylaw be considered subsequent to consolidation of the subject properties into a single parcel.

2.0 Purpose

To rezone the subject properties from the MF1 – Infill Housing zone to the MF3 – Apartment Housing zone to facilitate the development of apartment housing.

3.0 Development Planning

Staff support the proposed rezoning from the MF1 – Infill Housing zone to the MF3 – Apartment Housing zone. The proposed rezoning will facilitate the development of apartment housing which aligns with the Official Community Plan (OCP) Future Land Use designation of C-NHD – Core Area Neighbourhood. OCP Policy supports apartment housing up to six storeys in height where properties directly abut Transit Supportive Corridors. Increasing density along Transit Supportive Corridors supports improved transit services and provides alternative transportation options to residents.

The applicant is required to complete a 3.0 m road dedication in addition to a 2.0 m road reserve (5.0 m total) along Lakeshore Road to accommodate future road widening, including a centre turning lane.

Lot Area	Proposed (m²)
Gross Site Area	1858 m²
Road Dedication	91.62 m²
Undevelopable Area	61.08 m² (road reserve)
Net Site Area	~1705 m²

4.0 Site Context & Background

Orientation	Zoning	Land Use
North	MF1 – Infill Housing	Singke Detached Dwellings
East	MF1 – Infill Housing	Single Detached Dwellings
South	MF ₃ – Apartment Housing	Single Detached Dwellings
West	MF1 – Infill Housing	Single Detached Dwellings



The subject properties are located on the east side of Lakeshore Road, between Bechard Road and Richter Street, south of the Pandosy Urban Centre. Lakeshore Road is a Transit Supportive Corridor. Transit stops are located 150 metres south of the subject properties. The surrounding neighbourhood primarily consists of single detached dwellings.

5.0 Current Development Policies

5.1 <u>Kelowna Official Community Plan (OCP)</u>

Objective 5.2 Focus residential density along Transit Supportive Corridors			
Policy 5.2.1 Transit	Encourage development that works toward a long term population density of		
Supportive	between 50 – 100 people per hectare within 200 metres of each corridor to that		
Corridor Densities	support improved transit services and local service and amenities. Discourage		
	underdevelopment of properties along Transit Supportive Corridors.		
	The proposed rezoning will facilitate increase density along the Transit Supportive		
	Corridor.		
Policy 5.2.2 Transit	Encourage housing forms up to six storeys in height in Core Area		
Supportive	Neighbourhoods that front or directly abut Transit Supportive Corridors.		
	Explore higher or lower heights through dedicated corridor planning processes.		

Corridor Building	Consider buildings above six storeys where the project is adjacent to higher		
Heights	capacity transit along Highway 97, a major intersection, or near an Urban		
	Centre, with due consideration for the context of the surrounding		
	neighbourhood.		
	The proposed rezoning to the MF3 – Apartment Housing zone will facilitate the		
	development of apartment housing up to six storeys in height on a property		
	fronting a Transit Supportive Corridor.		

6.0 Application Chronology

Application Accepted: November 14, 2024
Neighbourhood Notification Summary Received: January 22, 2025

Report prepared by: Mark Tanner, Planner Specialist

Reviewed by: Adam Cseke, Development Planning Manager

Reviewed by: Nola Kilmartin, Development Planning Department Manager

Approved for Inclusion: Ryan Smith, Divisional Director, Planning, Climate Action & Development

Services

Attachments:

Attachment A: Development Engineering Memo

Attachment B: Conceptual Site Plan

Attachment C: Neighbourhood Notification Summary

For additional information, please visit our Current Developments online at www.kelowna.ca/currentdevelopments.

CITY OF KELOWNA

MEMORANDUM



Date: March 17, 2025

File No.: Z24-0058

To: Development Planning Dept (AF)

From: Development Engineering Department

Subject: 3577 - 3581 Lakeshore Rd MF1 – MF3

The Development Engineering Department has the following comments with this Rezoning Application to rezone the subject properties from MF1 – Infill Housing Zone to MF3 – Apartment Housing Zone for a mid-rise multi-family development on the subject property.

Works and Servicing requirements directly attributable at the time of Building Permit will be provided in the future Development Engineering Department memo for the Development Permit application.

The Development Engineering Technologist for this file is Aaron Sangster (asangster@kelowna.ca).

1. <u>SITE-SPECIFIC REQUIREMENTS</u>

- a. Only one driveway, of maximum 6.0m width, will be permitted. Driveway must access from Lakeshore Rd.
 - i. The proposed driveway configuration appears consistent with this requirement.
- a. 3.0 m road dedication along the entire frontage of Lakeshore Rd is required to achieve a City ROW objective and an additional 2.0 m road reserve along the entire frontage of Lakeshore Rd. to achieve the City DDC road objectives.

2. **GENERAL**

a. The following comments and requirements are valid for a period of one (1) year from the reference date of this memo, or until the application has been closed, whichever occurs first. The City of Kelowna reserves the rights to modify some or all items in this memo if the zone amendment bylaw is not adopted within this time.

M Hobbs

Melissa Hobbs, P.Eng, PMP Development Engineering Dept

AS

3577 AND 3581 LAKESHORE ROAD, KELOWNA, BC

ATTACHMENT This forms part of application # Z24-0058 Kelowna

PROPERTY DESCRIPTION:

CIVIC: 3577 AND 3581 LAKESHORE ROAD, KELOWNA, BC LEGAL: LOT 1,2, PLAN KAP3577

ZONING CALCULATIONS:

CURRENT: CITY OF KELOWNA MF1 ZONING CORE AREA

TRANSIT SUPPORTIVE CORRIDOR

PROPOSED: MF3 ZONING

	UNIT CALC	JLATIONS	
UNIT	# OF BEDROOMS	UNIT AREA	PRIVATE AMENITY SPACE
101 - LEVEL 1	2	665 SF	
101 - LEVEL 2	2	665 SF	
301	2	997 SF	198 SF
302	2	1212 SF	79 SF
303	1	699 SF	79 SF
304	1	715 SF	90 SF
305	1	699 SF	79 SF
306	1	723 SF	90 SF
307	1	699 SF	79 SF
308	1	715 SF	90 SF
309	1	701 SF	79 SF
310	1 + DEN	966 SF	90 SF
311	1 + DEN	797 SF	90 SF
401	2	998 SF	198 SF
402	2	1212 SF	79 SF
403	1	699 SF	79 SF
404	1	715 SF	90 SF
405	1	700 SF	79 SF
406	1	723 SF	90 SF
407	1	698 SF	79 SF
408	1	715 SF	90 SF
409	1	701 SF	79 SF
410			
	1 + DEN	977 SF	90 SF
411	1 1 . DEN	720 SF	81 SF
412	1 + DEN	797 SF	90 SF
501	2	998 SF	198 SF
502	2	1212 SF	79 SF
503	1	699 SF	79 SF
504	1	715 SF	90 SF
505	1	699 SF	79 SF
506	1	723 SF	90 SF
507	1	699 SF	79 SF
508	1	715 SF	90 SF
509	1	701 SF	79 SF
510	1 + DEN	977 SF	90 SF
511	1	720 SF	81 SF
512	1 + DEN	797 SF	90 SF
601	2 + DEN	1380 SF	284 SF
602	2 + DEN	1463 SF	162 SF
603	1	715 SF	90 SF
604	1 + DEN	1007 SF	270 SF
605	1	723 SF	90 SF
606	1 + DEN	1007 SF	272 SF
607	1	715 SF	90 SF
608	1 + DEN	1036 SF	285 SF
		<u></u>	t

COMMON AMENITY TABLE:

TOTAL UNIT AREAS

INDOOR AMENITY SPACE
OLIEGE SLUTE

2 + DEN

(736 SF) GUEST SUITE: OFFICE SPACE: (106.8 SF) TOTAL INDOOR AMENITY: (842.8 SF)

90 SF

OUTDOOR AMENITY SPACE:

SHARED ROOFTOP AMENITY: 521.5m² (5,613.1 SF)

TOTAL OUTDOOR AMENITY AREA:

TOTAL AMENITY AREA: (6,456.2 SF)

SITE INFORMATION:

GROSS SITE AREA =

ALLOWED/REQUIRED <u>PROPOSED</u> SITE COVERAGE = 65% (13,002 SF) 62% (12, 461SF) TO BE CONFIRMED WITH LANDSCAPE SITE COVERAGE + HARDSCAPING =85% (17,003SF) MIN. DENSITY: 3.1 UNITS/1,000M² LOT AREA = 6 UNITS 45 UNITS FAR + BONUS DENSITY =1.94 (38,861 SF) 1.8 + 0.25 = 2.05 (41,006 SF)

20,003 SF (1,858 m²)

PRIVATE & COMMON AMENITY SPACE:

2 BEDROOM UNITS = 10 UNITS x $25m^2 = 250m^2$ (SF) 1 BEDROOM UNITS = $35 \text{ UNITS x } 15\text{m}^2 = 525\text{m}^2 \text{ (SF)}$ TOTAL REQUIRED = 775m² (8,342 SF) 1,444.5m² (15,548.5 SF) COMMON REQUIRED = $45 \text{ UNITS x } 4 \text{ m}^2/\text{UNIT} = 180 \text{m}^2 \text{ (SF)}$ 599.8m² (6,456.2 SF), SEE TABLE PRIVATE REQUIRED = $775\text{m}^2 - 599.8\text{m}^2 = 175.2\text{m}^2$ 923.1m² (9,936 SF), SEE TABLE

HEIGHT = 22.0m (6 STOREYS) 22.0m (6 STOREYS)

YARD SETBACKS:

FRONT YARD = 5.1m 2.7m FRONT YARD (GROUND ORIENTED) = 2m FRONT YARD BUILDING STEPACK = 3m (ON LEVEL 6) SIDE YARD = 3.1/3.1m REAR YARD =

ROAD RESERVE

1 SITE PLAN

<u>PROPOSED</u> ALLOWED/REQUIRED PARKING CALCULATIONS: 1 BEDROOM UNITS = 35 UNITS x 1.0 = 352 BEDROOM UNITS = 10 UNITS x 1.1 = 11VISITOR = 45 UNITS x 0.14 = 6.3 = 6TOTAL (WITH BICYCLE PARKING INCENTIVE) = 52 - 5 = 47 48 ACCESSIBLE PARKING = 2 (1 VAN ACCESSIBLE) 2 (1 VAN ACCESSIBLE) LONG-TERM BICYCLE STORAGE (BONUS): 1 BEDROOM = 35 UNITS x 1.25 = 43.752 BEDROOM = 10 UNITS x 1.50 = 15TOTAL =59 66 SHORT-TERM BICYCLE STORAGE:

PARKING		
COUNT	TYPE	
1	ACCESSIBLE (VAN) - 90 deg	
1	ACCESSIBLE - 90 deg	
22	REGULAR - 90 deg	
25	SMALL - 90 deg	
Grand total: 49		

6 PER ENTRANCE =

Grand total: 49 19' - 8 1/4" [6000] GARAGE 9' - 10 1/8" [3000] FRONT YARD 14' - 9 1/8" [4500] 6' - 6 3/4" [2000] REAR YARD SETBACK GROUND ORIENTATED 60.91m PROPERTY LINE 16' - 10 1/4" [5137] POWER POLE 10 344.32 ENTRY LIGHTING **L**______ SHORT-TERM BICYCLE PARKING 600900 900600 BUILDING SIGNAGE ABOVE XXXXXX GARAGE DOOR (SEE ELEVATIONS) LAKESHORE ROAD
(TRANSIT SUPPORTIVE CORRIDOR [No Slope] [No Slope] EXISTING PROPERTY LINE TO BE REMOVED IN LOT CONSOLIDATION 166' - 2 1/2" [50660] 10% TOWNHOUSE ENTRY LIGHTING TOWNHOUSE ENTRY SIGNAGE 4----_____ LINE OF LEVEL ABOVE POWER POLE 343.82 SITE SURVEYED BY VECTOR GEOMATICS LAND SURVEYING LTD ON APRIL 17, 2024 OVERHEAD POWERLINES ALONG LAKESHORE ROAD TO BE BURIED ROAD DEDICATION TRUE NORTH PROJECT NORTH INDICATED POWER LINE LOCATIONS ARE APPROXIMATE AND SHALL BE CONFIRMED ON SITE SITE GEODEDIC ELEVATIONS TO BE CONFIRMED WITH CIVIL CONSULTANT BUILDING GEODEDIC ELEVATIONS TO BE CONFIRMED WITH CIVIL CONSULTANT

PHONE:250-448-7801

205-1626 Richter Street, Kelowna, BC V1Y 2M3 www.limearchitecture.com

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All ideas, designs, drawings and specifications are the exclusive property of LIME Architecture Inc. As instruments of service, they may not be used or reproduced in any manner without the expressed written consent of LIME Architecture Inc. All Contracting Trades shall check and verify all levels, dimensions data and conditions on the site prior to commencement of any work. Any discrepancies are to be reported immediately to LIME Architecture Inc. Do not Scale any dimensions from this drawing

All trades are to execute the work in accordance with the current municipality building by-laws and requirements of other local authorities having jurisdiction as well as the british columbia building code -(most recent edition) including all published revisions and addenda. All trades shall assume full responsiblity for the locations and protection of all under and above ground utilities, wires and conduit connections, including (but not limited to) water, sewer, gas, hydro and telephone.

REVISION NO., DATE AND DESCRIPTION

05.31.24 FOR REVIEW 10.15.24 FOR REVIEW 10.15.24 FOR REZONING 11.18.24 NEIGHBOURHOOD

CONSULTATION 04.21.25 FOR REVIEW

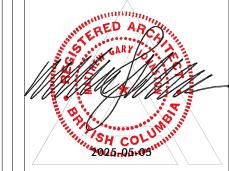
05.05.25 REZONING ADDENDUM

PLOT DATE 05.05.25 **PROJECT** 3577 & 3581 LAKESHORI

DRAWING TITLE PROJECT

INFORMATION

A-001



REZONING ADDENDUM #1





Transmittal Page 1 of 1

May 21, 2025

Re: Neighbourhood Notification Summary – Z24-0058

Dear City of Kelowna Planning Department,

Regarding the proposed rezoning at 3577 & 3581 Lakeshore Road, a neighbourhood consultation package consisting of the attached documents was mailed on January 9, 2025, to all properties within the 50m radius identified by the City of Kelowna for application file Z24-0058. To date, neither the property owners nor LIME Architecture Inc. have received any feedback or correspondence from the recipients.

Sincerely:

Matt Johnston Architect AIBC, LEED AP

LIME Architecture Inc.



ATTACHMENT C
This forms part of application
Z24-0058
City of
Planner
Initials
MT
Kelowna
DEVELOPMENT PLANNING

Page 1 of 4

November 21, 2024

Transmittal

Re: Rezoning Proposal for 3577 and 3581 Lakeshore Road, Kelowna, BC (The Site)

Dear Neighbours,

We would like to take this opportunity to introduce you to the proposed rezoning of the property located at 3577 and 3581 Lakeshore Road from MF1 (Single Family housing) to MF3 (Apartment housing) to facilitate a 45-unit, 6 storey affordable housing development.

Located on a Transit Supportive Corridor (TSC) within the City of Kelowna's Core Area as identified in the 2040 OCP, 3577 & 3581 Lakeshore is south of the South Pandosy Urban Centre. The OCP growth strategy emphasizes diversifying housing options within the Core Area, which is why we are proposing a multi-family development. Objective 5.2 of the OCP promotes increased density along TSC's, enabling more people to live, work, and shop nearby while supporting transit and local services. To align with this vision, we are proposing a rezoning to an MF3 designation which permits higher density and is consistent with the City of Kelowna's 2040 OCP. The rezoning will help fulfill these objectives, delivering much needed housing in Kelowna's Core Area.

As Development Permit drawings are finalized, Chapter 18 – Form and Character, of the OCP will be carefully followed. The proposed development will be designed as a thoughtful, positive, and visually appealing addition to the neighbourhood. To respect neighbouring properties, the building exceeds the required setback distances and will include large balconies and windows facing the front street, fostering a welcoming appearance and enhancing street-level engagement. A ground orientated unit has been integrated to anchor the building, creating a seamless transition from the street to the rest of the structure. Additionally, a rooftop amenity space will be provided, offering residents a high-quality, functional, and desirable area to interact. Parking will also be provided onsite per the city zoning regulations.

In summary, the proposed rezoning allows for a thoughtful, sustainable multi-family housing solution to properties located within the Core Area, along a Transit Supportive Corridor and meets the following OCP objectives and guidelines:

- i. Stop planning new suburban neighbourhoods: the proposed development offers a variety of housing while not contributing to urban sprawl
- Target growth along Transit Supportive Corridors: the proposed development will allow for more density, which will increase the demand for transit services
- iii. Promote more housing diversity: healthy neighbourhoods support a variety of households, incomes and life stages

Please see the attached proposal and additional information regarding this rezoning application. This information package includes the site plan, elevations and all contact details of the owner, Architect, and City Staff. If you have any questions or require further information, please do not hesitate to contact any of the aforementioned.





Transmittal Page 2 of 4

Location of the proposal:

3577 and 3581 Lakeshore Road, Kelowna, BC

Detailed description of the proposal, including the specific changes proposed:

Proposed 45-unit, 6 storey affordable housing development.

Rendering and/or site plan of the proposal:

Please see attached.

Contact information for the Applicant, Owner, and City Staff:

LIME Architecture Inc.

Matt Johnston

Tel: 250-448-7801

Email: matt@limearchitecture.com

Owners: Diamond Standard Properties

Contact: Harry Zamonsky

Tel: 306-445-8571 Email: hzam@sasktel.net

Andrew Ferguson – Planner II | City of Kelowna

Tel: 250-469-8648

Email: aferguson@kelowna.ca

We appreciate your valuable time and kindly request that you review the information provided and provide our office with any comments you may have so that we can ensure we are proposing a building design in keeping with the vision for the neighbourhood by those already living nearby.

If you have any questions, please do not hesitate to reach out directly to Matt, or Andrew at the City of Kelowna.

Sincerely:

Matt Johnston // Architect AIBC, LEED AP

LIME Architecture Inc.







A summary of neighborhood consultation efforts, feedback and response must be provided to City staff, identifying how the efforts meet the objectives of this Policy. This form must be filled out and submitted to the File Manager a minimum of 20 days prior to initial consideration by Council.

I,	Matt Johnston - LIME Architecture , the applicant for Application No. Z24-0058				
for	a 45-unit, 6 story apartment housing development				
	(brief description of proposal)				
at	3577 and 3581 Lakeshore Roadhave conducted the required neighbour				
consu	(address) Itation in accordance with Council Policy No. 367.				
	My parcel is located outside of the Permanent Growth Boundary and I have consulted all owners & occupants within a 300m radius				
X					
I have	consulted property owners and occupants by doing the following:				
	Mailing out a neighborhood consultation package to each address that is listed on the following page				
	<u>.</u>				
Please	e initial the following to confirm it has been included as part of the neighbour consultation:				
MJ	Location of the proposal;				
MJ	Detailed description of the proposal, including the specific changes proposed;				
MJ	_Visual rendering and/or site plan of the proposal;				
MJ	_Contact information for the applicant or authorized agent;				
MJ	_Contact information for the appropriate City department;				
MJ	_Identification of available methods for feedback.				

Please return this form, along with any feedback, comments, or signatures to the File Manager **20 days prior to the anticipated initial consideration by Council date**. On the back of this form please list those addresses that were consulted.

Address	Spoke with Owner & Occupant	Left Package with Owner & Occupant	Date
3536 Lakeshore Rd		X	January 9, 2025
3537 Lakeshore Rd		X	January 9, 2025
3547 Lakeshore Rd		Х	January 9, 2025
3548 Lakeshore Rd		Х	January 9, 2025
3556 Lakeshore Rd		Х	January 9, 2025
3557 Lakeshore Rd		Х	January 9, 2025
3567 Lakeshore Rd		Х	January 9, 2025
3568 Lakeshore Rd		Х	January 9, 2025
3574 Lakeshore Rd		Х	January 9, 2025
3577 Lakeshore Rd		Х	January 9, 2025
3580 Lakeshore Rd		Х	January 9, 2025
3581 Lakeshore Rd		Х	January 9, 2025
3588 Lakeshore Rd		Х	January 9, 2025
3593 Lakeshore Rd		Х	January 9, 2025
3595 Lakeshore Rd		Х	January 9, 2025
3597 Lakeshore Rd		Х	January 9, 2025
3534 Landie Rd		X	January 9, 2025
3560 Landie Rd		Х	January 9, 2025
3568 Landie Rd		Х	January 9, 2025
3574 Landie Rd		Х	January 9, 2025
3580 Landie Rd		X	January 9, 2025
3586 Landie Rd		Х	January 9, 2025
			,





<u>Neighbourhood Consultation</u> of all property owners within 50m of the subject properties is required for Rezoning Applications. See additional neighbour consultation info below:

Neighbourhood Notification Map (sites within 50m of the subject properties identified in orange)





Neighbourhood Notification Property List

	Туре	Address
Q		3536 Lakeshore Rd
Q 🗎		3537 Lakeshore Rd
Q 🖹		3547 Lakeshore Rd
Q 🖹		3548 Lakeshore Rd
Q 🗎		3556 Lakeshore Rd
Q 🖹		3557 Lakeshore Rd
Q 🗎		3567 Lakeshore Rd
QB		3568 Lakeshore Rd
QB		3574 Lakeshore Rd
Q 🗎		3577 Lakeshore Rd
Q		3580 Lakeshore Rd
Q 🖹		3581 Lakeshore Rd
Q 🗎		3588 Lakeshore Rd
Q 🖹		3593 Lakeshore Rd
Q 🗎		3595 Lakeshore Rd
Q 🖹		3597 Lakeshore Rd
Q 🖹		3534 Landie Rd
Q		3560 Landie Rd
Q		3568 Landie Rd
Q		3574 Landie Rd
Q		3580 Landie Rd
Q 🖹 Count: 22		3586 Landie Rd

CITY OF KELOWNA

BYLAW NO. 12803 Z24-0058 3577 and 3581 Lakeshore Road

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 12375".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

- 1. THAT City of Kelowna Zoning Bylaw No. 12375 be amended by changing the zoning classification of:
 - a. Lot 1 District Lot 134 ODYD Plan 3577 located on Lakeshore Road, Kelowna, BC; and
 - b. Lot 2 District Lot 134 ODYD Plan 3577 located on Lakeshore Road, Kelowna, BC;

from the MF1 – Infill Housing zone to the MF3 – Apartment Housing zone.

2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first, second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

Mayor
City Clerk

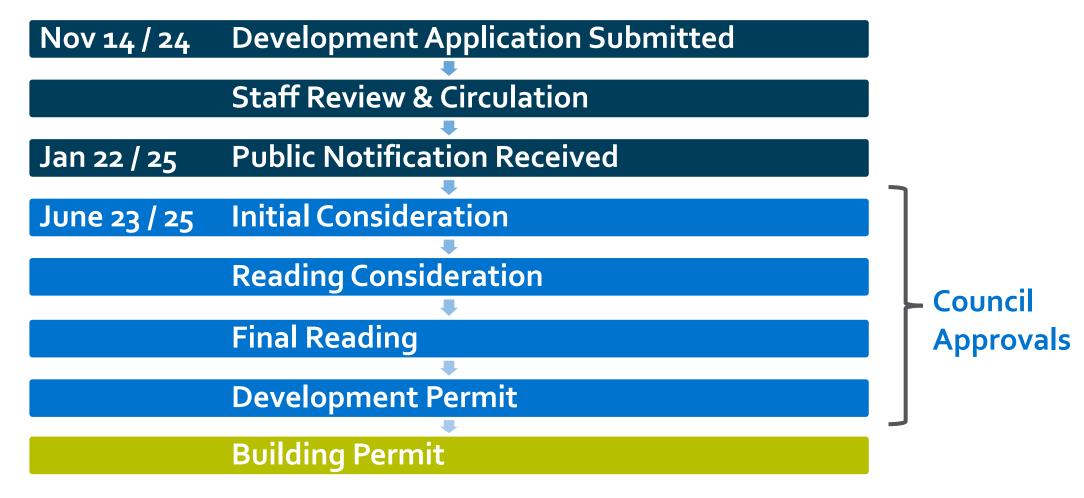


Purpose

To rezone the subject properties from the MF1 – Infill Housing zone to the MF3 – Apartment Housing zone.



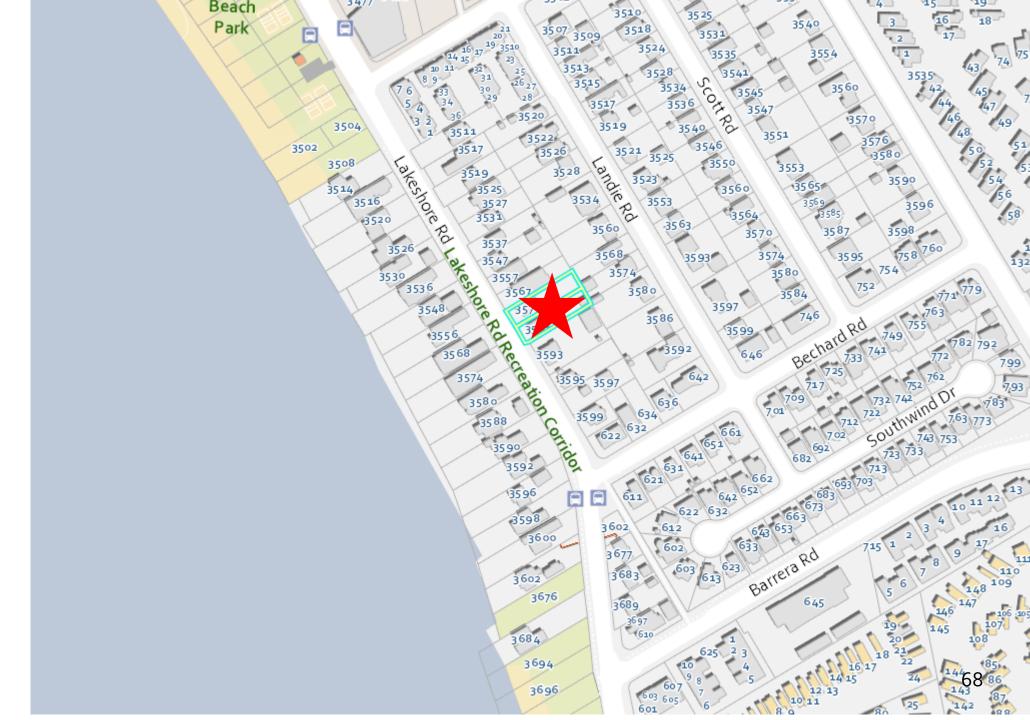
Development Process







Context Map



Model City

Model City:

Residential units:

743

Commercial units:

18

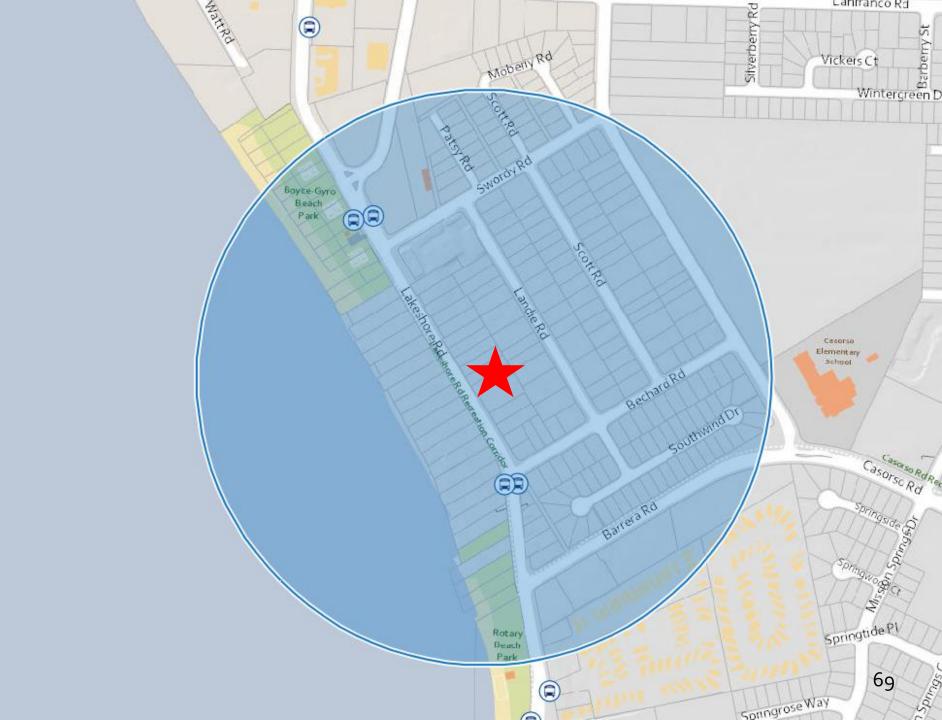
Estimated

population:

1296

Estimated jobs:

241





Context
Map:
OCP
Future
Land Use





Subject Property Map



"MF3" Apartment Housing Zone

Purpose:

 To provide a zone for apartments on serviced urban lots with various commercial uses permitted on Transit Supportive Corridors

Summary of Uses:

- Apartment Housing
- Stacked Townhouses
- Townhouses
- Local commercial and institutional



"MF3" Apartment Housing Zone

Regulation	Permitted
Maximum Height	22.0 m & 6 storeys
Potential Number of Units	45
Maximum Site Coverage of Buildings	65%



OCP Objectives: Climate Resilience

10 min walk to retail / restaurants

5 min walk to park

10 min bike to public school

20 min bus to urban/village centre / employment hub

Retaining trees and/or adding trees

OCP Climate Resilience Consistency

LEGEND

Dark Green

meets criteria

Light green

will meet criteria soon

Yellow

does not meet criteria



OCP Objectives & Policies

- C-NHD: Core Area Neighbourhood adjacent to Transit Supportive Corridor
 - Encourage increased density along Transit Supportive Corridor to support improved transit services and local services
 - Discourage underdevelopment
 - Support apartment housing up to 6 storeys in height



Staff Recommendation

- Staff recommend **support** for the proposed rezoning as it is consistent with:
 - OCP Future Land Use: C-NHD Core Area Neighbourhood
 - OCP Policies:
 - Policy 5.2.1 Transit Supportive Corridor Densities
 - Policy 5.2.2 Transit Supportive Corridor Building Heights



Report to Council



Date: June 23, 2025

To: Council

From: City Manager

Department: Office of the City Clerk

Subject: Rezoning Bylaws Supplemental Report to Council

Recommendation:

THAT Council receives, for information, the report from the Office of the City Clerk dated June 23, 2025;

AND THAT Rezoning Bylaws No. 12796, 12797 and 12798 be forwarded for further reading consideration.

Purpose:

To receive a summary of notice of first reading for Rezoning Bylaws No. 12796, 12797 and 12798 and to give the bylaws further reading consideration.

Background:

A public hearing cannot be held for zoning bylaws for residential development that are consistent with the OCP. A public hearing is not required for all other zoning bylaws that are consistent with the OCP. Public notice is given before first reading with signage on the subject property, newspaper advertisements, and mailouts in accordance with the Local Government Act and Development Application & Heritage Procedures Bylaw No. 12310.

Discussion:

The three Rezoning Applications were brought forward to Council for initial consideration on June 9, 2025. Notice of first reading was completed as outlined above.

Correspondence was received as per the following table:

Address	Application	Bylaw	Public Hearing Option	Recommended Readings	Correspondence Received
<u>675 Black</u> <u>Mountain Dr</u>	Z25-0004	12796	No	1 st , 2 nd ,3 rd , adopt	0
2271 Harvey Ave	Z24-0040	12797	No	1 st , 2 nd , 3 rd	0
125 Park Rd	Z25-0010	12798	No	1 st , 2 nd , 3 rd	0

These applications were brought forward with a recommendation of support from the Development Planning Department. Staff are recommending Council proceed with further readings of the Bylaws.

Conclusion:

Following notice of first reading, staff are recommending that Council give Rezoning Bylaws No. 12796, 12797 and 12798 further reading consideration.

Considerations applicable to this report:

Legal/Statutory Authority:

Local Government Act s. 464(2)

Legal/Statutory Procedural Requirements:

Following the notification period under s. 467 of the Local Government Act, Council may choose to:

- give a bylaw reading consideration,
- defeat the bylaw, or
- for non-residential bylaws, give a bylaw first reading and advance the bylaw to a Public Hearing.

Considerations not applicable to this report:

Existing Policy:

Financial/Budgetary Considerations:

External Agency/Public Comments:

Communications Comments:

Submitted by: L Klaamas, Legislative Technician

Approved for inclusion: L. Bentley, City Clerk

cc: Development Planning

CITY OF KELOWNA

BYLAW NO. 12796 Z25-0004 675 Black Mountain Drive

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 12375".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

- 1. THAT City of Kelowna Zoning Bylaw No. 12375 be amended by changing the zoning classification of Lot 3 Section 19 Township 27 Osoyoos Division Yale District Plan KAP87003 located on Black Mountain Drive, Kelowna, BC from the MF3 Apartment Housing zone to the MF2 Townhouse Housing zone.
- 2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

or adoption.	
Read a first, second and third time by the Municipal Co	uncil this
Adopted by the Municipal Council of the City of Kelowr	na this
	Mayor
	iviayoi
	City Clerk

CITY OF KELOWNA

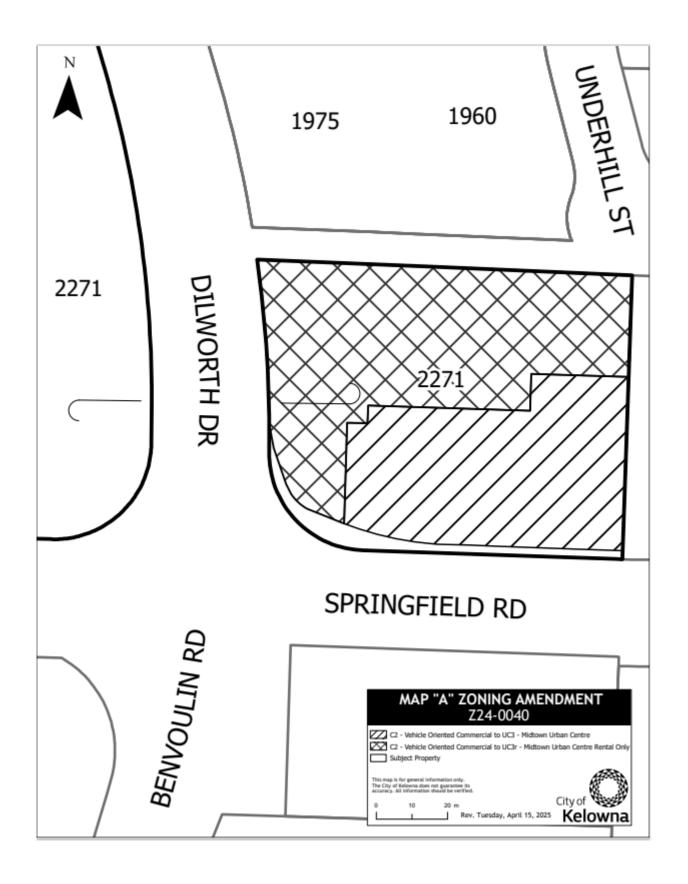
BYLAW NO. 12797 Z24-0040 2271 Harvey Avenue

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 12375".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

- 1. THAT City of Kelowna Zoning Bylaw No. 12375 be amended by changing the zoning classification of portions of Lot A District Lots 127 and 4646 OSOYOOS DIVISION YALE DISTRICT PLAN EPP112989, located on Harvey Ave, Kelowna, BC from the C2 Vehicle Oriented Commercial zone to the UC3 Midtown Urban Centre zone and the UC3r Midtown Urban Centre Rental Only zone as shown on Map "A" attached to and forming part of this bylaw.
- 2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first, second and third time by the Municipal Coun-	cil this
Approved pursuant to section 52(3)(a) of the Transportation	on Act this
for Minister of Transportation & Transit	
Adopted by the Municipal Council of the City of Kelowna t	his
	Mayor
-	City Clerk



CITY OF KELOWNA

BYLAW NO. 12798 Z25-0010 125 Park Road

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 12375".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

- THAT City of Kelowna Zoning Bylaw No. 12375 be amended by changing the zoning classification of Lot 1 Block A Section 23 Township 26 ODYD Plan 4740, located on Park Rd, Kelowna, BC from the UC4 – Rutland Urban Centre zone to UC4r – Rutland Urban Centre Rental Only zone.
- 2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first, second and third time by the Municipal Council this	
Approved pursuant to section 52(3)(a) of the Transportation Act this	
for Minister of Transportation & Transit	
Adopted by the Municipal Council of the City of Kelowna this	
	Mayor
	City Clerk

Report to Council



Date: June 23, 2025

To: Council

From: City Manager

Subject: Council Priorities Update

Department: Corporate Strategy & Performance

Recommendation:

THAT Council receive the report from the Corporate Strategy & Performance Department dated June 23, 2025 regarding an update to the Council priorities for 2023 – 2026;

AND THAT Council adopt the updated Council priorities for 2023 – 2026 as identified in this report and confirm the related priority actions.

Purpose:

To approve the updated Council Priorities document for 2023 – 2026.

Background:

Council approved its six priorities for 2023 – 2026 on March 7, 2023 and updated its priorities on June 24, 2024. Progress reports on Council's priorities have been presented to Council approximately every six months since its initial priorities were endorsed in 2023.

Following the 24-month Council priority progress report presented to Council on March 17, 2025 Council met for a strategic planning session on May 9, 2025 where it reviewed its current priorities and built consensus on a refined set of actions.

Previous Council Resolution

Resolution	Date
THAT Council approve the 2023 – 2026 Council Priorities as attached to the	July 22, 2024
report of the City Manager dated July 22, 2024;	

Discussion:

The updated priorities largely maintain their current focus, while making some adjustments to clarify intent, reflect current realities, and better align with ongoing work. Notable adjustments include:

- **Crime and safety** Advocate for the activation of a regional secure, compassionate care facility.
- **Affordable housing** Advocate for accelerated implementation of electrical distribution infrastructure to support growth.
- **Transportation** Advance "quick build" model for cycling infrastructure and seek design consistency throughout the City.
- **Economy** Establish a Task Force on Economic Prosperity and Enhance sports tourism and recreation development.
- The **Agriculture and Climate and Environment** priority areas have been combined with a continued focus on implementation of long-term projects such as implementation of the Climate Resilient Kelowna Strategy and ensuring reliable agricultural water supply.

Progress reports will continue to be presented to Council every six months as part of the City's broader enterprise performance management program. The next report on Council priority actions is targeted for November 2025, and a data-focused report on results and measures in March 2026.

Considerations not applicable to this report:

Legal/Statutory Authority Legal/Statutory Procedural Requirements Existing Policy Financial/Budgetary Considerations

Submitted by: M. McGreer, Department Manager, Corporate Strategy & Performance

Approved for inclusion: J. Sass, General Manager, Corporate Services

cc: SLT

Attachments:

Council Priority 2023 – 2026_June 2025 update document Council Priority Review Workshop Outcomes



Kelowna City Council Council Priorities Update 2023-2026 May 9, 2025



EXECUTIVE SUMMARY

On May 9, 2025, Kelowna City Council participated in a full-day facilitated workshop to reflect on their seven Council Priorities and 30 associated action items. With 16 months remaining in the current term, the session provided a valuable opportunity to check in on progress and collectively identify areas for added attention.

The day began with context-setting to highlight the breadth of work underway across the City. In addition to the Council Priority Actions, the City delivers many projects, programs and services across 19 service areas—with approximately 110 projects that directly support Council priorities, and another 136 existing projects impacted by these priorities.

Council also took time to reflect on key milestones and meaningful wins since the last check-in in April 2024. These are highlighted in the report to Council dated March 17, 2025.

Working together, staff and Council have a goal of achieving or significantly advancing all their stated priorities by the end of the term of office, giving a new Council the opportunity to assess the current state of the City and set forth a new set of priorities. As such, the number of new or existing priorities shall be reduced as time progresses.

Council members reviewed each of the seven priority areas, reflected on achievements, and considered where acceleration or added emphasis could support meaningful progress.

These updated priority actions reflect current realities, clarify intent and better align with ongoing work. Updates include rewording existing actions for clarity and relevance, regrouping for consistency, new actions, and approaches to measurement and monitoring.

As a result of these discussions, this report provides an update on Council's Priority Actions, including:

- The previous Council Priority Actions, along with the intended results and measures of success.
- The current status of each action—what's complete and what's still ongoing.
- A revised list of the six updated Council Priority Actions, with completed items removed to reflect the current focus.

The revised Council priorities and actions are listed below.

Overall, the workshop reaffirmed Council's commitment to community impact and responsive leadership, with the outcomes helping guide the final phase of the 2023–2026 term.



At a Glance: Updated Council Priority Actions 2025-2026

1. CRIME AND SAFETY

Current Status: Continue to advance this priority.

Council Priority Actions:

- Advocate for more crown prosecutors and bail reform to address repeat property
- Advocate for the activation of a regional secure, compassionate care facility.
- Support sustainable funding model for Business Improvement Areas to enhance public safety programs.
- Enhance traffic safety enforcement through RCMP visibility and greater enforcement of traffic violations.
- Advance alternate call response and flexible deployment models (e.g., civilian-based response to people experiencing crisis).

2. AFFORDABLE HOUSING

Current Status: Continue to advance this priority.

Council Priority Actions:

- Construct in-progress supportive and affordable housing (e.g., Bertram project) in partnership with BC Housing and through the Housing Accelerator Fund (5 projects).
- Advocate for accelerated implementation of electrical distribution infrastructure to support growth.
- Implement the Council-approved Housing Action Plan initiatives.

3. HOMELESSNESS

Current Status: Continue to advance and accelerate this priority.

Council Priority Actions:

- Facilitate delivery of a purpose-built permanent shelter with "wrap-around" supports, in partnership with BC Housing.
- Continue to implement the outdoor sheltering strategy.
- Advocate for an Indigenous-led regional care facility (e.g., Red Fish Healing Center model).



4. TRANSPORTATION

Current Status: Continue to advance this priority.

Council Priority Actions:

- Complete the functional design of the Clement Avenue multi-modal extension corridor and propose a partnership delivery model to the Province.
- Advance and secure funding for a new transit operations centre.
- Enhance traffic safety infrastructure improvements (e.g., traffic calming and pedestrian infrastructure).
- Explore alternative modes of transportation between UBCO/YLW and downtown (e.g., light rail).
- Improve transit service including expanding the transit pass program and weekend transit.
- Improve traffic flow and capacity on major road networks (e.g., roads bundle).
- Advance "quick build" model for cycling infrastructure and seek design consistency throughout the City.

5. ECONOMY

Current Status: Continue to advance this priority.

Council Priority Actions:

- Establish a Community Task Force on Economic Prosperity.
- Support accelerated development of major employment lands.
- Review the City's current investments into economic development programs.
- Enhance sports tourism and recreation development.

6. AGRICULTURE AND ENVIRONMENT

Current Status: Merge Climate and Environment with Agriculture and rename as Agriculture and Environment. Continue to advance this priority.

Council Priority Actions:

- Implement the Climate Resilient Kelowna Strategy.
- Continue to include "Climate Lens" in decision making to assess mitigation and adaptation.
- Ensure reliable agricultural water supply (previously under Agriculture).



Purpose

The session purpose was for Council to check-in on current priorities and identify any key actions or outcomes they would like to accelerate or highlight over the next 16 months, with one goal being to align Council priorities with the administrative capability to deliver within the term of office.

Process

This report is grounded in a full-day facilitated workshop held on May 9, 2025, designed to support Council in reviewing progress on their seven priorities and 30 associated action items. The session followed a March 17 Council Priority update and was intended to provide a structured opportunity to assess momentum, identify areas for added focus, and reconfirm direction for the remainder of the 2023–2026 term.

Council received a high-level overview of the breadth of work underway across the organization. In addition to the Council Priority Actions, the City is delivering many projects, programs and services across 19 lines of business. Of these, more than 100 are directly linked to Council priorities, with an additional 136 influenced by them.

Council Priorities & City Operations 110 NEW DIRECT PROJECTS 136 IMPACTED EXISTING MORE SERVICE AREAS COUNCIL PRIORITIES ACTIONS 136 IMPACTED EXISTING MORE SERVICE AREAS

PROJECTS





The structured agenda included brief presentations and full-Council discussions, with senior staff available for background and clarification. Four core focus areas framed the day:

- How Council Priorities continue to guide the City's strategic and operational work.
- The scope of projects underway and the resourcing to support them.
- Review of each priority area to determine where added visibility or acceleration might be warranted.
- Discussion of which actions Council collectively wished to emphasize through the remainder of the term.

As actions were discussed, individual Council members proposed additions or areas of emphasis. Once these actions were identified, a show-of-hands approach was used to surface shared priorities and gauge where there was collective support for areas of common interest across all priorities.

In addition to identifying areas for emphasis, Council supported refining the wording of the priority actions to better reflect current realities and ongoing work. This included adjustments for clarity, alignment with existing initiatives, and to ensure the language used remains relevant and action oriented.

The revised Council Priority Actions also reflect updates in how priorities are grouped and named. For example:

- Reworded priorities to reflect the current context and improve clarity (e.g., bail reform to address repeat, prolific offenders).
- Increased service levels (e.g., enhanced traffic enforcement, BIA funding).
- Newly identified initiatives (e.g., investment in sport tourism and recreation).

This report has been prepared with input from staff to further refine the priority actions and related tracking, measurements, and the desired results.



COUNCIL PRIORITY ACTIONS: UPDATED MAY 2025



This overview of each Council Priority Area is provided with the following notes in mind:

- There are now six priority areas, each continuing to move forward as planned.
- Agriculture has been merged with Climate and Environment, as most agriculture-related actions are now complete.
- The renamed priority area, Agriculture and Environment, reflects the integration of climaterelated initiatives—such as the Kelowna Climate Resilience Strategy—into broader environmental efforts. The remaining water supply action, previously under Agriculture, now falls within this new category.
- As some of the listed actions may already be underway, this is considered a living document and may evolve over time.



2024 COUNCIL PRIORITY ACTIONS: CRIME AND SAFETY

Current Status: Crime and Safety	Status
Strategy to address property crime; including break and enters and theft	\bigcirc
 Provide local Business Improvement Areas support for urban center safety issues (e.g., "Red Shirts" program) 	
Establish a safety task force with stakeholders	
Advance implementation of Mayor's Task Force on Crime Reduction recommendations, including Business Improvement Area support	⊘
Reduce property crime; including break and enters and theft	⊘
Demonstrate effectiveness of visibility on high-risk traffic behaviour (e.g., speeding, texting) and crime	In progress
Support retention of current policy restricting use of drugs in public spaces	
 Partner with ministries responsible for mental health and addictions on initiatives (i.e., Community Safety Plan) that improve local conditions, including alternative response models and advocacy 	In progress

How we measure progress on the priority

- Business break and enters and thefts are decreasing (reported # of property crime)
- Resident sense of safety in our community is increasing (% residents that feels safe)
- Public safety resources are increasing (e.g., police, bylaw and fire)

- # or % of residents who feel safe in Kelowna increases
- Decrease in business break and enters and thefts
- Public safety resources keep pace with community growth (e.g., police, bylaw and fire)



2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED CRIME AND SAFETY ACTIONS

Action: Continue to advance this priority.

Council Priority Actions:

- Advocate for more crown prosecutors and bail reform to address repeat property offenders.
- Advocate for the activation of a regional secure, compassionate care facility.
- Support sustainable funding model for Business Improvement Areas to enhance public safety programs.
- Enhance traffic safety enforcement through RCMP visibility and greater enforcement of traffic violations.
- Advance alternate call response and flexible deployment models (e.g., civilian-based response to people experiencing crisis).



How we measure progress on the priority

- # reported property crime by type
- % residents that feels safe
- Public safety resources are increasing (Total safety and security positions)
- # police traffic enforcement interactions
- Alternative response model (to be confirmed)

- # or % of residents who feel safe in Kelowna increases.
- Decrease in business break and enters and thefts.
- Public safety resources keep pace with community growth (e.g., police, bylaw and fire).
- Traffic law enforcement is increasing.
- Alternate call response and flexible deployment models are increasing.



2024 COUNCIL PRIORITY ACTIONS: AFFORDABLE HOUSING

Current Status: Affordable Housing	Status
Acquire city owned land to build affordable housing	
Meet provincial/local affordable housing targets with support from the Province	⊘
Complete Housing Action Plan including incentive options	Ø
Partner on the creation of a low-cost affordable housing pilot project	Ø
Investigate options to protect renters impacted by redevelopment projects and protect existing rental stock	⊘

How we measure progress on the priority

- The City has a sufficient supply of each housing type (# new housing units by type such as affordable housing).
- Market rental is more affordable (the proportion spending more than 30% to go down compared to previous term).
- Home ownership is more affordable (ratio of median income and median sale price, potentially by housing type).

- Residents have improved access to affordable housing whether they rent or own.
- The City has an improved housing supply that meets the social and economic needs of the community.
- An increase in the supply of affordable housing options for people with low to moderate incomes.



2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED AFFORDABLE HOUSING ACTIONS

Action: Continue to advance this priority.

Council Priority Actions:

- Construct in-progress supportive and affordable housing (e.g., Bertram project) in partnership with BC Housing and through the Housing Accelerator Fund (5 projects).
- Advocate for accelerated implementation of electrical distribution infrastructure to support growth.
- Implement the Council-approved Housing Action Plan initiatives.

How we measure progress on the priority

- Total residential building permits and housing type split
- % vacancy rate and % renters in core housing need
- Median household income and house prices
- Electrical distribution infrastructure measure (to be confirmed)

- Residents have improved access to affordable housing whether they rent or own.
- The city has an improved housing supply that meets the social and economic needs of the community.
- An increase in the supply of affordable housing options for people with low to moderate incomes.
- Electrical infrastructure is sufficient to support community growth, including housing.





2024 COUNCIL PRIORITY ACTIONS: HOMELESSNESS

Current Status: Homelessness	Status
Explore partnership opportunities for alternative forms of sheltering	S
Develop an emergency winter shelter program	✓
Advocate for a regional care facility (e.g., Red Fish Healing Center model)	In progress
Complete the delivery of tiny home units committed to by the Province	Ø
Facilitate a purpose-built permanent shelter with "wrap-around" supports and graduated housing options	In progress
Assess feasibility of care and delivery models such as a multi-care site	In progress

How we measure progress on the priority

- # of complex care units Interior Health adds to our community
- Progress towards Housing Needs Assessment (HNA) non-market housing targets (measured to be developed through HNA)
- # of people experiencing homelessness

- A decrease in the number of people living on our streets who have mental health and/or addictions from the previous term.
- Reduce the impacts of social issues stemming from lack of support for people experiencing poverty, problematic substance use and untreated mental health conditions on the community.



2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED HOMELESSNESS ACTIONS

Action: Continue to advance this priority.

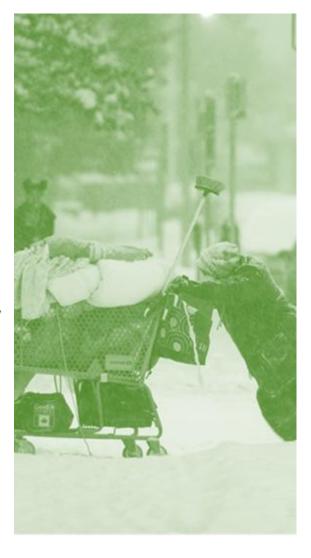
Council Priority Actions:

- Facilitate delivery of a purpose-built permanent shelter with "wrap-around" supports, in partnership with BC Housing.
- Continue to implement the outdoor sheltering strategy.
- Advocate for an Indigenous-led regional care facility (e.g., Red Fish Healing Center model).

How we measure progress on the priority

- # of Interior Health complex care units
- Progress towards Housing Needs Assessment (HNA) non-market housing targets
- # people experiencing homelessness (Point in time count)

- Decrease in the number of people living on our streets who have mental health and/or addictions from the previous term.
- Reduce the impacts of social issues stemming from lack of support for people experiencing poverty, problematic substance use and untreated mental health conditions on the community.



2024 COUNCIL PRIORITY ACTIONS: TRANSPORTATION

Current Status: Transportation	Status
Complete the functional design of the Hwy 33 multi-modal traffic corridor and propose a partnership delivery model to the Province	In progress
Secure funding for a new transit operations centre	In progress
Enhance traffic safety (e.g., traffic calming and pedestrian infrastructure)	In progress
Explore alternative modes of transportation between UBCO/YLW and downtown (e.g., light rail)	In progress
Improve transit service including expanding the transit pass program (e.g., Community Upass)	In progress
 Improve traffic flow and capacity on major road networks (e.g., roads bundle) 	In progress

How we measure progress on the priority

- Transit ridership (Transportation Master Plan target)
- Mode Share (Transportation Master Plan target)
- Improved travel choices (Number of trips by walking, biking, transit, rideshare)
- Optimize travel times (Reliable travel times between the five urban hubs)
- Monitor goods movement times (Average goods movement time)
- Promote inclusive transportation (% of low-income residents close to frequent transit and active transportation corridors)
- Central Okanagan Region's Transit Service Guidelines (frequency, service span targets and performance by route)
- Traffic safety is increasing (Traffic related injuries and fatalities per capita)

- Capacity and traffic flow are enhanced on major road corridors.
- More trips by alternative transportation modes (e.g., transit, rideshare, biking, walking).
- Traffic safety management is increasing (e.g., speed control).



2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED TRANSPORTATION ACTIONS

Action: Continue to advance this priority

Council Priority Actions:

- Complete the functional design of the Clement Avenue multimodal extension corridor and propose a partnership delivery model to the Province.
- Advance and secure funding for a new transit operations centre.
- Enhance traffic safety infrastructure improvements (e.g., traffic calming and pedestrian infrastructure).
- Explore alternative modes of transportation between UBCO/YLW and downtown (e.g., light rail).
- Improve transit service including expanding the transit pass program and weekend transit.
- Improve traffic flow and capacity on major road networks (e.g., roads bundle).
- Advance "quick build" model for cycling infrastructure and seek design consistency throughout the City.

How we measure progress on the priority

- Transit ridership (Transportation Master Plan target)
- Mode Share (Transportation Master Plan target)
- Improved travel choices (Number of trips by walking, biking, transit, rideshare)
- Optimize travel times (Reliable travel times between the five urban hubs)
- Monitor goods movement times (Average goods movement time)
- Promote inclusive transportation (% of low-income residents close to frequent transit and active transportation corridors)
- Central Okanagan Region's Transit Service Guidelines (frequency, service span targets and performance by route)
- Traffic safety is increasing (Traffic related injuries and fatalities per capita) (e.g., speed control)

- Capacity and traffic flow is enhanced on major road corridors.
- More trips by alternative transportation modes (e.g., transit, rideshare, biking, walking).
- _• Traffic safety management is increasing.





2024 COUNCIL PRIORITY ACTIONS: ECONOMY

Current Status: Economy	Status
Seek opportunities to enhance economic diversification	In progress
Attract new employment and support existing business growth	In progress
Assess the City's supply of employment lands	⊘
Consider the City's investment into economic development	In progress

How we measure progress on the priority

- Business and/or employment growth (e.g., business counts, business licenses)
- Employment lands supply (measure to be confirmed based on employment lands assessment projects underway)

- Priority sectors for economic diversification are supported.
- The number of businesses is increasing.
- The city has a sufficient supply of suitably located and serviced employment lands.
- Economic development service delivery models and level of investment are evaluated.



2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED ECONOMY ACTIONS

Current Status: Continue to advance this priority.

Council Priority Actions:

- Establish a Community Task Force on Economic Prosperity.
- Support accelerated development of major employment lands.
- Review the City's current investments into economic development programs.
- Enhance sports tourism and recreation development.

How we measure progress on the priority

- # of business licenses
- Employment lands supply (to be confirmed)
- # of events by category or economic impact (to be confirmed)



- Priority sectors for economic diversification are supported, including the sport and recreation tourism sector through event attraction and facility development.
- The number of businesses is increasing.
- The City has a sufficient supply of suitably located and serviced employment lands.
- Economic development service delivery models and level of investment are evaluated.



2024 COUNCIL PRIORITY ACTIONS: CLIMATE AND ENVIRONMENT

Current Status: Climate and Environment	Status
1. Complete the Climate Resilient Kelowna Strategy	⊘
 Continue to include "Climate Lens" in decision making to assess mitigation and adaptation 	In progress
 Increase urban tree canopy (e.g., tree-lined medians, expand neighbourwoods) 	S
4. Pilot energy concierge program to enable retrofits in buildings	⊘

How we measure progress on the priority

- Community and corporate GHG emissions are decreasing (e.g., GHG emissions by theme such as buildings, transportation, residential energy use per capita, fuel use data, corporate energy intensity)
- Protect tree canopy (progress on tree canopy cover targets established for each Growth district through the Urban Forest Strategy update)
- Protection of environmentally sensitive land (measure to be confirmed)

- Reduce corporate and community greenhouse gas (GHG) emissions (e.g., energy efficient buildings, zero-emission vehicles and charging infrastructure, urban focused growth, alternative transportation modes, renewable energy).
- Protect and restore natural areas (e.g., Okanagan Lake, urban forest, wetlands).
- Include a Climate Lens in City decision making, ensuring we always consider climate impacts.
- Enhanced climate emergency planning and response programs (e.g., flooding, wildfires, extreme heat and a changing water supply).



2024 COUNCIL PRIORITY ACTIONS: AGRICULTURE

Current Status: Agriculture	Status
1. Facilitate the creation of a permanent home for the farmer's market	✓
2. Review the Agriculture Plan with respect to secondary uses	⊘
3. Expand Enforcement/Bylaw Officers	⊘
4. Protect agricultural lands	⊘
5. Continue to ensure farmland is used for permitted uses	⊘
6. Ensure sufficient and high-quality agricultural water supply	In progress – Moved to Agriculture and Environment

How we measure progress on the priority

- Farmland is used for permitted farm uses (Number of non-farm use contraventions closed off during Council term)
- Protect agricultural land (# acres excluded from Agricultural Land Reserve, with the exception of those that are planned in OCP 2040; # properties rezoned from agricultural to a non-agricultural zone outside of OCP future land use)
- % of farmland that is being actively farmed in being maintained or is increasing (% of agriculture land that is actively farmed)
- #of days of agricultural water service interruption

The results we want to see

Increased engagement and support for the agricultural industry as an integral part of our healthy food system, economy and culture.



2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED **AGRICULTURE** AND ENVIRONMENT ACTIONS

Current Status: Merge Climate and Environment with Agriculture and rename as Agriculture and Environment. Continue to advance this priority.

Council Priority Actions:

- Implement the Climate Resilient Kelowna Strategy.
- Continue to include "Climate Lens" in decision making to assess mitigation and adaptation.
- Ensure reliable agricultural water supply (was previously under Agriculture).



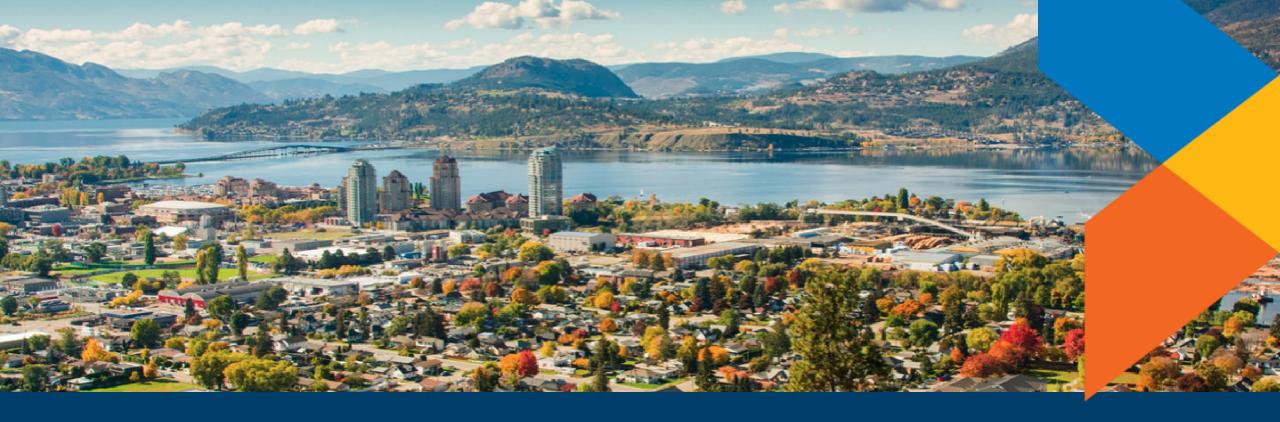
How we measure progress on the priority

- # water main breaks in non-potable system
- Community and corporate GHG emissions
- Tree canopy cover compared to OCP targets Ecosystem changes (hectares)
- Climate emergency planning and response measure (to be confirmed)

- The quality and availability of the agricultural water supply is sufficient.
- Reduce corporate and community greenhouse gas (GHG) emissions.
- Protect and restore natural areas.
- Include a Climate Lens in City decision making, ensuring we always consider climate impacts.
- Enhanced climate emergency planning and response programs (e.g., flooding, wildfires, extreme heat and a changing water supply).







Council Priorities 2023-2026

Updated June 2025



Message from the Mayor

On behalf of Council, I am pleased to share our updated priorities for the 2023–2026 term. These priorities reflect our continued commitment to focusing on the issues that matter most to the people of Kelowna—issues you told us were important at the start of our term.

We have made strong progress. We've accomplished many of the original actions, added new actions that we can significantly advance, as well as realigned some of our priority outcomes based on what we've learned. This work has been supported by other levels of government and strengthened by the involvement of local residents, businesses, and community partners— everyone working together to be part of the solution.

This update includes the launch of a new Community Task Force on Economic Prosperity—an initiative that supports Council's economic development priority. The task force will bring together local business leaders, innovators, and stakeholders to explore bold ideas that will strengthen our local economy, attract investment, and support businesses.

As we near the final year of our term, we remain especially focused on two urgent issues—crime and safety, and homelessness. These remain top priorities for Council and for the people of Kelowna.

The updated Council priorities are informed by <u>regular reporting on progress</u>, allowing us to monitor both actions and how they are contributing to the results we want to see. The regular reporting is part of our commitment to transparency and continually seeking opportunities to improve.

These priorities address the big challenges facing our city—keeping your neighbourhood safe, investing in the infrastructure that supports your daily life, and delivering the best value for the municipal services you rely on—all while maintaining one of the lowest tax rates in the province. Kelowna is a city we are proud to call home.

Together, we are building a strong, safe, and resilient community for everyone.





Overview of Council Priorities

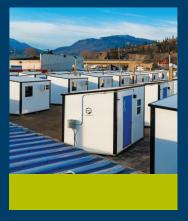
Crime & Safety



Affordable Housing



Homelessness



Transportation



Agriculture & Environment



Economy



Advocate for more crown prosecutors and bail reform to address repeat property offenders.

Advocate for the activation of a regional secure, compassionate care facility.

Sustainable funding model for Business Improvement Areas to enhance public safety programs.

Enhance traffic safety enforcement through RCMP visibility and greater enforcement of traffic violations.

Advance alternate call response and flexible deployment models.

Construct in-progress supportive and affordable housing (e.g., Bertram project) in partnership with BC Housing and through the Housing Accelerator Fund (5 projects).

Advocate for accelerated implementation of electrical distribution infrastructure to support growth.

Implement the Councilapproved Housing Action Plan initiatives. Facilitate a purpose-built permanent shelter with "wrap-around" supports, in partnership with BC Housing.

Continue to implement the outdoor sheltering strategy.

Advocate for an Indigenousled regional care facility (e.g., Red Fish Healing Center model). Complete the functional design of Clement Avenue multi-modal extension corridor.

Advance and secure funding for a new transit operations centre.

Enhance traffic safety infrastructure.

Explore alternative modes of transportation between UBCO/YLW and downtown (e.g. light rail).

Improve transit service.

Improve traffic flow and capacity on major road networks (e.g. roads bundle).

Advance "quick build" model for cycling infrastructure.

Implement the Climate Resilient Kelowna Strategy.

Continue to include "Climate Lens" in decision making to assess mitigation and adaptation.

Ensure reliable agricultural water supply.

Establish a Community Task Force on Economic Prosperity.

Support accelerated development of major employment lands.

Review the City's current investments into economic development programs.

Enhance sports tourism and recreation development.





Crime & Safety

Council Priority Actions

- 1. Advocate for more crown prosecutors and bail reform to address repeat property offenders.
- 2. Advocate for the activation of a regional secure, compassionate care facility.
- 3. Support sustainable funding model for Business Improvement Areas to enhance public safety programs.
- 4. Enhance traffic safety enforcement through RCMP visibility and greater enforcement of traffic violations.
- 5. Advance alternate call response and flexible deployment models (e.g., civilian-based response to people experiencing crisis).

How we measure progress on the priority

- # reported property crime by type
- % residents that feels safe
- Public safety resources are increasing (Total safety and security positions)
- # police traffic enforcement interactions
- Alternative response model (TBC)

- % of residents who feel safe in Kelowna increases.
- Decrease in business break and enters and thefts.
- Public safety resources keep pace with community growth (e.g. police, bylaw and fire).
- Traffic law enforcement is increasing.
- · Alternate call response and flexible deployment models are increasing



Affordable Housing

Council Priority Actions

- 1. Construct in-progress supportive and affordable housing (e.g., Bertram project) in partnership with BC Housing and through the Housing Accelerator Fund (5 projects).
- 2. Advocate for accelerated implementation of electrical distribution infrastructure to support growth.
- 3. Implement the Council-approved Housing Action Plan initiatives.

How we measure progress on the priority

- Total residential building permits and housing type split
- % vacancy rate and % renters in core housing need
- Median household income and house prices
- Electrical distribution infrastructure measure (TBC)

- Residents have improved access to affordable housing whether they rent or own.
- The city has an improved housing supply that meets the social and economic needs of the community.
- An increase in the supply of affordable housing options for people with low to moderate incomes.
- Electrical infrastructure is sufficient to support community growth, including housing.







Homelessness

Council Priority Actions

- Facilitate a purpose-built permanent shelter with "wrap-around" supports, in partnership with BC Housing.
- 2. Continue to implement the outdoor sheltering strategy.
- 3. Advocate for an Indigenous-led regional care facility (e.g., Red Fish Healing Center model).

How we measure progress on the priority

- # Interior Health complex care units
- Progress towards Housing Needs Assessment (HNA) non-market housing targets
- # of people experiencing homelessness (Point in time count)

The Results We Want to See

- Decrease in the number of people living on our streets who have mental health and/or addictions from the previous term.
- Reduce the impacts of social issues stemming from lack of support for people experiencing poverty, problematic substance use and untreated mental health conditions on the community.



Transportation

Council Priority Actions

- Complete the functional design of Clement Avenue multi-modal extension corridor and propose a partnership delivery model to the Province.
- 2. Advance and secure funding for a new transit operations centre.
- 3. Enhance traffic safety infrastructure (e.g. traffic calming and pedestrian infrastructure)
- 4. Explore alternative modes of transportation between UBCO/YLW and downtown (e.g. light rail)
- 5. Improve transit service including expanding the transit pass program and weekend transit.
- 6. Improve traffic flow and capacity on major road networks (e.g. roads bundle)
- 7. Advance "quick build" model for cycling infrastructure and seek design consistency throughout the City.

How we measure progress on the priority

- Transit ridership (Transportation Master Plan target)
- Mode Share (Transportation Master Plan target)
- Improved travel choices (Number of trips by walking, biking, transit, rideshare)
- Optimize travel times (Reliable travel times between the five urban hubs)
- Monitor goods movement times (Average goods movement time)
- Promote inclusive transportation (% of low-income residents close to frequent transit and active transportation corridors)
- Central Okanagan Region's Transit Service Guidelines (frequency, service span targets, and performance by route)
- Traffic safety is increasing (Traffic related injuries and fatalities per capita)

- Capacity and traffic flow is enhanced on major road corridors.
- More trips by alternative transportation modes (e.g. transit, rideshare, biking, walking).
- Traffic safety management is increasing (e.g. speed control).







Agriculture & Environment

Council Priority Actions

- 1. Implement the Climate Resilient Kelowna Strategy.
- 2. Continue to include "Climate Lens" in decision making to assess mitigation and adaptation.
- 3. Ensure reliable agricultural water supply.

How we measure progress on the priority

- Community and corporate GHG emissions
- Tree canopy compared to OCP targets
- Ecosystem changes (hectares)
- Climate emergency planning and response measure (TBC)
- # days service interruption or # water main breaks in non-potable system

- Reduce corporate and community greenhouse gas (GHG) emissions.
- Protect and restore natural areas.
- Include a climate lens in City decision making, ensuring we always consider climate impacts.
- Enhanced climate emergency planning and response programs (e.g. flooding, wildfires, extreme heat and a changing water supply)
- The quality and availability of the agricultural water supply is sufficient.



Economy

Council Priority Actions

- 1. Establish a Community Task Force on Economic Prosperity.
- 2. Support accelerated development of major employment lands.
- 3. Review the City's current investments into economic development programs.
- 4. Enhance sports tourism and recreation development.

How we measure progress on the priority

- # business licenses
- Employment lands supply
- # events by category or economic impact

- Priority sectors for economic diversification are supported, including the sport and recreation tourism sector through event attraction and facility development.
- The number of businesses is increasing.
- The city has a sufficient supply of suitably located and serviced employment lands.
- Economic development service delivery models and level of investment are evaluated.





CITY HALL

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250-469-8500

mayorandcouncil@kelowna.ca ask@kelowna.ca

kelowna.ca/councilpriorities





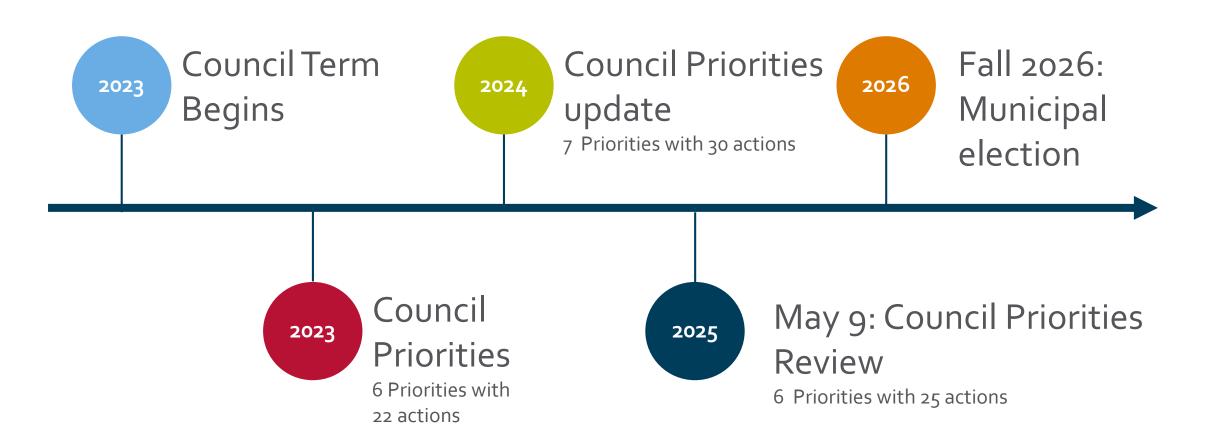


Council priorities provide:

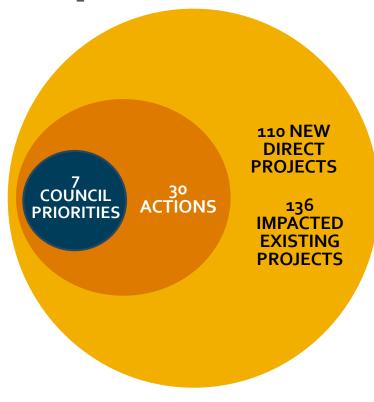
- Focus and clarity
- Alignment
- Transparency
- Strategic decisionmaking



2023 - 2026



Council Priorities & City Operations





The process

- Review how Council Priorities guide strategic and operational work
- Review each priority area
- Identify areas to highlight or accelerate progress
- Update priorities to reflect Council's consensus on highest priority actions over the remainder of the term

Overview of Council Priorities: 2025-2026

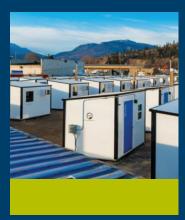
Crime & Safety



Affordable Housing



Homelessness



Transportation



Agriculture & Environment



Economy





Crime & Safety Council Priority Actions

- Advocate for more crown prosecutors and bail reform to address repeat property offenders
- Advocate for the activation of a regional secure, compassionate care facility
- Support sustainable funding model for Business
 Improvement Areas to enhance public safety programs
- Enhance traffic safety enforcement through RCMP visibility and greater enforcement of traffic violations
- Advance alternate call response and flexible deployment models (e.g., civilian-based response to people experiencing crisis)





Crime & Safety Results

How we measure progress on the priority

- # reported property crime by type
- % residents that feels safe
- Public safety resources are increasing (Total safety and security positions)
- # police traffic enforcement interactions
- Alternative response model (TBC)

- # or % of residents who feel safe in Kelowna increases
- Decrease in business break and enters and thefts
- Public safety resources keep pace with community growth (e.g., police, bylaw and fire)
- Traffic law enforcement is increasing
- Alternate call response and flexible deployment models are increasing



Affordable Housing Council Priority Actions

- Construct in-progress supportive and affordable housing (e.g., Bertram project) in partnership with BC Housing and through the Housing Accelerator Fund (5 projects)
- Advocate for accelerated implementation of electrical distribution infrastructure to support growth
- Implement the Council-approved Housing Action Plan initiatives





Affordable Housing Results

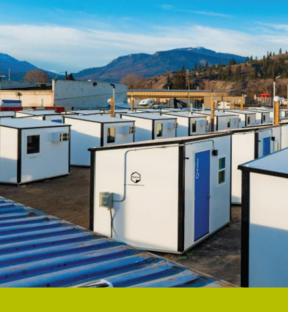
How we measure progress on the priority

- Total residential building permits and housing type split
- % vacancy rate and % renters in core housing need
- Median household income and house prices
- Electrical distribution infrastructure measure (TBC)

- Residents have improved access to affordable housing whether they rent or own
- The city has an improved housing supply that meets the social and economic needs of the community
- An increase in the supply of affordable housing options for people with low to moderate incomes
- Electrical infrastructure is sufficient to support community growth, including housing







Homelessness Council Priority Actions

- Facilitate a purpose-built permanent shelter with "wrap-around" supports, in partnership with BC Housing
- Continue to implement the outdoor sheltering strategy
- Advocate for an Indigenous-led regional care facility (e.g., Red Fish Healing Center model)





Homelessness Results

How we measure progress on the priority

- # Interior Health complex care units
- Progress towards Housing Needs Assessment (HNA) non-market housing targets
- # of people experiencing homelessness (Point in time count)

- Decrease in the number of people living on our streets who have mental health and/or addictions from the previous term
- Reduce the impacts of social issues stemming from lack of support for people experiencing poverty, problematic substance use and untreated mental health conditions on the community



Transportation Council Priority Actions

- Complete the functional design of Clement Avenue multi-modal extension corridor and propose a partnership delivery model to the Province
- Advance and secure funding for a new transit operations centre
- Enhance traffic safety infrastructure (e.g., traffic calming and pedestrian infrastructure)
- Explore alternative modes of transportation between UBCO/YLW and downtown (e.g., light rail)
- Improve transit service including expanding the transit pass program and weekend transit
- Improve traffic flow and capacity on major road networks (e.g., roads bundle)
- Advance "quick build" model for cycling infrastructure and seek design consistency throughout the City





Transportation Results

How we measure progress on the priority

- Transit ridership (Transportation Master Plan target)
- Mode Share (Transportation Master Plan target)
- Improved travel choices (Number of trips by walking, biking, transit, rideshare)
- Optimize travel times (Reliable travel times between the five urban hubs)
- Monitor goods movement times (Average goods movement time)
- Promote inclusive transportation (% of low-income residents close to frequent transit and active transportation corridors)
- Central Okanagan Region's Transit Service Guidelines (frequency, service span targets, and performance by route)
- Traffic safety is increasing (Traffic related injuries and fatalities per capita)

- Capacity and traffic flow is enhanced on major road corridors
- More trips by alternative transportation modes (e.g., transit, rideshare, biking, walking)
- Traffic safety management is increasing (e.g., speed control)







Agriculture & Environment Council Priority Actions

- Implement the Climate Resilient Kelowna Strategy
- Continue to include "Climate Lens" in decision making to assess mitigation and adaptation
- Ensure reliable agricultural water supply





Agriculture & Environment Results

How we measure progress on the priority

- Community and corporate GHG emissions
- Tree canopy compared to OCP targets
- Ecosystem changes (hectares)
- Climate emergency planning and response measure (TBC)
- # days service interruption or # water main breaks in non-potable system

- Reduce corporate and community greenhouse gas (GHG) emissions
- Protect and restore natural areas
- Include a climate lens in City decision making, ensuring we always consider climate impacts
- Enhanced climate emergency planning and response programs (e.g., flooding, wildfires, extreme heat and a changing water supply)
- The quality and availability of the agricultural water supply is sufficient



EconomyCouncil Priority Actions

- Establish a Community Task Force on Economic Prosperity
- Support accelerated development of major employment lands
- Review the City's current investments into economic development programs
- Enhance sports tourism and recreation development





Economy Results

How we measure progress on the priority

- # business licenses
- Employment lands supply
- # events by category or economic impact

- Priority sectors for economic diversification are supported, including the sport and recreation tourism sector through event attraction and facility development
- The number of businesses is increasing
- The City has a sufficient supply of suitably located and serviced employment lands
- Economic development service delivery models and level of investment are evaluated





Next steps

Council priority action report (November 2025)

Data focused report (March 2026)

• Continue enterprise performance management program



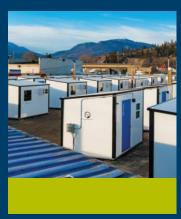
Overview of Council Priorities: 2025-2026

Crime & Safety



Affordable Housing





Homelessness



Transportation



Agriculture & Environment



Questions?

Thank you!



Report to Council



Date: June 23, 2025

To: Council

From: City Manager

Subject: 2024 Annual Report and Statement of Financial Information

Department: Financial Services

Recommendation:

THAT Council receives, for information, the 2024 Annual Report for the year ended December 31, 2024;

AND THAT Council receives, for information, the 2024 Statement of Financial Information report that includes: Council Remuneration and Expense Report, Schedule of Remuneration and Expenses paid to or on behalf of each employee, Schedule of Payments to Suppliers of Goods and Services and Schedule of Payments to Suppliers for Grants and Contributions.

Purpose:

To meet legislated reporting requirement for annual financial report, showcase City services, programs and projects and provide contextual information for the data contained in the Statement of Financial Information report.

Background:

Annual reporting of the financial information is mandatory for all municipalities under the Financial Information Act. The City's annual report is available online at www.kelowna.ca/annualreport, with print copies available by request. Each year the City prides itself on producing a report that meets financial requirements, while presenting the information in a way that tells the story behind the numbers.

Discussion:

Public Review

The Community Charter requires that the public is informed that the report is available for review two weeks prior to Council's consideration of the annual report. Between Friday, June 6 and Monday, June 23, the Annual Report was shared with the community via kelowna.ca/annualreport (homepage highlights and community stories), newspaper advertising, social media (Twitter, Facebook, Instagram,

Page **2** of **5**

LinkedIn), and City email newsletters (Annual Report and City Views). As part of the communications campaign to drive community awareness of the report, members of the public were invited to submit feedback and ask questions in writing or in person at the June 23 Council meeting.

Annual Report

The 2024 annual report summarizes the City's financial and non-financial accomplishments throughout the year. As one of Canada's fasted-growing communities, the City is investing strategically to support this growth. In 2024, the City accelerated infrastructure projects, enhanced service delivery focused on safety and inclusivity and introduced innovative financial practices for greater transparency and efficiency. These efforts reflect a long-term commitment to building a vibrant, welcoming, and sustainable future for current and future generations.

The 2040 Official Community Plan, 10 Year Capital plan, 20-year servicing plan, along with our community led Imagine Kelowna vision and extensive public engagement, work in tandem to provide clear direction to help deliver on our goals of a more sustainable, equitable future.

The 2024 Annual Report is structured to highlight and reflect on the important groundwork that has been laid over the past year, as well as the opportunities ahead to advance the Imagine Kelowna vision and move forward with a focused, community centred approach. Highlighted sections in the report include updates and achievements in key community and corporate focus areas including crime and safety, affordable housing, homelessness, transportation, agriculture, climate and environment, the economy, digital transformation, active financial management, and our people.

<u>Financial Statements</u>

On May 2, 2025, the Audit Committee reviewed the City of Kelowna's annual Consolidated Financial Statements for the year ended December 31, 2024; these statements were subsequently approved by Council on May 12, 2025, and have been included in the annual report.

Tax Exemptions

A report on permissive tax exemptions granted by Council is included in the annual report. The amount reported in this section includes the municipal portion of taxes exempted for the year 2024 as required under the *Community Charter*. A report is also included on Development Cost Charges (DCC) to indicate the activity for charges received, expenditures made and any waivers or reductions for each DCC group.

Statistical Review

Within the annual report, following the audited Consolidated Financial Statements and Notes to the Consolidated Financial Statements, is the Statistical Review, in graphic format, for the years 2020 – 2024.

Statement of Financial Information

The 2024 Council Remuneration and Expenses report, Employee Remuneration and Expenses report, and Schedules of Payments for the Provision of Goods & Services and Grants & Contributions are prepared annually as part of the *Financial Information Act* reporting requirements.

The 2024 Employee Remuneration report shows an increase of 105 staff earning more than \$75,000 over 2023 – management staff increased by 19, IAFF staff increased by 7, and CUPE staff increased by 79. These increases are largely the result of a combination of incremental wage increases from collective agreements, and higher staffing levels to support the increased operating activity and capital delivery to meet the demands of a growing community.

The City provides hundreds of services that require a wide variety of education and specialized qualifications. The City must also compete with the public and private sectors to recruit and retain employees who are qualified to fill these positions. Kelowna, as one of the fastest growing cities over the past five years, needs to ensure staffing levels keep up with the demand for services.

The chart below provides a summary of the changes by employee group:

Remuneration Comparison 2024 - 2023					
>\$75000	2024 Numbers	2023 Numbers	Change		
Management	202	183	19		
IAFF	147	140	7		
CUPE	406	327	79		
TOTAL	755	650	105		

The total employee remuneration for 2024 increased by 14.5 per cent, or approximately \$14.5 million to \$115.2 million. This increase can mainly be attributed to contract and staffing rate increases along with retroactive payments during the year. The growth in staffing level, which supports the current and improved services for an expanding City, also added to this increase.

The City of Kelowna continues to support the business community through supplier payments. In 2024, the City provided payments to suppliers amounting to \$590 million which increased \$127 million from the prior year. The number of suppliers also increased by 107. These increases are largely due to a combination of an increase in operations and capital project activity. Cost escalations due to inflation were another contributing factor to the increases as well.

Supplier Payment Comparison 2024 — 2023 (\$000's)				
Supplier Payments	2024	2023	Change	
Greater than \$25k	\$580,955	\$453,548	\$127,407	
Less than \$25k	9,162	9,835	(673)	
TOTAL	\$590,117	\$ 463 , 383	\$126,734	
# of Suppliers > \$25k	686	579	107	

Page **4** of **5**

The following table outlines the top 10 suppliers for total amounts paid in 2024.

Top 10 Suppliers (excl. Other Tax Authorities)			
Supplier's Name	Amount (\$)		
MINISTER OF FINANCE	57,546,186		
YOUNG ANDERSON "IN TRUST"	47,301,343		
PCL CONSTRUCTORS WESTCOAST INC	30,099,636		
PENSION CORPORATION	19,061,979		
EMIL ANDERSON CONSTRUCTION (EAC) INC	16,352,786		
CGL CONTRACTING LTD	14,638,653		
BC TRANSIT	13,720,597		
ACRES ENTERPRISES LTD.	10,207,872		
FORTIS BC	8,068,886		
OKANAGAN REGIONAL LIBRARY	7,859,380		

Conclusion:

The 2024 annual report highlights Kelowna's continued growth and resilience in the face of economic and geopolitical challenges, including inflation and anticipated tariffs. The City's strong financial position and commitment to sound fiscal strategies ensure it is well-prepared to support its rapidly growing population. Strategic investments in infrastructure, community safety, and inclusive services were accelerated in 2024 to meet current and future needs. These actions reflect Kelowna's long-term dedication to building a vibrant, sustainable, and welcoming city for all.

Internal Circulation:

- J. Sass, General Manager, Corporate Services
- M Warrender, Deputy Chief Financial Officer
- S. Leatherdale, General Manager, People and Protective Services
- T. Wilson, Media Relations Manager
- C. Cernucan, Communications Consultant
- L. Corcoran, Communications Director

Considerations applicable to this report:

Legal/Statutory Authority:

Community Charter section 98, Annual Municipal Report – requires that the annual report be prepared by June 30 of each year and that it be available for public inspection at the meeting when the Annual Report is to be considered by Council.

Community Charter section 99, Annual Meeting on Report – Council must give notice of the meeting at which the Annual Report is to be considered, in accordance with section 94, and consider the annual report along with any submissions and questions from the public.

Financial Information Act Regulation, Schedule 1, Section 9(2) – requires that a Municipality have the Statement of Financial Information approved by its Council and by the officer assigned responsibility for financial administration under the Local Government Act.

Considerations not applicable to this report:

Legal/Statutory Procedural Requirements Existing Policy Financial/Budgetary Considerations Consultation and Engagement Communications Comments

Submitted by: M. Friesen, Controller, Financial Services

Approved for inclusion: M. Warrender, Deputy Chief Financial Officer

Attachments: 2024 Annual Report 2024 Statement of Financial Information





CITY OF KELOWNA ANNUAL REPORT 2024

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Message from the Mayor

As I reflect on the year 2024, I am excited about the progress we have made in delivering on the priorities that matter most to the people of Kelowna. From enhancing community safety to investing in infrastructure and housing, to building a strong local economy, this year has been a testament to what we can achieve when we work together. Kelowna is growing quickly, and we are making thoughtful, strategic decisions today to ensure a stronger, more sustainable city for generations to come.

As mayor, I have had the privilege of working with a Council committed to advancing the needs of our residents, businesses, and the broader community. Guided by our Imagine Kelowna community vision, Council priorities and the voices of our community, we have continued to make strategic investments in priority areas such as:

- Crime and Safety
- Affordable Housing
- Homelessness
- Transportation
- Agriculture
- Climate and the Environment
- Economic Development

By building strong partnerships with the Province of BC, the Government of Canada, community organizations, and the private sector, we have been able to secure the necessary funding, resources, and support for important programs and projects to improve quality of life for our residents.

One of the most important milestones of 2024 was the introduction of our first-ever service-based budget. By organizing the budget around services rather than departments, we have increased transparency and accountability, helping residents better understand where their tax dollars go and what outcomes they achieve. This new model is allowing us to deliver infrastructure faster all while maintaining one of the lowest property tax rates in the province.

With Kelowna being one of the fastest-growing cities in Canada, the need to deliver infrastructure has never been more urgent. In 2024, we advanced some of the most ambitious capital and infrastructure projects in our city's history to improve our recreation facilities and transportation systems, in alignment with our 2040 Official Community Plan. These investments are crucial in supporting the growth and development of our city, ensuring that Kelowna remains a vibrant and connected community.



Tackling complex and urgent issues such as safety, housing, and homelessness remains a top priority for this Council. In 2024, we added more RCMP officers to our community, expanded supportive housing with additional tiny homes, and introduced new tools to cut red tape and speed up building permits—making it easier and faster to build the housing our community needs.

While we made progress in advancing our priorities in 2024, we know there is more work to do to make Kelowna the best place to call home. As we look ahead to 2025, our focus remains on building a city that is safe, affordable, and built for the future. Our preliminary budget reflects that vision, with continued investments in public safety, infrastructure, and essential community services.

Thank you for your continued trust and support. Together, we will continue building a Kelowna that is a better place to live, work, and raise a family.

MESSAGE FROM THE MAYOR 4

Message from the City Manager

On behalf of the City of Kelowna Senior Leadership Team and Council, I am pleased to present the 2024 Annual Report, an important yearly snapshot of the activities undertaken throughout the year to enhance the wellbeing and prosperity of our community for years to come.

As City Manager for the past seven years, my role has been to empower our City staff to deliver their best and bring the community's vision to life. Our core values—innovate to make things better, act as one team, serve proudly, and lead responsibly—guide our daily actions and how we approach our work.

In 2024, our corporate priorities were a driver for a heightened commitment to transparency, accountability, and providing exceptional value to our residents. We focused on aligning our budget processes with service priorities, expanding our digital tools to enhance service capacity, and fostering leadership skills among our staff. These priorities ensure that we remain a high-performance organization that delivers excellent value for money to our residents.

The dedication and hard work of our staff have been instrumental in achieving our goals. From launching our inaugural service-based budget, to accelerating investments in transportation and other capital projects, to delivering quality services that citizens expect of us—and doing it all in ways that improve efficiency and effectiveness, our team has consistently demonstrated a commitment to excellence. Our efforts have been recognized through various awards and accolades, showcasing the outstanding work of our capital planning, financial services, and infrastructure teams.

In our pursuit of becoming more efficient, we continue to embrace digital transformation. Leveraging technology has allowed us to create more accessible and efficient services for residents and businesses. This digital shift has not only improved how citizens interact with the City but also streamlined our operations, making us more responsive and effective in addressing the needs of our community.



Our commitment to fiscal prudence also remains at the forefront of everything we do. We have maintained a low and competitive tax rate while identifying efficiencies totaling \$3 million to be redeployed to priority areas. By generating the majority of our revenues from sources other than property taxes, we have minimized the tax burden on our residents and ensured the sustainable growth of our city. Our strong asset management program, healthy financial reserves, and low debt levels have positioned us well to navigate economic challenges and continue delivering high-quality services

Looking ahead, we remain dedicated to building a stronger, more resilient Kelowna. Our focus on active financial management, digital transformation, and service-based budgeting will guide our efforts to meet the evolving needs of our community. Together, we will continue to innovate, collaborate, and lead responsibly to create a city that makes us all proud.



Investing in Tomorrow, Today

Kelowna is growing fast. In 2024, we continued to be one of Canada's fastest-growing communities. As we prepare to welcome another 50,000 new residents—about 30 per cent more—by 2040, we're making targeted investments to embrace change and make life better for both today and tomorrow.

These investments aren't just about improving City services and infrastructure; they're also about optimizing our business practices and financial management.

In 2024, we made significant strides in:

- Infrastructure delivery—by accelerating projects to improve mobility, create community spaces, and enhance quality of life.
- Service delivery—by investing in safety and inclusivity to ensure all residents feel secure and welcome.
- Financial efficiency and transparency— by implementing innovative budgeting and performance measurement techniques to better showcase the value and purpose of government services.

At the heart of these investments is our commitment to creating a city where people want to live, work, study, visit, and invest—both now and for generations to come.

Infrastructure delivery: big projects, realized

Kelowna's rapid growth over the past decade has enabled the City to raise funds through development cost charges and other tools, with minimal impact on taxes. This has put us in a strong position to deliver on key projects—and that's exactly what we've done. In 2024, we increased capital delivery by 53 per cent over the previous year.

Key City projects in 2024 focused on:

- Keeping Kelowna moving through investments in transit infrastructure, sustainable transportation, and shared mobility;
- Creating spaces for community through early-phase investments in the Building a Stronger Kelowna suite of recreational facilities to provide places for people to move, learn, grow, connect, and socialize;
- Expanding the capacity of the Kelowna International Airport to welcome passengers and provide a worldclass experience in Canada's ninth busiest airport, with construction starting on an 8,000-square-foot terminal expansion; and
- Enhancing the quality of outdoor facilities and greenspaces with targeted investments in neighbourhood parks and tourism landmarks such as the Water Street boat launch and the Knox Mountain lookout.

These projects were made possible not only through healthy financial reserves but also an innovative procurement strategy: the bundling of smaller projects together to attract larger construction firms to Kelowna and deliver efficiencies of scale. As a result, projects were delivered more quickly and at lower cost, while the community benefited from more local jobs.



Service delivery: a focus on community safety and connection

Our 2024 Citizen Survey made it clear: our citizens want us to invest in the services and initiatives to make Kelowna a safer, more inclusive, more connected community. We listened and took action.

Key service highlights in 2024 included:

- The creation of a new Social Development department to enhance social wellness and respond to complex social issues including homelessness;
- Keeping community safety top of mind by funding new positions in RCMP, Bylaw, and Fire, improving response time and maintaining higher visibility in the community;

- Working closely with provincial and community partners to develop diverse forms of housing and social supports for every walk of life; and
- Laying the groundwork for the most ambitious capital and infrastructure projects to date, such as the Building a Stronger Kelowna suite of recreational facilities—going beyond just bricks and mortar to leave a lasting legacy for generations to come.

In addition, the City of Kelowna continued to deliver a wide array of services that citizens have come to expect, including essential utilities like water and wastewater management, core infrastructure such as roads and bridges, and community services like parks and recreation.



Financial efficiency and transparency: budgeting for performance

In 2024, the City of Kelowna implemented an innovative approach to budgeting known as service-based budgeting, a transformative process that outlined the City's services in 19 categories complete with performance measures. The approach was a paradigm shift in the way Council and citizens could see what goods and services we purchase with taxpayer money.

The inaugural service-based budget allowed the City to:

- Shift the focus from traditional line-item expenditures to services with measurable outcomes;
- Improve responsiveness and efficiency by helping Council decide between wants and needs, and allocate resources to meet the needs of the community; and
- Increase transparency about where taxpayer money is spent and the trade-offs if other services are prioritized.

Service-based budgeting will continue to improve the City's accountability about how taxpayer funds are used. As more data becomes available to show tangible results for the money invested, Council and residents will be better able to make data-informed decisions and shape the city's future. The City's ongoing participation in the Municipal Benchmarking Network Canada program will help us compare ourselves with other towns and cities and foster a culture of service excellence in municipal government.

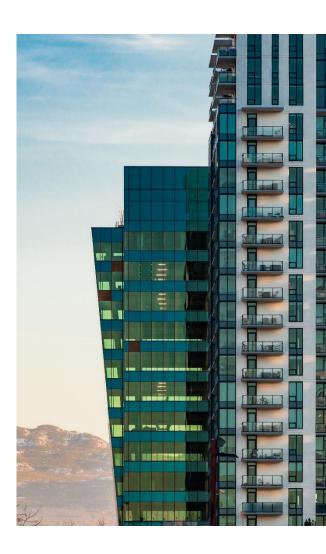
The move to service-based budgeting would not have been possible without the City's commitment to digital transformation—a willingness to use data and tools in new ways to increase efficiency, accountability, and transparency.

Looking forward

Our efforts in 2024 and beyond remained true to the Imagine Kelowna vision, which acts as a compass for the city's evolution and an anchor for City policies and big picture plans like Kelowna's Official Community Plan. Our work was also grounded in our strategic plans and Council and corporate priorities, and responsive to the needs of our community

As we look forward, our commitment to prudent financial management, quality service delivery, and accelerated capital investments will continue as we build the City of the Future.

For more information about projects above and so much more, see our <u>Council Priorities</u> and <u>Corporate Priorities</u> sections.





Our Community

Kelowna is a vibrant mid-sized city located in the southern interior of British Columbia, Canada. One of the fastest growing cities in the country, it is situated in the heart of the Okanagan Valley, surrounded by mountains, lakes and vineyards. With a population of more than 165,000 people, it is the largest city in the Central Okanagan.

Kelowna's diverse economy includes a mix of industries such as agriculture, manufacturing, retail trade, construction, technology, healthcare and tourism. The region is renowned for its wine industry and is home to a top-ranked college and university, a world-class teaching hospital, the second largest trade school in the province, and Kelowna International Airport, one of the largest economic drivers in the Southern Interior and the largest municipally-owned airport in Canada.

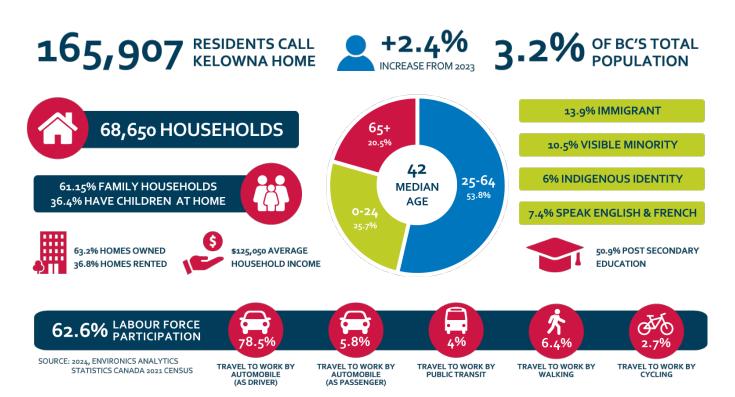
A growing hub for technology and aerospace-related companies, Kelowna is fast becoming an economic powerhouse and remains one of the area's most soughtafter tourist destinations.

Kelowna's natural environment is a cornerstone of its identity, supporting the community's health, economy, and livability. The city offers numerous parks, trails, beaches and recreational facilities, which provide a range of activities for residents and visitors, including hiking, biking, golfing, swimming, and boating.

This, coupled with a diverse economy and vibrant arts and culture scene featuring multiple festivals and events throughout the year, bolsters a strong sense of community and high quality of life.

Kelowna by the Numbers

Source: 2024 Environics data



OUR COMMUNITY

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2024 Citizen Survey

The City of Kelowna has conducted a biennial citizen survey for more than a decade. The survey provides a stable, ongoing measure of how residents feel about life in the city, their priorities for the future of the city and their satisfaction with the municipal services, programs and facilities the City provides.

Results are benchmarked against other B.C. municipalities where possible to help us understand how we measure up to other cities. The responses are weighted by age, gender and city-wide distribution to accurately reflect Kelowna's population. Insights gained by this research help us make important decisions regarding planning, budgeting and service improvements.

To learn more, visit kelowna.ca.

86%

86%

81%
DESCRIBE OUR
COMMUNITY AS SAFE

29% SAY "RISING COST OF LIVING" IS #1 REASON WHY QUALITY OF LIFE HAS WORSENED

89% AGREE THE CITY IS INCLUSIVE AND ACCEPTING OF ALL

TOP CONTRIBUTORS TO QUALITY OF LIFE







TOP 3 ISSUES FOR CITIZENS

SOCIAL ISSUES TRANSPORTATION

CRIME







75% SAYTHI

TOP 5 PRIORITIES FOR INVESTMENT



- 1. ADDRESSING SOCIAL ISSUES
- 2. ROAD MAINTENANCE
- 3. PUBLIC TRANSIT
- 4. TRAFFIC FLOW MANAGEMENT
- 5. BIKE LANES & PEDESTRIAN SIDEWALKS



Civic & Community Award Winners

The 50th Annual Civic & Community Award honours individuals and organizations for outstanding contributions and achievements in 2024 that directly benefited our community.

Clayton Gall

Citizen of the Year Fred Macklin & Sarah Donalda-Treadgold Memorial Award

Pam Turgeon and Shadia Doty

Anita Tozer Memorial Award bestowed by Mayor and Council

Ainsley Wood

Young Citizen of the Year Award

Tyson Cook (Freida Whales)

Honour in the Arts Award

Almendra Osorio

Teen Honour in the Arts Award

Special Olympics Kelowna

Central Okanagan Foundation Volunteer Organization of the Year Award

Valley First, a Division of First West Credit Union

Corporate Community of the Year Award

Beverley Kalmakoff

Champion for the Environment Award

Bill Franzman

Bob Giordano Memorial Award Coach/Sport Administrator of the Year

OKM Sr. Girls Volleyball Team

Bryan Couling Memorial Award / Athletic Team of the Year

Kylie Taylor

Athlete of the Year Award - Female

Jerome Blake

Male Athlete of the Year Award - Male

Maya Andruchow

Augie Ciancone Memorial Award – Young Female Athlete

Dominic Sodaro

Augie Ciancone Memorial Award - Young Male Athlete



Our Organization & Organizational Chart

The City of Kelowna is a municipality located in the southern interior of British Columbia. Governed by the Community Charter and *Local Government Act*, the nearly 1,300-employee-strong organization is responsible for providing essential services, including clean drinking water, wastewater systems, landfill and waste management, parks and recreation, fire protection, transportation, community planning and environmental stewardship.

Taking into account operational costs and capital requirements for future growth and community needs, the City's annual budget is nearing \$900 million.

The City is committed to generating its own source revenues and partnerships. On average, only approximately 25 per cent of the City's budget is funded through annual taxation. Other revenue sources include reserves, grants, user fees and income from self-funding business units including Kelowna International Airport and the City's water utility and solid waste operations. Through strong financial management, the organization's goal is to maintain, grow and improve local infrastructure and community services, and ensure a high quality of life for citizens.

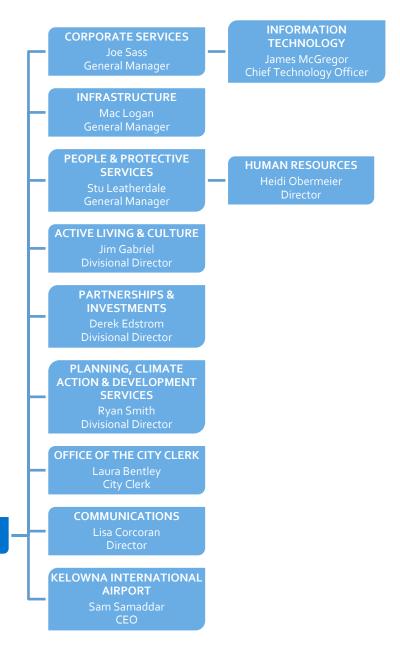
Council Priorities 2023–2026 identifies the strategic shifts, improvements and changes that are important to Council, the community and the organization. The public Progress Report at opendata.kelowna.ca is an interactive online report showing how the City is taking action and making progress, demonstrating Council's commitment to transparency and accountability.

CITY MANAGER

Doug Gilchrist

Working together with the Annual Report to keep the public informed of City projects and progress are the City's website (kelowna.ca), email newsletters, and a variety of social media channels designed to spark conversation and connections with our community.

Citizens can also provide input and be involved on key projects through the City's online engagement platform getinvolved.kelowna.ca. Engaged citizens help build strong neighbourhoods and create a city that is welcoming and inclusive.



CITY COUNCIL

KELOWNA RESIDENTS

An Award-Winning City

The City of Kelowna has received many awards that highlight our efforts to make Kelowna a City of the Future. For a full list of awards, visit kelowna.ca/awards.

Canadian Award For Financial Reporting presented by Government Finance Officers Association

2023 Annual Report

City was recognized for excellence in governmental accounting and reporting for the 22nd consecutive year.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

City of Kelowna British Columbia

For its Annual Financial Report for the Year Ended

December 31, 2023

Christopher P. Morrill

Executive Director/CEO

Distinguished Budget Presentation Award presented by Government Finance Officers Association

2024 Financial Plan

City was recognized for excellence in governmental budgeting for the 23rd consecutive year.

Community Excellence Award for Asset Management presented by Union of BC Municipalities

Asset Management

City was recognized for its use of a Computerized Maintenance Management System, called CityWorks, to manage assets.

Community Excellence Award presented by the Southern Interior Local Government Association

Social Responsibility

City was recognized for its PEOPLE (Paid Employment Opportunities for People with Lived Experiences) Peer Navigator and Capacity Building program.

Excellence Awards presented by Municipal Service Delivery Officials

Excellence in Innovation

City was recognized for its Building Permit Al Chatbot.

Awards for Excellence in Planning presented by the Planners Institute of BC

Silver Award for Research & New Directions in Planning

City was recognized for its Our Housing Needs Assessment 2021-2031.

Our Mayor & Council

The City of Kelowna is guided by an elected mayor and eight councillors for a four-year term (2022–2026). Led by Mayor Tom Dyas, Kelowna City Council is committed to being open for opportunity through community engagement and partnerships. It is consistent and transparent in decisions, creating a favourable environment for customer service, development, and business in Kelowna. Council meets regularly and the public is welcome to attend any open meeting or provide feedback in writing via mail or email. Learn more at kelowna.ca/council.



Tom Dyas Mayor



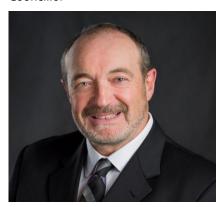
Ron Cannan Councillor



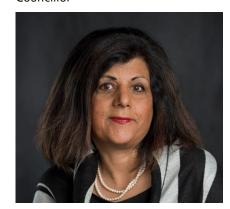
Maxine DeHart
Councillor



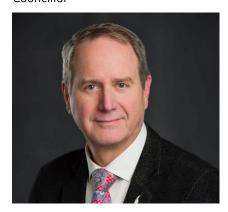
Charlie Hodge Councillor



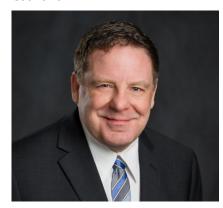
Gord Lovegrove
Councillor



Mohini Singh Councillor



Luke Stack
Councillor



Rick Webber Councillor



Loyal WooldridgeCouncillor

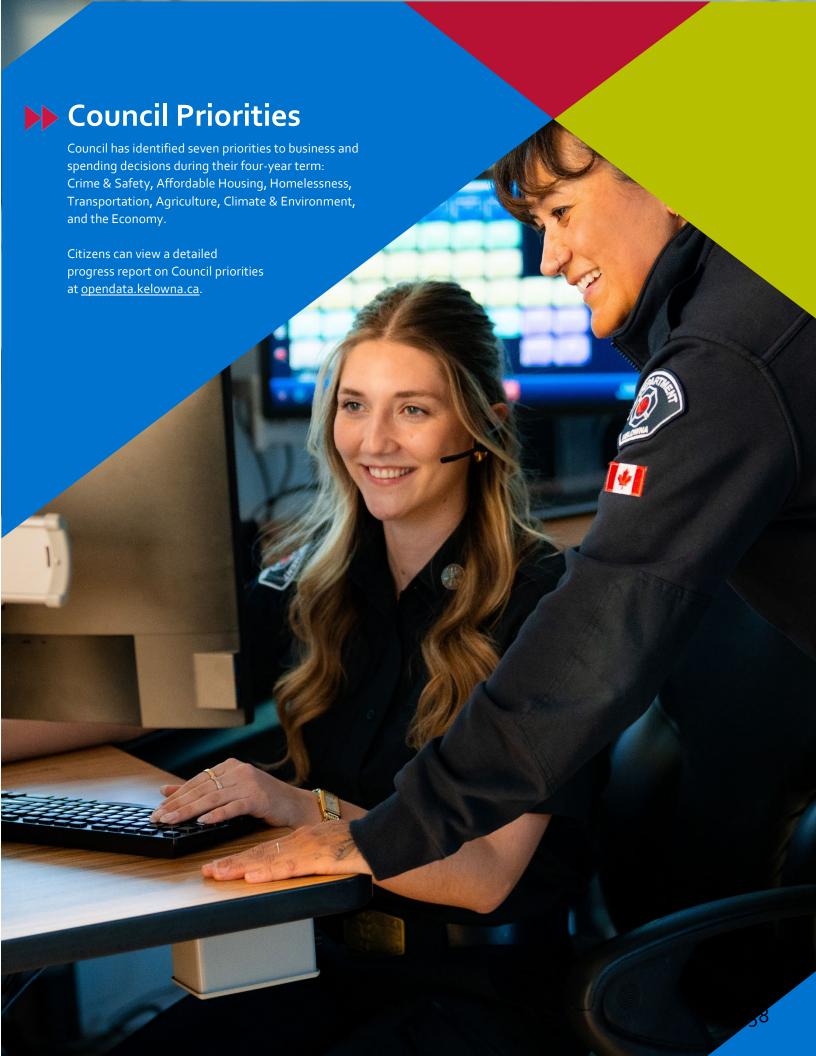
OUR MAYOR & COUNCIL

Our Council & Corporate Priorities

Council and Corporate Priorities are the strategic shifts, improvements and changes Council and our organization want to deliver to citizens. They are in addition to the essential services the City provides every day from first responders and clean drinking water to safe roads and recreation. Explore detailed actions and achievements in our <u>Council Priorities</u> and <u>Corporate Priorities</u> sections.

	Council Priorities & Desired Results	Crime & Safety	Affordable Housing	Homelessness	Transportation	Agriculture	Climate & Environment	Economy	
		Business break and enters and thefts are decreasing.	Improved access to affordable housing.	A decrease in the number of people living on our streets. A reduction in social issues stemming from lack of support.	Capacity and traffic flow is enhanced on major road corridors.		A reduction in corporate and community greenhouse gas emissions.	Priority sectors for economic diversification are supported.	
					Manatrinahu	lassessed	More protected and restored natural areas.	The number of businesses is increasing.	
Imagine Kelowna community vision		Residents' sense of safety is increasing.	Improved housing supply.		More trips by alternative transportation modes.	Increased engagement and support for the agriculture industry.	A climate lens is applied to City decision making.	The city has a sufficient supply of suitably located and serviced employment lands.	
Imagine Kelowna		Public safety resources are keeping pace with community growth.	Increased supply of affordable housing options.		Traffic safety management is increasing.		Enhanced climate emergency planning and response programs.	Economic development service delivery models and level of investment are evaluated.	
		Our People							
	Corporate Priorities & Desired Results	Increased opportunities for all employees to learn and grow their leadership							
		Active Financial Management							
		Priority-aligned budgeting Increase non-tax revenue							
	rporat	Digital Transformation							
	O O	Improved online service experience Data informs decision making							

To see the drivers behind municipal management and spending, see our Financial Management Strategies.



Crime & Safety

Representing nearly 40 per cent of the City's 2024 operating budget, crime and safety is the number one priority for Council, residents and the business community.

In 2024, the City took decisive action to strengthen residents' sense of safety, reduce crime, and enhance the wellbeing of our community. Early in the year, Council adopted the recommendations from the Mayor's Task Force on Crime Reduction. Recommendations helped address gaps and challenges in the community and contributed to a 10% decrease in property crime, with notable reductions in business and residential break & enters. The City also leveraged the 1% Public Safety Levy introduced in 2023 to hire more RCMP officers, bylaw officers, and firefighters.

Simultaneously, the City's advocacy efforts targeted senior levels of government, urging support for health and justice initiatives, including complex care, integrated crisis response teams, bail reform, and an increase in Crown prosecutors. The City continued to advance the "upstream" Community Safety Plan with provincial government partners and more than 40 non-governmental organizations across the city. Throughout 2024, the City leveraged provincial and federal grant programs, including the Building Safer Communities Fund to reduce youth gang involvement and offset expenditures for public safety related programs and operations.

A purposeful increase of police and bylaw presence in downtown and Rutland, as well as Crime Prevention Through Environmental Design (CPTED) audits delivered by Community Safety staff, continued to be a focus throughout the year. Taken together, these efforts helped stabilize citizen's sense of safety as measured by the 2024 Citizen Survey.

While Kelowna is a safe place to live, work and raise a family, continued investment in public safety to catch up and keep up with the increasing demands of our rapidly growing city remains critical to our quality of life. The City and its partners remain committed to reducing the risk of crime and increasing citizens' sense of safety.

Learn more at kelowna.ca/communitysafety.

COUNCIL PRIORITY: CRIME & SAFETY

Key Actions and Achievements

Crime Reduction

- In early 2024, Council adopted the recommendations made by the Mayor's Task Force on Crime Reduction.
 Progress was made on a majority of the 19 initiatives, including the expansion of Business Improvement Area ambassador program.
- Property crime decreased in 2024. In September, the RCMP reported a 10% reduction in the overall property crime rate, including a 31% decrease in business break & enter (B&E) and 15% decrease in residential B&E compared to the same period in 2023.
- Thanks in part to the Public Safety Levy introduced in 2023, the 2024 budget added 16 RCMP officers, five bylaw officers, and six fire fighters to bolster first response and community safety.
- Kelowna RCMP's Repeat Offending Management Program, alongside the provincial Repeat Violent Offender Intervention Initiative, were operationalized fully in 2024 to offer extra support to repeat offenders. These efforts focus investigative and enforcement efforts on the minority of offenders committing the majority of property crime in Kelowna.
- Advocacy continued with the provincial and federal governments for stricter accountability and bail reforms for repeat property offenders, as well as increasing local Crown prosecutor resources.
- Numerous initiatives launched to expand Crime Prevention Through Environmental Design (CPTED) including a Safe in 60 CPTED video series, increased CPTED audits in business and residential (strata) settings, as well as training for a City-cohort of practitioners to increase audits in the next few years.



Community Safety

 The 2024 Citizen Survey showed a stabilizing sense of safety among residents.

- The City continued implementing the five-year Community Safety Plan with community and provincial partners, which started in mid 2023. By December 2024, eight of 30 actions were complete and six were underway with engagement from 55 community organizations and members.
- Among the success of the Community Safety Plan is the creation of an alternative, community-based / non-police response model for people experiencing crisis. Funding to operationalize the model is being actively pursued.
- The Canadian Centre for Safer Communities selected the City of Kelowna as one of 10 pilot cities for the Community & Urban Safety Monitoring Project. This project offers guidance, tools, and training on evaluating and monitoring our local Community Safety Plan while creating a cross-Canada support network.
- Block Connectors (Strong Neighbourhoods) Program increased to 73 in 2024 from 67 in 2023, encouraging community-based solutions to improve safety and build connection.
- Federal grant awarded from Building Safer
 Communities for \$1.8M to collaborate with School
 District #23 to implement a Youth Gang Reduction
 and Prevention Strategy.
- The bike valet program expanded significantly in the summer to provide safe bike storage for cyclists.
 Bicycle loan-a-lock programs also expanded to Parkinson Recreation Centre and Tourism Kelowna.

Traffic Safety

- In 2024, Council formally established traffic enforcement visibility among police priorities. As a result, RCMP re-prioritized traffic enforcement and re-established its volunteer SpeedWatch Program.
- Variable speed signage boards were deployed on major incident routes to calm traffic.



Affordable Housing

In the last five years, home prices in the Central Okanagan have risen by more than 50 per cent,* with the average home price in Kelowna now sitting at just under \$1 million. Unaffordable home ownership has cascading effects across the housing system, raising demand and prices for rental housing, ultimately making all housing forms less affordable.

The role of a well-functioning housing system is a critical factor in creating healthy, diverse and vibrant neighbourhoods. A growing, thriving community like Kelowna needs a wide range of housing types to meet the needs of residents at all stages of life, including students, young families, seniors, and everyone in between.

Our housing supply must also meet the demands of a rapidly growing population. Kelowna is one of the fastest growing and sought after communities in Canada. Without an adequate supply and diversity of housing, the community's housing challenges will persist.

There are many factors outside of the City's control, such as interest rates; housing market dynamics; and land, construction and labour costs. However, we are pulling all the levers within our sphere of influence—such as development regulation and processing, as well as incentives—to affect change and meet our goal to improve housing affordability for our residents.

In 2024, the City issued \$2.4 billion worth of building permits—up 33 per cent from 2023—for a total of 5,120 new homes. Multi-unit housing continued to lead the way, with apartment housing making up the majority.

The City has also worked hard to create a development environment that is highly supportive of rental housing. Tax incentives, regulatory incentives like reduced parking requirements, and grants have all combined to attract the highest level of investment in purpose-built rental housing in Kelowna's history. The vacancy rate in Kelowna had steadily climbed to 3.8 per cent from 1.3 over the year.

Vacancy rates were also influenced by the City's continued restrictions on short term rentals (STR). Taken together with the City's focus on infill housing and transit-oriented development, these changes are moving the home affordability needle in the right direction.

For more information, visit kelowna.ca/housing.

Key Actions and Achievements

- In February 2024, the City presented the Middle Income Housing Partnership (MIHP) model to Council. The MIHP leverages the \$31.5M Housing Accelerator Fund grant secured in 2023 to deliver new affordable rental housing projects with a minimum of 20% of units that are 20% below market rate. This funding will be spent over the course of three years to improve the supply and diversity of housing, including items such as supporting development along transit corridors, acquiring land, and exploring new partnerships for affordable housing.
- MIHP launched two pilot projects to create 160 to 200 units ready for move-in in 2025. These include 75 new homes in the North End neighborhood for seniors, families, people living with disabilities and individuals with low-to-moderate income.
- The City also introduced a new fast-track housing program to accelerate development of infill housing such as 4-plexes and carriage houses.
- Part of the Housing Accelerator Fund also expanded the City's Rental Housing Grants program and incentivized up to 341 units of affordable long-term rental housing by offsetting Development Cost Charges (DCCs).
- In late 2024, the City presented an interim Housing Action Plan report to Council. The plan defined objectives and actions to diversify housing supply, minimize the period of homelessness, and partner effectively with community housing providers and funders. The plan builds on the City's award-winning Housing Needs Assessment completed in 2023.

^{*}Source: Association of Interior Realtors

Homelessness

Homelessness is not unique to Kelowna but is presenting as a dynamic and rapidly changing problem locally and across Canada. It poses a complex and pressing societal challenge, significantly impacting individuals, communities, and businesses. While the City continues to advocate for the necessary health and housing supports from senior levels of government, we have assumed a progressively larger role in addressing the homelessness crisis and outdoor sheltering response in Kelowna.

Through the 2024 budget, Council committed to additional resources for the Social Development department. The enhanced department connected the local social serving sector and facilitated collective action among diverse leaders to enhance social wellness and respond to various complex challenges, including homelessness.

Through a Memorandum of Understanding (MOU) signed with the Province in late 2023, the City delivered municipal lands and expedited land-use decisions for new shelter and transitional housing projects. The partnership has resulted in the construction of transitional and modular housing, thanks in part to funding through the Homeless Encampment Action Response Temporary Housing (HEARTH) program.

Thanks to 24/7 staffing and support navigating the housing system, transitional housing helps transition individuals from local shelters to more independent housing, freeing up shelter spaces for those in encampments and others facing homelessness.

The City has remained a leading and consistent advocate for enhanced care and support for B.C. residents who require complex care in conjunction with their housing needs. We continue to offer municipally owned land contributions to the Province for a new purpose-built complex care centre while working closely with Interior Health to address the need for more complex care beds in our city.

The health issues and struggles of individuals experiencing unsheltered homelessness, staying in shelters, or in precarious housing, impacts not only their individual health, but also community functioning and the wellness of all. The City remains committed to building momentum as a leader in addressing homelessness locally.

Learn more at kelowna.ca/social.

Key Actions and Achievements

- Council made homelessness supports a top advocacy priority for their term. In turn, the City advocated for additional complex care beds in the community and proactively made municipal land available to the province.
- In April 2024, the province announced commitments to build a new purpose-built complex care facility on a municipally contributed site. The site became operational with 20 complex care beds, and another 20 supportive housing units were committed.
- The City also contributed land to build rapid safety net housing. With \$9.3 million in funding from the Provincial HEART & HEARTH program, 120 units were delivered at Trailside and STEP Place. A third site was in the planning and development stages.
- Staff continue to work with partners to identify a site that is suitably located and zoned for Kelowna's first purpose-built shelter. As an interim measure, the City created a Social Development department to coordinate emergency shelter spaces and warming buses during cold weather.



Transportation

A well-functioning transportation system isn't just a convenience—it's the backbone of daily life, ensuring the smooth flow of people and goods throughout the city. It is a catalyst for economic growth; connects residents to opportunities, resources, and each other; and is a steward of environmental sustainability.

Socially, the benefits of a well-connected city are profound. Accessibility to employment centres increases job opportunities, particularly for low-income communities reliant on public transportation. It promotes inclusivity by breaking down barriers to mobility, reduces social isolation among vulnerable populations including seniors and people with disabilities, and provides residents with access to essential services and social activities.

Environmentally, a robust transportation system plays a crucial role in reducing carbon emissions and combating climate change. By providing and promoting viable alternatives to private car usage, cities can significantly decrease their carbon footprint and improve air quality, while at the same time reducing road congestion something that is top of mind for Kelowna residents and Council, considering how quickly our community is growing.

To help keep Kelowna moving, now and into the future, the City's 2040 Transportation Master Plan includes more than 100 recommended actions that will help us maintain and renew our existing infrastructure, create fast and reliable transit, improve road connections, develop comfortable bicycle routes, create walkable neighbourhoods, and help people use and enjoy new ways of getting around.

In 2024, the City invested more than \$20 million in transportation infrastructure, including roads, transit, and active transportation, and collaborated with partners to grow and electrify regional transit service. We also launched projects on major corridors to alleviate congestion and improve safety on important road networks.

Working alongside the 2040 Official Community Plan, these transportation investments, and those noted below, are setting the direction for a vibrant city offering diverse transportation options that conveniently connect people and places and help to deliver on our goals of a more sustainable, equitable future.

Learn more at kelowna.ca/transportation.

Key Actions and Achievements

Biking, Walking and Active Transportation:

- The City secured a BC Active Transportation grant for the construction of 600 metres of protected bike lanes on Leckie Road.
- The City partnered with UBCO to explore connecting the Okanagan Rail Trail corridor between UBCO, Kelowna International Airport, and Downtown Kelowna. Public engagement was completed in 2024.
- The Micromobility Program continues to operate at the UBCO campus providing another option to travel by alternative modes between the campus and downtown.
- Construction of the Bertram Multiuse Overpass will be completed in early 2025. This accessible crossing provides access over Harvey Ave for pedestrians and cyclists and forms part of the future Bertram Active Transportation Corridor.

Transit:

- Fare payment became easier in 2024 with implementation of the UMO electronic fare system. UMO allows customers to pay using a mobile app, reloadable card and soon, credit and debit cards.
- In partnership with the United Way, the City made transit more affordable for equity deserving groups. The City also offered Rec & Ride passes to nearly 450 children and youth during July and August.
- Council endorsed significant expansion to the City's transit service, including bus rapid transit on Richter and key corridors.
- The City also developed a transit operations and maintenance centre business plan for the Hollywood Road site, with rezoning completed in October 2024.

- The City continued to push for funding for a new transit operations centre. In partnership with BC Transit and the provincial Ministry of Transportation & Transit, the City advanced an expression of interest to the Canada Public Transit Fund program.
- Thanks to continued advocacy by the City, the Ministry of Transportation & Transit continued to conduct the Highway 97 Strategic Corridor Review, including plans for the long-term goal of dedicated transit lanes in Kelowna.

Road Improvements:

- The City made a significant investment to improve traffic flows and capacity on major road networks.
- Construction of the Frost Road Extension (Killdeer to Chute Lake) is underway. This project will connect the Kettle Valley and Ponds neighbourhoods in the Upper Mission while providing better access to commercial services, schools and reduce traffic on local streets.
- The design of Glenmore Rd (Union to Snowsell) is underway. This project will extend Glenmore Road's five lane cross section north to Snowsell Road in coordination with utility upgrades.
- Design of Burtch Road (Byrns to KLO) and Hollywood Rd (John Hindle to Sexsmith) is underway. This project is being delivered through an innovative procurement strategy to help accelerate the delivery of transportation improvements.
- Detailed design for the expansion of Bernard and Burtch Roads between Spall/Glenmore and Sutherland is underway. These improvements will be coordinated with the Parkinson Recreation Centre Redevelopment Project.
- Preliminary design for the Commonwealth Road project (Hwy 97 – Jim Bailey) is underway. Upcoming engagement will inform future phases of design.
- The Clement multi-mode extension is underway in three segments: Spall to Highway 33, Highway 33 to McCurdy and McCurdy to UBCO/YLW. The first segment is complete.

Traffic Safety:

- The City delivered seven traffic calming projects in 2024 and completed consultation and design for the Hollydell Neighborhood Traffic Calming Project.
- ICBC's Road Improvement Projects grants supported several projects in 2024 including traffic calming, improved signage, intersection upgrades, protected bike lanes, signalization, and pedestrian safety improvements.
- The Safe Mobility Action Plan was underway with a target completion in 2025. A federal grant from Enhanced Road Safety Transfer Payment Program was awarded to complete this work and to advance actions related to policy, guidelines, and frameworks.



Agriculture

The role of agriculture in our community is of both great historical and current significance. It has played a crucial role in Kelowna's economy for generations and is a significant part of Kelowna's identity. It has shaped our development pattern and culture, and is integral to our food system.

More than 10,000 HA (46%) of the City's land base is zoned agricultural and, of that, over 8,600 HA (40%) are within the Agricultural Land Reserve (ALR). More than 1,000 parcels are actively farmed in Kelowna—contributing to the approximately \$130 million in wholesale revenue and \$900 million in economic activity in the Central Okanagan.

The pressure to find new land for a growing city can undermine otherwise viable agricultural lands over time. Protecting and preserving agricultural lands has never been more important for their economic and aesthetic value. As climate change becomes a local reality, agricultural land will play a growing role in food security and climate adaptation.

The Official Community Plan (OCP) Growth Strategy focuses most of Kelowna's future growth into the Urban Centres and the Core Area, with some growth targeted in the Gateway and Suburban Neighbourhoods districts. This approach aims in part to protect and preserve our city's agricultural lands so they can be utilized to grow crops and support our economy.

In the interest of agricultural conservation, the City has worked with its partners and bodies to identify and anticipate issues important to the agricultural and agribusiness community.

The City is also working with the Province of BC and the Regional District of Central Okanagan to update the 2014 regional Agricultural Land Use inventory. With an updated inventory, more accurate agricultural water demand predictions for different climate scenarios can be created and used for informed decision making.

Lean more at kelowna.ca.

Key Actions and Achievements

- The City is keen to protect agricultural lands. The
 City created an Agricultural Advisory Committee to
 advise Council on issues important to the agricultural
 and agri-business community. They will advise
 Council on sustainable agricultural land use from a
 cultural, economic, environmental and social
 perspective.
- The City is participating in the development of a new Regional Agricultural Strategy to address the needs and challenges of the agricultural sector. The strategy aims to protect and promote agriculture through clear policies; strengthen farming as an economic driver; and increase the amount of, and access to, locally grown and produced food.
- The City wants to ensure agricultural lands are used as intended. The City created an Agriculture Standards Compliance team to work with the Agricultural Land Commission to prioritize agricultural properties for enforcement.
- In late 2024, Council approved the integration of the Glenmore Ellison Irrigation District (GEID) into the City of Kelowna. This move will provide reliable and safe water supply as part of the long-term Kelowna Integrated Water Supply Plan.
- The City began developing a Water Security and Responsibility Plan to ensure a more holistic approach to how we use, protect and share water now and into the future. The plan was endorsed by Council in early 2025.
- Water utility rates saw a planned increased to ensure sustainable system renewal.
- New agricultural signage program installed signage at 19 locations on the boundary or "gateways" into agricultural areas throughout the community.
- An overview of current policy to protect and preserve agricultural land is summarized in the annual Official Community Plan (OCP) report.

Climate & Environment

The Knox Mountain and Walroy Lake wildfires in 2023 served as yet another stark reminder of the devastating impacts of climate change on our community. While some effects like wildfires and floods are visible, many other subtle environmental changes are occurring, such as shifts in the atmosphere and in wildlife and water habitats, all of which contribute to the intricate web of climate impacts.

As we face increased frequency and intensity of extreme weather events, the consequences ripple through various aspects of our lives. Changes in temperature and precipitation patterns not only lead to increased fire and floods, but also disrupt agricultural production, exacerbate water scarcity and health risks, cause biodiversity loss, and force economic disruptions—each resulting in cascading impacts to things like our air quality, food security, healthcare costs, supply chains, and even our ability to control invasive species.

In response, the City of Kelowna has taken proactive steps to prioritize environmental protection and climate resilience. The City is applying a climate lens to policy development and decision-making through the updated Climate Resilient Kelowna Strategy, Urban Forestry Strategy, and investments in sustainable infrastructure.

The City is also focusing on compact, energy-efficient growth and on alternative transportation investments to reduce greenhouse gas emissions and promote a healthier, more sustainable way of living. All new City facilities are being built to a high sustainability and efficiency standard, and these building standards are being extended to homeowners through energy retrofitting incentives.

Together, we're working towards a future where our environment is safeguarded, our community thrives, and future generations can enjoy the beauty of Kelowna for years to come.

For more information, visit kelowna.ca/environment.

Key Actions and Achievements

Climate Action

 Council endorsed the Climate Resilient Kelowna Strategy in late 2024. This strategy includes actions the City can take to meet updated greenhouse gas emissions reduction targets and build resilience to local climate hazards.

Urban Tree Canopy

- With the goal of increasing the urban tree canopy in medians, the City sold a record-breaking 828 trees through the NeighbourWoods program, which encourage citizens to help grow and preserve Kelowna's urban forest.
- The City also planted 350 street trees, 150 park trees, and worked with the development community to plant approximately 500 additional trees in the public realm through approved developments.
- Council endorsed the Sustainable Urban Forest Strategy and approved new LiDAR technology to help the City assess canopy cover and tree diversity.
- The City also continued forest fuel management to improve the health of the natural forest area and protect surrounding areas in the event of a wildfire.

Energy Efficiency

- In 2024, the City launched a free "Home Energy Navigator" program to engage and support homeowners throughout their retrofit journey. Thirty-six homeowners were connected with an Energy Concierge, who was available throughout their retrofit project for support.
- The City also launched a green business certification program, GreenStep certified, in partnership with GreenStep Solutions. The goal of the program is to drive measurable emissions reduction actions and advance environmental stewardship amongst local small to medium businesses.



COUNCIL PRIORITY: CLIMATE & ENVIRONMENT

Economy

Kelowna is a city of the Future; rapidly evolving and becoming a more urban and dynamic region. The City of Kelowna is the sixth largest in the province and has one of the fastest growing metropolitan areas in the country, with growth surpassing previous projections. It is against this backdrop that City Council identifies the Economy as the seventh priority mid-way through 2024.

Kelowna's diverse economy includes a mix of industries such as agriculture, manufacturing, retail trade, construction, technology, healthcare and tourism. The region is renowned for its wine industry and is home to a top-ranked university, a world-class teaching hospital, and the second largest trade school in the province. We also boast the Kelowna International Airport, one of the largest economic drivers in the Southern Interior, as well as the Kelowna Innovation Centre that fosters technology, entrepreneurship and creativity. We're also becoming a hub for technology and aerospace-related companies.

As a four-season playground, Kelowna welcomes over two million visitors annually from around the world. The City offers numerous parks, trails, beaches and recreational facilities, which provide a range of activities, including hiking, biking, golfing, swimming, boating, and snow sports. The City is at the centre of the worldrenowned Okanagan wine country, boasting over 40 wineries within a 20-minute drive and a host of awardwinning microbreweries, distilleries, and cideries. Parks, trails, beaches and recreation opportunities also abound. This, coupled with outdoor markets, galleries, and a vibrant arts and culture sector, makes Kelowna a popular tourist destination.

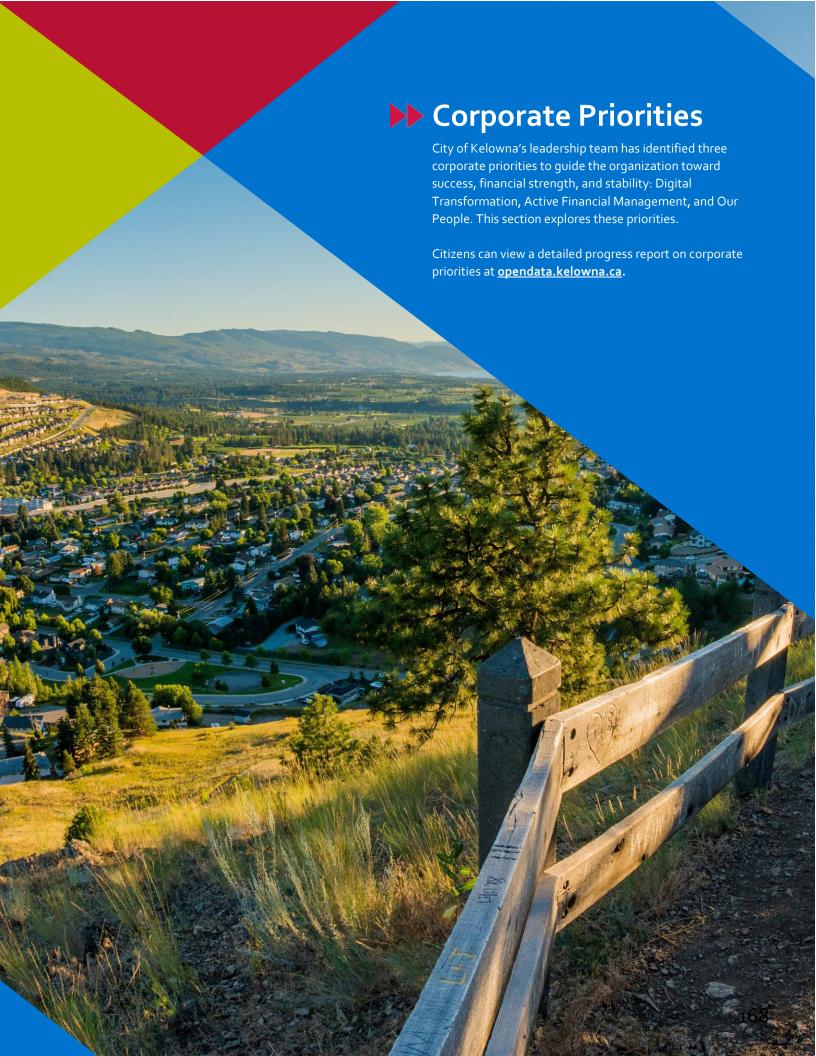
Against this backdrop, the City is working with partners to bolster economic diversification and provide a better climate for business startups and growth. The City is also working to attract major events to Kelowna—enhancing the City's reputation as a vibrant and dynamic hub for business and tourism.

For more information, visit kelowna.ca.

Key Actions and Achievements

- The City is seeking new opportunities to diversify the economy through major attractions. The City hosted the inaugural Canadian Premier League soccer game and has been securing large events for 2025.
- The Central Okanagan Economic Development Commission delivers economic growth programming on the City's behalf. Programming includes marketing the region, economic and industry research, market development and local business support.
- Together with the Regional District of Central Okanagan, the City began to inventory regional lands available for business development. Target completion is Q2 2025.





Digital Transformation

Digital transformation is the integration of digital technology into all areas of our organization, fundamentally changing how we operate and deliver value to customers. It involves the adoption of new technologies, the redesign of business and operational processes, and the development of new business models.

Our digital transformation vision is focused on data informed decision making, improving the online service experience, and making processes more efficient.

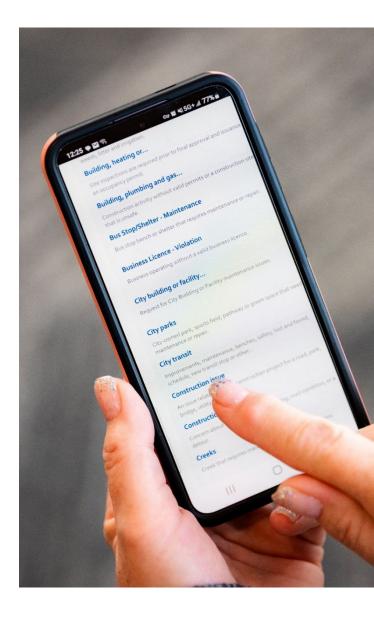
Key Actions and Achievements

Better Service Delivery

- More citizens can access the information they need with our artificial intelligence (AI) Chat Bots. The chat and voice assistants saw an 800 per cent increase in users over a two-year period, from under 15,000 in 2022 to just over 140,000 in 2024.
- Development permitting is being assisted with AI technology, improving the way the City tracks and manages permitting inquiries.

Data Informed Decisions

- In 2024, the City began using a new software called StrategyBlocks to help business leaders connect their business objectives to the larger strategic goals of the organization. The digital-first approach provides accurate, real-time information to help leaders actively manage and deliver projects.
- The City won an award for its implementation of a Computerized Maintenance Management System (CMMS), called CityWorks, to manage and maintain its diverse municipal assets, such as water, wastewater, drainage, transportation, recreation and community infrastructure. The CMMS supports the City's vision of advancing digital transformations and asset management practices.
- The City continues to invest in cybersecurity infrastructure to ensure data is protected and safe.
- The City is being proactive by creating guidelines and expectation around the use of artificial intelligence (e.g. ethical AI, human in the loop concept).



Active Financial Management

Active financial management is the ongoing monitoring and management of our financial resources to help us achieve our organizational and community goals, while ensuring long-term financial stability and program sustainability.

Our focus is on enhancing the City's budget process to better align resources with priorities and meet defined service levels, as well as developing initiatives to increase non-tax revenue and further minimize the City's reliance on tax revenue.

Key Actions and Achievements

- The City shifted from departmental to service-based budgeting in 2024, creating service-level measures for each service area to present a holistic budget picture and improve the presentation of information.
- In 2024, the City participated in the Municipal Benchmark Network Canada (MBNC) program for the first time and now has comparative performance and cost data for 25 services compared to 10 other cities. An example of the data informing decisionmaking was the acceleration of an accounts payable improvement project to lower the cost of this service compared to other cities participating in MBNC.
- Our Strategic Management Owned Report (SMOR), used for real-time revenue and expense data tracking, was improved to make financial data more useful for decision making. SMOR provides a summary view of forecast versus actual revenue and expenses so business leaders can intervene and redeploy funds.
- The City reviewed all revenue-supported service areas to understand how each business unit categorizes its recovery type – subsidized, 100% cost recovery, or revenue generator – as well as how rates are calculated and the schedule used for rate reviews. This work is leading to a rate review in 2025.
- The Partnerships Office is establishing an Alternate Revenue portfolio, which will source revenues through sponsorships, philanthropy, and internal projects with a focus on increasing and/or new revenue, cost recovery and efficiencies.



Keeping Taxes Low

The City of Kelowna has areas, including Wastewater, Parking, and the Airport, that are run as self-funded business units that have no impact on property taxes.

The corporate services provided to these business units—like finance, human resources, and IT—are recovered through their revenues to create a net-zero impact on property taxes.

Not only does this keep annual property tax low but it also allows the City to account for the full cost of service delivery within the business unit budget.



Our People

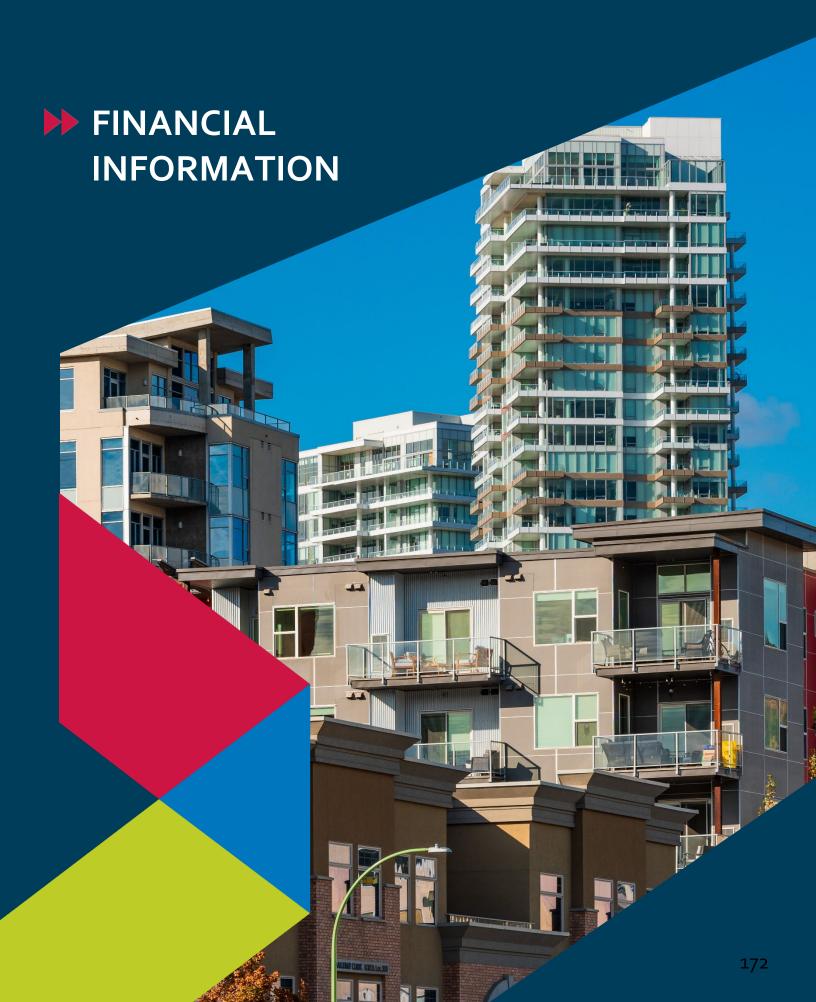
Our people are the most valuable asset of our organization. They are the driving force behind our success, and their skills, knowledge, and expertise are essential for achieving our organization's and community's goals.

Investing in our people means providing them with the training, development, and support they need to succeed. It also means creating a positive and inclusive workplace culture, where everyone feels valued and respected. We want to see increased opportunity for all employees, regardless of position or role, and to help them learn and grow their leadership competencies.

Key Actions and Achievements

- Total staff turnover fell in 2024 to 8.3 per cent from 8.8 per cent of the full-time workforce.
- The City expanded professional development opportunities across the organization, including the development of a new Diversity, Equity and Inclusion training program.
- The City saw increased participation in its Mentoring program, Diversity, Equity and Inclusion training, and Change Management training.
- The City implemented a new safety management system (SMS) in late 2024. This centralized reporting system records all safety incidents, near misses, and MVIs, offering a more efficient way to monitor, analyze, and improve safety performance by making data-driven decisions.
- The City decreased occupational injury and illness claims by 42 per cent in 2024, thanks in part to innovative modified work arrangements with impacted staff as well as improved risk identification, assessment, and staff training to prevent injury.
- In 2024, the City's WorkSafe BC base insurance rate dropped 21.2 per cent thanks to its low incident and claim history over the past three years. This City ranks 16 out of 69 employers in the same classification.





Excellence in Financial Reporting

The City of Kelowna is committed to financial strength and stability. The City defines this as the ability to acquire and manage a portfolio of financial and physical assets that meet the current and future needs of our community, while maintaining a reasonable tax rate and minimizing our reliance on taxes.

In 2024, the City's commitment to excellence was recognized again by the Government Finance Officers Association with the Canadian Award for Financial Reporting presented for the 22nd year in a row, recognizing the 2023 Annual Report.

Canadian Award for Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Kelowna for its annual financial report for the fiscal year ended December 31, 2023. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are (will be) submitting it to GFOA to determine its eligibility for another award.



FINANCIAL REPORTING 33

Financial Management Strategies

Council has adopted 10 *Principles and Strategies for Financial Strength and Stability* guiding how the City acquires and manages financial and physical assets to meet the current and future needs of our community. These strategies, outlined below, reflect our pragmatism, flexibility, transparency, and balance.

1. Operations are aligned to priorities

All services must be aligned with the City's priorities and reviewed regularly. The full financial cost of service and staff requirements will be understood by Council and administration. Future changes in operating costs, including personnel resourcing requirements, will be considered in long-term capital and financial planning. Ongoing operating activities will only be funded through taxes, fees and charges.

2. Partnerships are actively pursued

The City will pragmatically partner with other entities to deliver community services and amenities. The City will explore access to new sources of capital and revenue streams. The City will leverage existing assets to attract private sector involvement. The City will leverage the expertise of outside partners. Services from partnerships will be reviewed regularly to ensure the needs of the City continue to be met. The City supports organizations within the community that enhance the quality of life.

3. New assets are carefully planned

Expenditures for new assets will be prioritized based on social, economic and environmental factors and life cycle cost implications. Emergent opportunities will be evaluated against existing priorities. Investment in new assets should follow the long-term capital plan. The decision-making process for new asset investment will be documented, transparent and clearly communicated to Council, staff and the community.

4. Assets renewal reflects the lifecycle

The City will invest in existing infrastructure renewal in accordance with the long-term capital plan. Funding for asset renewal will be balanced against service levels and risk tolerance. Life cycle costs are managed through preventative maintenance and renewal strategies.

5. Debt is reasonable and limited

General Fund debt servicing costs will be maintained at or below a targeted level of annual taxation demand. The City's debt capacity will be preserved by limiting the use of debt to fund only one-time major capital projects. If possible and when beneficial, debt will be paid down earlier. Financing for less than a five-year term will be completed through internal financing. Impacts on overall City debt levels from "self-funded" cost centres and Funds will be reviewed and understood.

6. Development financing supports growth

Developers will pay their fair share for growth-related infrastructure through DCCs and other tools. Where appropriate, other funding can be used to provide additional capacity over and above the current OCP horizon. Taxation- funded DCC's through grant programs may be used to encourage economic development and community projects.

7. User fees and charges fund services

Everyone will pay a fair amount for the services they receive. Services will be reasonably accessible by all citizens. User fees will be transparent and easy to understand.

8. Grants are actively pursued

Grants will only be pursued for the City's priority projects. Grant funding will not increase the scope of a project without Council endorsement. Annual project funding must be sufficient without conditional grants. Long-term financial planning will rely on unconditional grant opportunities only.

9. Property taxation is stable and kept minimal

Property taxes will remain as stable as possible over time. Property taxes will be comparative with similar communities. Increases to property taxes will be balanced among assessment classes. Property tax information will be transparent and easy to understand. Property taxes will reflect the infrastructure, services and service levels that the community believes are important.

10. Reserves and surplus funds are used as intended

The purpose of each reserve will be documented and reviewed regularly. Ongoing operating requests will not be funded from reserves. Accumulated surplus will only be used as an emergency funding source.

Budgeting for Growth

As one of Canada's fastest growing communities, Kelowna is in a strong financial position. We boast one of the lowest tax demand increases in the province, healthy investments in capital projects, and an annual budget of nearly \$900M—all while delivering services that truly matter to our residents.

In December of 2023, Council approved the 2024 Preliminary budget (volume 1) with a tax increase of 4.75 per cent, followed by the addition of the Carryover budget (volume 2) in March 2024. In April of 2024, Council approved the Final Budget (volume 3) with a tax increase of 4.72 per cent, which was three basis points lower than the Preliminary budget.

The 2024 Financial Plan leaned into our core principles and strategies for financial strength and stability to fulfill our mandate to serve the needs of our growing community while facing economic challenges. The budget prioritized maintaining and expanding critical infrastructure and directing funding towards the highest needs of the community.

The City budgeted to collect a total of \$344.2 million in taxation revenues, 56 per cent of which was retained for municipal purposes. The remaining 44 per cent is levied on behalf of other governments and agencies to provide funding for schools, the Regional District of Central Okanagan shared services, libraries, regional hospital, Kelowna business improvement areas, and for BC Assessment to cover the City's share of costs associated with providing assessment information.

The operating service groups with the highest contribution from municipal taxation in 2024 were:

- 45 per cent for community safety, including RCMP, bylaw and fire services;
- 13 per cent for healthy communities, including parks, recreation and culture; and
- 12 per cent for transportation and mobility, including multi-modal transportation.

Plans that Influence Spending

Our financial decisions respond to the needs of our community, Council, and our corporate team, and are informed by strategic plans like the Imagine Kelowna community vision, Official Community Plan, infrastructure and capital plans, and more.

See how these plans work together.

Measuring Performance

City of Kelowna's corporate-wide performance measurement program is an integral part of how we make budgeting decisions to achieve desired results. Publicly measuring our corporate performance allows us to evaluate our programs, services and processes to ensure our investments of time and resources best serve our citizens and community priorities. Look inside our 2024 Budget to see performance indicators by service area.

2024 Council Priority Progress Results

Performance measures are tied to our Council Priorities, and show how the City is addressing significant concerns in our community during Council's 2023-2026 term.

Our progress report shows:

12
ON TRACK,
TRENDING IN
THE DESIRED
DIRECTION

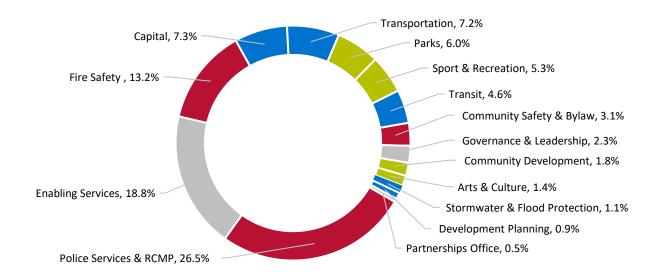
5 NO SIGNIFICANT CHANGE (OR NO CURRENT DATA) 7
NEEDS
IMPROVEMENT,
NOT TRENDING
IN RIGHT
DIRECTION

See the detailed performance measures at <u>council.reporting.kelowna.ca</u> and see our 2024 actions and achievements in our <u>Council Priorities</u> section.

BUDGETING FOR GROWTH 35

Taxes by Service Area (%)

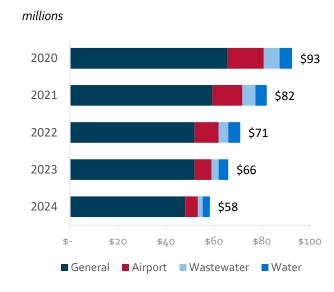
Breakdown of Municipal Tax for 2024



Consolidated Reserves & Surplus

millions 2020 \$280 \$65 2021 \$310 \$116 \$69 2022 \$341 \$133 \$69 2023 \$371 \$146 \$69 2024 \$306 \$176 \$72 ■ Reserve for future ■ Statutory

Long Term Debt



BUDGETING FOR GROWTH 36

City Reserves

Reserves form an integral component of the City's budget and strategic financial plan to help ensure equity between current and future taxpayers.

The City maintains reserves to achieve the following policy objectives:

- To acquire, replace and renew major capital assets
- To ensure stable, predictable tax and utility levies
- To minimize the financial impact of unusual and unexpected events including but not limited to law enforcement, weather events, insurance claims, tax assessment appeals, environmental hazards and other significant unexpected or emergent issues.
- To achieve long-term financial stability
- To balance the costs of maintaining sufficient Reserve levels to current and future taxpayers
- To fund asset retirement obligations

City reserves are established, maintained and used for specified purposes as mandated by statute, City bylaw or Council policy.

Development Cost Charges

Development cost charges (DCCs) are fees that municipalities collect from new development to help pay the cost of infrastructure services that are needed for growth. Imposed by bylaw pursuant to the Local Government Act, the charges are intended to facilitate development by providing a method to fund capital projects related to roads, drainage, sewer, waterworks, and parkland.

The City's DCC program supports community development and integrates with longer-term plans. Infrastructure requirements are based on the 2040 Official Community Plan that estimates a total population of nearly 180,000 by the end of 2040. The 20-Year Servicing Plan and Financing Strategy provides the infrastructure requirements and supportive cost sharing for all assets out to 2040. Cost sharing methodologies reflect the level of benefit to existing taxpayers and new

growth. Charges are based on the demand placed on services by different residential types, commercial, industrial, and institutional growth.

The 20-Year Servicing Plan and Financing Strategy total program cost is \$1.3 billion of infrastructure assets to meet the needs of growth by 2040. The funding for the program is 65 per cent from Development, 29 per cent from City funds, and six per cent from Developer Constructed Works and senior levels of government. Arterial Roads maintain the largest share of the program at \$528 million; followed by Park Development and Land Acquisition at \$462 million, Wastewater Treatment at \$122 million, Wastewater Trunks at \$63 million, Water Distribution at \$62 million and Drainage at \$58 million.

Local governments are permitted to temporarily lend available money from one DCC reserve fund to another. The money, along with appropriate interest, must be returned to the original reserve fund. For 2024, a deficit in Drainage reserve fund was covered from Road Sector I reserve fund.

Municipal Assist Factor

The Local Government Act requires local governments to assist in the cost of growth-related infrastructure. This cost-sharing model makes development more affordable for developers while ensuring that the necessary infrastructure is funded.

The municipal assist factor is a percentage reduction in the DCC amount paid by developers. This discount recognizes that projects benefit the whole community, not just the new development, and the level of the assist determined by City Council reflects the community's desire to encourage development.

The City of Kelowna offers the following assist factors:

Roads	16%
Parks	11%
Water	2%
Wastewater	2%
Drainage	2%

Major Project Expenditures in 2024

Parks Acquisition

\$9.9 million - 1910-1960 Dayton Street

\$2.8 million – 483 & 487 Poplar Point Drive

\$2 million - 1897 Barlee Road

\$1.3 million – 1236 Pridham Avenue

\$1 million – \$772 Wilson Avenue

Parks Development

\$6.4 million - DeHart Park

\$1.5 million - Mission Recreation Park

\$0.9 million – Glenmore Recreation Park

Roads

\$1.8 million – Sutherland Road - ATC and Land Acquisition

\$1.4 million – South Perimeter Road Agreement – Repayments

\$1.3 million – Leckie Road – ATC Improvements

\$0.9 million – Intersection and Road Safety Improvements

\$0.8 million - Hollywood Road - Road Improvements

\$0.7 million – K.L.O. Road/Spiers Road/Hall Road – Intersection and Road Improvements

Water

\$1.0 million - Summit Reservoir

Wastewater Trunks and Treatment

\$1.2 million – Glenmore Connection – Glenmore Road from Cross Road to Scenic Road

Drainage

\$0.7 million – Mill Creek Flood Protection

Future Plans

Total 2025 program expenditures are projected at \$89.3 million made up of the following major projects:

Parks Acquisition

\$20.6 million – Parkland Acquisition

Parks Development

\$11.1 million – Glenmore Recreation Park, Parkinson Recreation Park Field Realignment, DeHart Park, Burne Park and Kelowna's Newest Waterfront Park

Roads

\$37.5 million – Burtch Road - Road Improvements,
Glenmore Road - Road Improvements, Frost Rod –
Road Improvements, Hollywood Road – Road
Improvements, K.L.O. Road/Spiers Road/Hall Road –
Intersection and Road Improvements, Lakeshore
Road – Road Improvements, Clement Road – Road
Improvements, Intersection and Road Safety
Improvements and South Perimeter Road
Agreement – Repayments

Water

\$1.8 million – Royal View Transmission Mainline and Summit Reservoir

Wastewater Trunks and Treatment

\$13 million – Water Street Lift Station, Byrns to Baron Trunk Phase 2, Glenmore Connection – Glenmore Road from Cross Road to Scenic Road, Lakeshore Trunk and Gyro Lift Station

Drainage

\$1.1 million – Mill Creek Flood Protection.

DEVELOPMENT COST CHARGES

Development Cost Charge Reserve Funds*

(thousands of dollars)

	Opening Balance	Receipts	Interest	Transfers Out	Closing Balance
Parks Land/ Development	\$ 71,133	\$ 13,962	\$ 2,056	\$ 28,408	\$ 58,743
Roads	104,030	9,279	3,943	8,660	108,592
Water	22,770	341	889	1,584	22,416
Wastewater	15,587	4,129	534	1,615	18,635
Drainage	164	297	(9)	706	(254)
Total	\$213,684	\$28,008	\$7,413	\$40,973	\$208,132

^{*}The City collects development cost charges to pay for a proportionate share of infrastructure related to new growth. In accordance with the Local Government Act, these funds must be deposited into a separate reserve fund. Because these funds are externally restricted in nature they are shown as a liability.

Waivers and Reductions: The Local Government Act provides an option to grant relief from DCCs for eligible types of development which include not-for-profit rental housing, for-profit affordable rental housing, subdivision of small lots designed to result in low greenhouse gas emissions and development designed to result in low environmental impact. In 2024 no waivers or reductions were granted.

On September 9, 2024, Council adopted the 10-Year Capital Plan (2025 to 2034), which identifies all the City's planned infrastructure investment for the next 10 years.

DEVELOPMENT COST CHARGES 39

Top 10 Principal Corporate Taxpayers

2024

Leg	al Name	Type of Property
1	Al Stober Construction Ltd	Commercial Building
2	FortisBC Inc	Electrical Utility
3	Victor Projects Ltd	Commercial Building
4	Orchard Park Shopping Centre Holdings Inc	Shopping Mall
5	3752 Investments Ltd	Multiple Types
6	Mcintosh Properties Ltd	Shopping Mall
7	Midwest Ventures Ltd	Multiple Types
8	Inland Natural Gas Co Ltd	Gas Utility
9	Callahan Construction Company Ltd	Commercial Building
10	Jabs Construction Ltd	Commercial Building

2023

Leg	al Name	Type of Property
1	FortisBC Inc	Electrical Utility
2	Orchard Park Shopping Centre Holdings Inc	Shopping Mall
3	Al Stober Construction Ltd	Commercial Building
4	DHL No 48 Holdings Ltd	Multiple Types
5	McIntosh Properties Ltd	Shopping Mall
6	Aqua Resort Ltd	Multiple Types
7	RG Properties Ltd	Shopping Mall
8	4231 Investment Ltd	Multiple Types
9	Victor Projects Ltd	Multiple Types
10	Dilworth Shopping Centre Ltd	Shopping Mall

Source: City of Kelowna Corporate Services Division.

Tax Exemptions

The City of Kelowna offers tax exemptions and incentives to non-profit organizations, heritage properties and developers. The total value of these incentives is **\$4,087,876**.

Permissive Tax Exemptions

The total municipal portion of Permissive Tax Exemptions is \$2,134,791.

Art Gallery, Museum, Heritage, Cultural Purpose

Central Okanagan Heritage Society	\$7, 846
Centre Culturel Francais De L' Okanagan	\$3,634
Chabad Okanagan Society	\$2,266
German - Canadian Harmonie Club	\$5,524
Kelowna Art Gallery	\$115,035
Kelowna Canadian Italian Club	\$5,426
Kelowna Museums Society (Kelowna Centennial Museum)	\$95,284
Kelowna Museums Society (Laurel Packing House)	\$52,716
Kelowna Museums Society (Okanagan Military Museum)	\$65,948
Kelowna Visual and Performing Arts Centre Society	\$97,219
OCCA Communities Association	\$1,641
Okanagan Symphony Society	\$19,302
Roman Catholic Bishop of Nelson Pandosy Mission	\$3,282
Westbank First Nation	\$8

Athletic or Service Club

Admedie of Service Clos	
Central Okanagan Land Trust	\$15,403
Central Okanagan Small Boat Association	\$31,457
East Kelowna Community Hall Association	\$2,045
H2O Adventure & Fitness Centre	\$147,126
Kelowna & District Fish & Game Club	\$4,188
Kelowna Badminton Club	\$7,605
Kelowna Cricket Club	\$189
Kelowna Curling Club	\$19,074
Kelowna Lawn Bowling Club	\$14,948
Kelowna Major Men's Fastball Association	\$18,024
Kelowna Minor Fastball Society	\$3,100
Kelowna Outrigger Racing Canoe Club Association	\$24,754
Kelowna Riding Club	\$5, 754
Kelowna United Football Club	\$225
Kelowna Yacht Club	\$7,466
Nature Trust of BC	\$58,805
Okanagan Gymnastic Centre	\$10,877
Okanagan Mission Community Hall Association	\$5,321
Rutland Park Society	\$7,065
Scouts Canada	\$11,546

TAX EXEMPTIONS

Charitable or Philanthropic

BC Society for Prevention of Cruelty to Animals	\$15,132
BHF Building Healthy Families Society	\$2,335
Big Brothers Big Sisters of the Okanagan Society	\$6,343
Bridges to New Life Society	\$5,251
Canadian Mental Health Association	\$6,307
Central Okanagan Community Food Bank Society	\$25,936
Central Okanagan Emergency Shelter Society	\$5,302
Columbus Holding Society	\$6,452
Daycare Connection Childcare Society	\$928
Father DeLestre Columbus Society	\$869
Immaculate Conception Parish	\$2,261
Kalano Club of Kelowna	\$10,438
Kelowna & District S.H.A.R.E. Society	\$10,197
Kelowna & District Safety Council Society	\$2, 871
Kelowna Community Resources	\$22,343
Kelowna Gospel Mission Society	\$16,064
Kelowna Senior Citizens Society of BC	\$6,950
Kelowna Trinity Baptist Church Legacy Foundation	\$19
Kelowna Yoga House Society	\$12,589
Kelowna (#26) Royal Canadian Legion	\$6,106
KGH - Rutland Auxiliary Thrift Shop	\$11,108
Ki-Low-Na Friendship Society	\$36,401
MADAY Society for Seniors	\$3,241
National Society of Hope	\$5,565
New Opportunities for Women (NOW) Canada Society	\$3,300
Okanagan Boys & Girls Clubs	\$105,773
Okanagan Halfway House Society Inc	\$8,860
Okanagan Mental Health Services Society	\$1,960
Pathways Abilities Society	\$22,189
Reach Out Youth Counselling & Services Society	\$5,264
Resurrection Recovery Resource Society dba Freedom's Door	\$22,038
Salvation Army Community Resource Centre	\$28,619
Society of St. Vincent De Paul of Central Okanagan	\$5,422
Starbright Children's Development Centre Assoc.	\$26,924
The Bridge Youth & Family Services Society	\$8,315
Tourism Kelowna Society	\$15,727
YMCA of Okanagan Association	\$4,395
Hospital Licenced Under Community Care Facility Act	
Canadian Cancer Society	\$15,374
Partnering	
Partnering	+02.000
MNP Place	\$82,666
Prospera Place	\$270 , 798

Private Schools

Tilvate Schools	
Aberdeen Hall Preparatory School Society	\$25,414
Immaculata Regional High School	\$515
Kelowna Christian Centre School	\$69
Seventh Day Adventist Church	\$175
St. Joseph Elementary School	\$39,782
Public Worship	
Apostolic Resource Centre Society	\$19,737
BC Assn of Seventh Day Adventist	\$1,649
C3 Church	\$4,350
Christ Evangelical Lutheran Church	\$5,438
Church of the Nazarene	\$3,840
Corpus Christi Roman Catholic Parish	\$5,755
Dormition of the Mother of God	\$4,678
Evangel Tabernacle Church	\$5,245
Faith Lutheran Church	\$5,894
First Baptist Church	\$6,487
First Lutheran Church of Kelowna	\$8,347
First Mennonite Church	\$5,100
First United Church	\$8,159
Glenmore Congregation of Jehovah's Witnesses	\$6,709
Grace Baptist Church	\$10,970
Gurdwara Guru Amardas Darbar Sikh Society	\$3,278
Kelowna Bible Chapel	\$8,740
Kelowna Buddhist Society	\$ 5, 817
Kelowna Christian Centre Church	\$9 , 098
Kelowna Christian Reformed Church	\$8,094
Kelowna Congregation of Jehovah's Witnesses	\$3 , 954
Kelowna Full Gospel Church	\$3,767
Kelowna Gospel Fellowship Church	\$6 , 059
Kelowna Tabernacle Congregation Church	\$982
Kelowna Trinity Baptist Church	\$22,807
Mennonite Brethren Churches (Willow Park Church)	\$8 , 072
Mission Creek Alliance Church	\$12,516
Mission Springs Church of God	\$3,107
New Apostolic Church	\$3,922
Okanagan Chinese Baptist Church	\$3,722
Okanagan Jewish Community Association	\$3,762
Okanagan Sikh Temple & Cultural Society	\$8,169
Providence Baptist Church	\$3,147
Ridgeview Evangelical Missionary Church	\$4 , 676
Rutland United Church	\$6,997
Salvation Army Community Church	\$7,328
Serbian Orthodox Par-Holy Proph St Ilija	\$1,043
Seventh Day Adventist Church	\$22 , 481
Spring Valley Congregation of Jehovah's Witnesses	\$8,069
St. Andrew's Church	\$8 , 710
St. Charles Garnier Parish	\$6 , 565
St. David's Presbyterian Church	\$8,550
•	•

St. Mary's Anglican Church	\$1,022
St. Michaels Anglican Church	\$9,189
St. Peter & Paul Ukrainian Greek Orthodox Church	\$5,402
St. Pius X Parish	\$5,234
Synod of the Diocese of Kootenay	\$3,799
The BC Muslim Association	\$3,470
The Church of Jesus Christ of Latter-Day Saints	\$8,993
The Congregation of Bethel Church	\$6,463
The Embassy Church	\$4,482
The Union of Slavic Churches of Evangelical Christians	\$1,777
Truth Now Tabernacle United Pentecostal Church	\$1,296
Unitarian Fellowship of Kelowna Society	\$3,184

Revitalization Tax Exemptions

The total value of Revitalization Tax Exemptions is **\$1,935,032**.

Tax Incentive Area #1

1775 Chapman Pl	\$23,500
269 Lawrence Ave	\$13,150

Tax Incentive Area #2

1467 St Paul St	\$2,212
1471 St Paul St	\$74,261
1477 St Paul St	\$4,811
1586 Ellis St	\$1,589
1588 Ellis St	\$95,589
1590 Ellis St	\$2,546
460 Lawrence Ave	\$878
476 Lawrence Ave	\$674
552 - 554 Leon Ave	\$15,320

Tax Incentive Area #3

1350 St Paul St	\$7,797
1759 Highway 33 E	\$3,757
200 Nickel Rd	\$13,655
225 Rutland Rd S	\$24,643
460 Doyle Ave	\$62,178

Purpose-Built Rental Housing

1145 Pacific Ave	\$22,242
1155 Brookside Ave	\$23,521
1155 Pacific Ave	\$6,649
1165 Sutherland Ave	\$9,244
125 Dundas Rd	\$22,364
1260 Neptune Rd	\$21,906
1469 KLO Rd	\$163,630
1525 Dickson Ave	\$34,480
1545 Bedford Ave	\$27,048

165 Celano Cres	\$1,427
1710 Richter St	\$119,673
1745 Chapman Pl	\$14,170
1920 Enterprise Way	\$55,51 8
1975 Kane Rd	\$67,814
2065 Benvoulin Crt	\$13,173
2075 Benvoulin Crt	\$13,379
2080 Benvoulin Crt	\$30,816
2127 Ethel St	\$4,747
235 Hollywood Rd N	\$62,855
305 Homer Rd	\$5,017
333 Drysdale Blvd	\$121,479
4119 Lakeshore Rd	\$17,177
468 West Ave	\$25,556
598 Sutherland Ave	\$5,460
599 Clement Ave	\$28,275
678 Richter St	\$2,931
720 - 724 Valley Rd	\$108,840
740 Clement Ave	\$140,734
755 Academy Way	\$67,548
773 Glenmore Rd	\$61,647
800 Academy Way	\$113,130
805 Academy Way	\$41,850
815 Leon Ave	\$90,003
955 Leon Ave	\$15,373
969 Harvey	\$28,796

Heritage Building Tax Exemptions

The total value of Heritage Building Tax Exemptions is **\$18,053**.

Murchison House, 1781 Abbott St	\$8,587
Copeland House, 784 Elliot Ave	\$9,466



Report from the General Manager, Corporate Services

June 6, 2025

MAYOR DYAS, MEMBERS OF COUNCIL, AND CITIZENS OF KELOWNA,

I am pleased to present the City of Kelowna's 2024 Annual Financial Report for the year ended December 31, 2024. The purpose of this report is to publish the City of Kelowna's Consolidated Financial Statements and the Auditor's Report, and to provide an update on City services and projects, pursuant to Sections 98 and 167 of the Community Charter.

Preparation of the Consolidated Financial Statements is the responsibility of City of Kelowna management. These statements are prepared by City staff in accordance with Canadian public sector accounting standards.

Management is also responsible for implementing and maintaining a system of internal controls for the safeguarding of assets and to provide reasonable assurance that reliable information is produced.

The external auditor, Doane Grant Thornton LLP, conducted an independent audit of the Consolidated Financial Statements in accordance with Canadian auditing standards and, in their opinion, determined them to be presented fairly and not materially misstated. The City received an unqualified audit opinion. The City's Audit Committee also reviewed the Consolidated Financial Statements to ensure they are comprehensive, reliable, and understandable.

The information presented in this document reflects the results of the past year's work on Council Priorities 2023-2026, which help guide how the City will acquire and manage financial and physical assets to meet current and future community needs. The City also continues to monitor and report financial health indicators as part of presentations to Council on our financial performance. These indicators demonstrated a stable year for the City as it continues to be well positioned to meet current and future financial obligations. The City has shown resiliency while adapting to the changing economic and

geopolitical climates such as the challenges of inflation, and anticipated tariffs, and is well positioned financially to meet the challenges of a rapidly growing community.

As one of the fastest growing cities in Canada and recognizing the time value of money, it has become increasingly important to be able to deliver capital infrastructure quicker to support our citizens and meet the needs of a growing community. Due to our strong financial management, the City of Kelowna has been successful in employing innovative treasury and procurement strategies to expedite the level of capital infrastructure delivery.

The City has seen increases in revenues and expenses for the year specifically due to increased user and operational activity, strong returns on investments and the anticipated property tax increase. The City of Kelowna has adapted and continues to thrive with the rapid changes as seen in the overall financial results for the year.

The 2024 revenues increased by \$54 million over the prior year, seeing a \$7 million increase from fees and charges revenue, \$3.4 million more in development cost charge (DCC) contribution revenue, and \$30 million due to the gain on sale of investments.

An increase in user activity, particularly for parking and the landfill, resulted in a rise of fees and charges revenues. The gain on sale of investments related to optimizing the City's investment portfolio strategy and to mitigate risk by diversifying its portfolio. Lastly, DCC contribution revenue increased in 2024, due to more DCC funded projects being completed during the year.

The City's expenses increased by a total of \$39 million over the prior year. \$15 million is attributed to the increase in salaries and wages mainly due to expanded operations and increases to RCMP and Fire services, aligning with council priorities to improve community safety. Contract and professional services rose by \$17 million due to higher operational activity. Cost escalations due to inflation were another contributor to the increase in expenses for 2024.

By the end of 2024, the City concluded its operations with an unappropriated surplus amounting to \$5.1 million. Of this surplus, \$5.06 million was allocated to reserves, while \$0.04 million was added to the General Fund accumulated surplus. The General Fund accumulated surplus balance of \$5.3 million is to be used only for extraordinary events. The City ended the year with an increase to accumulated surplus, which now sits at \$2.7 billion. The accumulated surplus is an indicator of the City's overall financial viability and is equal to the sum of the net financial assets and non-financial assets representing resources (both financial and non-financial) that may be used to provide future services.

In 2024, the City executed land purchases and increased the level of capital delivery compared to 2023. A total of \$260 million was spent on capital projects in 2024, an increase of \$90 million from 2023. The City acquired \$46 million in land, including parkland and property acquisitions related to safe housing initiatives. Large capital projects underway or completed in 2024 include the Central Green overpass, the Landfill Liner Construction, the Rutland Centre Sewer connection, and the Burtch Rd Sewer Trunk. \$23 million was spent on roads and road improvements, including active transportation, to enhance the City's transportation network. The Airport also made significant progress on major capital projects, including the expansion of the airport terminal building.

The City's statements provide key financial information and results to keep taxpayers, residents, and business leaders informed on the financial performance and delivery of City programs and services. The City's net financial position showed continued growth in 2024, demonstrating the City's ongoing strength to meet financial obligations despite any economic environment we encounter.

Respectfully submitted,

– Joe Sass, CPA, CA

General Manager, Corporate Services



Independent auditor's report

Doane Grant Thornton LLP 200-1633 Ellis Street Kelowna, BC V1Y 2A8

T+1 250 712 6800 F+1 250 712 6850

To the members of the Council of the City of Kelowna:

Opinion

We have audited the consolidated financial statements of the City of Kelowna ("the City"), which comprise the consolidated statement of financial position as at December 31, 2024, and the consolidated statements of operations and accumulated surplus, consolidated statement of remeasurement gains and losses, consolidated statement of changes in net financial assets and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2024, and the results of operations, its remeasurement gains and losses, its changes in its net assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the consolidated financial statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Restated Comparative Information

We draw attention to Note 21 to the consolidated financial statements, which explains that certain comparative information presented for the year ended December 31, 2023 has been restated. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

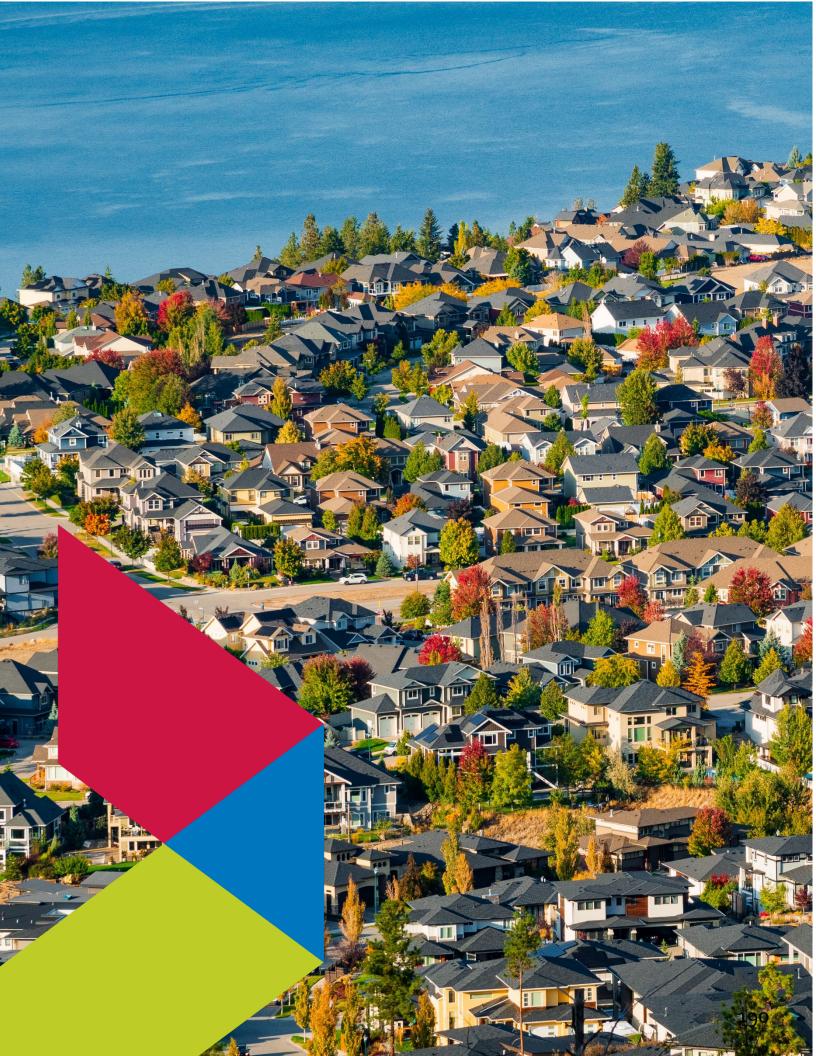
- Identify and assess the risks of material misstatement of the consolidated financial statements,
 whether due to fraud or error, design and perform audit procedures responsive to those risks, and
 obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk
 of not detecting a material misstatement resulting from fraud is higher than for one resulting from
 error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the
 override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kelowna, Canada May 12, 2025 **Chartered Professional Accountants**

Doane Short Thornton LLP

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Consolidated Statement of Financial Position

As at December 31, 2024

(in thousands of dollars)

	2024		2023 (Restated - Note 21)	
Financial Assets				
Cash and cash equivalents (Note 3)	\$ 44,005	\$	108,228	
Accounts receivable (Note 3)	64,836		76,848	
Accrued interest	12,038		8,072	
Portfolio investments (Note 3)	890,991		845,875	
Long term investments			6,000	
Assets held for resale	4,371		4,371	
	1,016,241		1,049,394	
Liabilities				
Accounts payable and accrued liabilities	112,808		83,474	
Performance deposits	41,762		48,247	
Deferred revenue (Note 3)	85,086		81,639	
Deferred development cost charges (Note 3)	208,132		213,684	
Long term debt (Note 3)	57,988		65,720	
Asset retirement obligations (Note 18)	40,960		40,014	
	546,736		532,778	
Net Financial Assets (Debt)	469,505		516,616	
Non-Financial Assets				
Prepaid expenses	6,282		6,585	
Inventory	1,909		1,553	
Work in progress (Note 4)	151,103		73,102	
Tangible capital assets (Note 4)	2,123,113		2,011,574	
	2,282,407		2,092,814	
Accumulated Surplus	\$ 2,751,912	\$	2,609,430	
Accumulated Surplus is comprised of:				
Accumulated surplus (Note 5)	2,731,552		2,576,855	
Accumulated remeasurement gains (losses)	20,360		32,575	
Accumulated Surplus	\$ 2,751,912		2,609,430	

Contingent liabilities and Commitments (Notes 8 and 9)

Contractual rights (Note 16) Subsequent event (Note 24)

Joe Sass, CPA, CA

General Manager, Corporate Services

Tom Dyas

Mayor, City of Kelowna

Consolidated Statement of Operations and Accumulated Surplus

For the Year Ended December 31, 2024

(in thousands of dollars)

		Budget 2024 Note 15)	Actual 2024		Actual 2023 (Restated - Note 21)		
Revenue					-		
Taxation (Note 6)	\$	207,289	\$	206,665	\$	192,053	
Fees and charges		179,631		182,479		175,518	
Interest earned		12,020		31,763		27,955	
Gain on portfolio investments		-		30,426		-	
DCC contributions		61,375		40,973		37,555	
Government transfers (Note 7)		54,997		59,098		71,453	
Other capital contributions		200		16,689		11,231	
Gain on disposal of tangible capital assets		-		2,487		484	
		515,512		570,580		516,249	
Expenses							
General government		59,903		64,735		60,105	
Protective services		94,623		101,205		95,612	
Transportation		53,202		85,696		71,499	
Recreation & cultural		46,236		55,747		49,502	
Other services		25,534		30,963		27,976	
Airport		26,073		34,255		30,367	
Wastewater		15,481		25,162		24,268	
Water		14,457		18,241		16,962	
Loss on disposal of tangible capital assets		-		109		140	
Write down of tangible capital assets				355		1,211	
		335,509		416,468		377,642	
Annual Surplus		180,003		154,112		138,607	
Accumulated Surplus, beginning of year as originally reported		2,576,855		2,576,855		2,335,967	
Change due to prior period error (Note 21)						102,281	
Accumulated Surplus, beginning of year restated Adjustment on adoption of the public private partnership (P3)		2,576,855		2,576,855		2,438,248	
standard (Note 2)				585			
Accumulated Surplus, end of year	\$	2,756,858	\$	2,731,552	\$	2,576,855	

Consolidated Statement of Remeasurement Gains and Losses

For the Year Ended December 31, 2024

(in thousands of dollars)

		Actual 2024	Actual 2023			
Accumulated remeasurement gains (losses), beginning of year	\$	32,575	\$	27,217		
Unrealized gains (losses) attributable to:						
Portfolio investments		18,211		5,358		
Realized (gains) losses reclassified to the consolidated statement of operations and accumulated surplus:						
Portfolio investments		(30,426)		-		
Change in remeasurement gains and (losses)		(12,215)		5,358		
Accumulated remeasurement gains (losses), end of year	\$	20,360	\$	32,575		

Consolidated Statement of Changes in Net Financial Assets (Debt)

For the Year Ended December 31, 2024

(in thousands of dollars)

	Budget 2024		Actual 2024	Actual 2023		
	(Note 15)			(Restat	ed - Note 21)	
Annual Surplus	\$ 180,00	3 \$	154,112	\$	138,607	
Amortization of tangible capital assets		-	76,527		74,762	
Proceeds from disposal of tangible capital assets		-	2,639		3,044	
Gain on disposal of tangible capital assets		-	(2,378)		(345)	
Write down of tangible capital assets		-	355		1,211	
Acquisition of tangible capital assets	(411,431	.)	(243,984)		(159,812)	
Contributions of tangible capital assets		-	(13,730)		(8,287)	
Change in asset retirement obligations estimate		-	(946)		(7,691)	
Accretion of asset retirement obligations		-	1,412		1,559	
Unrealized gains (losses) on portfolio investments		-	(12,215)		32,575	
Change in inventory and prepaid expenses		<u>-</u>	(53)		(156)	
Increase (decrease) in Net Financial Assets (Debt)	(231,428	3)	(38,261)		75,467	
Net Financial Assets (Debt), beginning of year	516,61	6	516,616		441,149	
Adjustment on adoption of the public private partnership (P3) standard		-	(8,850)		-	
Net Financial Assets (Debt), end of year	\$ 285,18	\$	469,505	\$	516,616	

Consolidated Statement of Cash Flows

For the Year Ended December 31, 2024

(in thousands of dollars)

\$ 138,6 75,9 1,5 (34 (2,33 (8,28 (21,71 (15 3,0 20,9 65,5	154,112 76,882 1,412 (2,378) (30,426) (2,628) (13,730) (467) 12,012	•
75,9 1,5 (3 ⁴ (2,33 (8,28 (21,71 (15 3,0 20,9 65,5	76,882 1,412 (2,378) (30,426) (2,628) (13,730) (467)	
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(15 3,0 20,9 65,5		
(15 3,0 20,9 65,5		
3,0 20,9 65,5		
20,9 65,5	(53)	
65,5	(3,966)	
	12,542	
	(5,552)	
28,9	(3,038)	
301,7	194,722	
(148,20	(227,192)	
3,0	2,639	
(145,15	(224,553)	•
	,,	•
	81,289	
(136,98	(108,195)	
(136,98	(26,906)	
4,9	_	
(7,76	(7,486)	
(2,86	(7,486)	•
16,7		•
91,5		
\$ 108,2	44,005	
	13,730 16,793	-

Notes to the Consolidated Financial Statements

December 31, 2024

(in thousands of dollars)

The notes to the consolidated financial statements are an integral part of the statements. They explain the significant accounting and reporting policies and principles underlying these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the consolidated financial statements.

The consolidated financial statements are the responsibility of and prepared by management in accordance with Canadian public sector accounting standards (PSAS). The preparation of these consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

1. Significant Accounting Policies

Basis of presentation

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all the organizations controlled by the City. Interfund and inter-corporate balances and transactions have been eliminated. The reporting entity includes the Kelowna Developments Ltd., a 100% subsidiary, which is currently inactive.

The resources and operations of the City are accounted for in the following funds: General, Airport, Wastewater Utility, Water Utility, Development Cost Charges and Statutory Reserve Funds.

Accrual accounting

The accrual method for reporting revenues and expenses has been used. Revenues are recognized in the period in which the transactions or events occur that give rise to the revenues. Expenses are recognized in the period in which the goods or services are acquired and a liability is incurred.

Assets held for resale

Assets held for sale are those expected to be sold within one year. Assets are valued at the lower of cost or expected net realizable value. Cost includes amounts for improvements required to prepare the asset for sale.

Cash and cash equivalents

Cash and cash equivalents consist of cash and short-term investments with maturities of 90 days or less from the date of acquisition.

Inventory

Inventory is valued at the lower of cost or net realizable value, determined principally on a weighted average and specific item basis, or replacement cost.

Municipal Finance Authority cash deposits and demand notes

The City issues the majority of its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the Municipal Finance Authority as a debt reserve fund. The City also executes demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the Municipal Finance Authority. These demand notes are contingent in nature. The Debt Reserve and Demand Note balances are as follows:

:	2024		2023
\$	1,852	\$	1,854
	3,907		4,013
\$	5,759	\$	5,867
	\$	3,907	\$ 1,852 \$ 3,907

Employee future benefits

The City of Kelowna and its employees participate in the Municipal Pension Plan. The Municipal Pension Plan is a multiemployer contributory defined benefit pension plan. Payments in the year are expensed as incurred.

Reserves for future expenditures

Reserves for future expenditures are non-statutory reserves which represent an appropriation of surplus for specific purposes. Transfers to reserves for future expenditures include funds to finance incomplete projects and accumulations for specific purposes.

Statutory reserve funds

The use of these funds is restricted by the Community Charter and associated Municipal Bylaws. Statutory reserve funds are funded 100% by cash and portfolio investments.

Intangible assets

Intangible assets are not reflected in these consolidated financial statements. They include works of art and historic assets located throughout the City.

Interest capitalization

The City of Kelowna only capitalizes interest on projects being financed internally which will require debenture borrowing upon completion. Interest is calculated on monthly expenditures at the bank prime rate less 2%.

Financial instruments

Financial instruments give rise to the financial assets of one entity and financial liabilities or equity instruments of another entity and include cash and cash equivalents, accounts receivable, portfolio investments, accounts payable and accrued liabilities, long- term payable, and long-term debt. Portfolio investments represent funds held in the City of Kelowna pooled funds.

Financial instruments are initially measured at fair value and subsequently carried at fair value or cost or amortized cost.

- Fair value category: Investments quoted in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date.
 - Unrealized gains and losses on financial assets are recognized in the statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time when a financial instrument in the fair value category is derecognized, the associated accumulated remeasurement gains and losses are reversed and reclassified to the statement of operations.
 - Transaction costs related to financial instruments recorded at their fair value are expensed as incurred.
- Cost category: Investments not quoted in an active market, financial assets and liabilities are recorded at cost or amortized cost (using the effective interest method).
 - Gains and losses are recognized in the statement of operations when the financial asset is derecognized due to disposal or impairment.
 - Transaction costs related to financial instruments measured at cost or amortized cost are added to the carrying value of the financial instrument.

Financial assets are assessed for impairment on an annual basis. If there is an indicator of impairment, the City determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset.

Financial instruments in the fair value category are classified as level 1, 2 or 3, as described below:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Market-based inputs other than quoted prices that are observable for the asset or liability either directly or indirectly.
- Level 3: Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction.

Impairment of long lived assets

In the event that facts and circumstances indicate that the city's long-lived assets may be impaired, an evaluation of recoverability would be performed. Such an evaluation entails comparing the estimated future undiscounted cash flows associated with the asset to the asset's carrying amount to determine if a write down to market value or discounted cash flow value is required. The city considers that no circumstances exist that would require such an evaluation.

Asset retirement obligations

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made

The liability is initially recorded at the best estimate of the expenditures requires to retire a tangible capital asset, and the resulting costs are capitalized as part of the carrying amount of the related tangible capital asset if the asset is recognized and in productive use. This liability is subsequently reviewed at each financial reporting date and adjusted for any revisions to the timing or amount required to settle the obligation. The changes in the liability for the passage of time are recorded as accretion in the Statement of Operations and all other changes are adjusted to the tangible capital asset.

The landfill tangible capital asset is amortized using the units of production method, while the structures tangible capital assets, affected by the asbestos liability, are being amortized along with their respective assets following the amortization accounting policies outlined in Note 1.

Work in progress

Work in progress represents capital projects under construction but not yet completed and are valued at cost.

Tangible capital assets

The City records tangible capital assets, including assets held as work in progress or capital lease, at cost in the period they were acquired or when the asset is put into use.

All tangible capital assets are valued at cost which includes all costs directly attributable to acquisition, construction, development or betterment of the tangible capital asset.

Assets owned by the City but not paid for by the City including contributions, dedications, gifts and donations, are valued at fair value at the date of contribution, dedication, gift or donation, where fair value is reasonably determinable.

Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair market value at the date of contribution, where fair value is reasonably determinable.

Amortization

The cost less residual value of the tangible capital assets is amortized on a straight-line basis over the useful lives of the asset as follows:

Asset Type	<u>Useful Life</u> (years)	Asset Type	<u>Useful Life</u> (years)
Parks infrastructure	<u>.,</u>	Vehicles	.,
Playground equipment	15 - 20	Cars and light trucks	5 - 10
Artificial turf field	10 - 12	Fire trucks	15 - 20
Washrooms, concessions, picnic shelters	40 - 50	IT infrastructure	
Outdoor pools, spray pools	50 - 60	Hardware	4 - 5
Building structure	40 - 75	Software	5 - 10
Building improvements		Telephone system	7 - 10
Exterior envelope	30 - 40	Infrastructure	
HVAC systems	10 - 12	(dependent upon component and material)	
Roof	15 - 20	Electrical	20 - 25
Electrical, plumbing and fire	15 - 20	Water	10 - 100
Site works - asphalt, water and sewer lines, etc	10 - 100	Wastewater	10 - 100
Machinery & equipment		Drainage	10 - 100
General equipment	7 - 10	Transportation	10 - 100
Grounds equipment and machinery	10 - 15		
Heavy construction equipment	5 - 10		

Land and Work in Progress are not amortized.

Revenue recognition

Taxation revenue

Annual levies for non-optional municipal services and general administrative services are recorded as taxes for municipal purposes. Levies imposed by other taxing authorities are not included as taxes for municipal purposes. Taxes are recognized as revenue in the year they are levied.

Through the BC Assessment appeal process taxes may be adjusted by way of supplementary roll adjustments. The effect of these adjustments on taxes are recognized at the time they are awarded.

Development Cost Charges (DCC) contributions

Development Cost Charges (DCC) contributions are recognized as revenue during the period in which the related costs are incurred. Development cost charges collected or collectible, but not yet expended, are recorded as unearned revenue.

Government transfers

Government transfers are recognized as revenue in the consolidated financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Fees and charges revenue

Charges for transportation, environmental health, building permits, water, wastewater, and airport are included in this category. These revenues are recorded on the accrual basis and recognized when performance obligations are met, which is usually when services are provided or facilities are utilized.

Investment income

The City's investments are disclosed in Note 3.

Investment income is recorded on the accrual basis and recognized when earned.

A portion of the City's investments are invested in pooled funds of the Municipal Finance Authority of British Columbia. Earnings on these funds are allocated to the members from time to time based on the market value of the pool. The City recognizes only its share of the realized earnings of the pool. This revenue is recorded as investment income and the amount is added to the cost base of the investment.

To the extent that investments have no stated rate of return, investment income is recognized as it is received.

Fees and charges and investment income transactions with performance obligations are recognized when the City satisfies the performance obligations, which occur when control of the benefits associated with the promised goods and services have passed to a payor. Transactions without performance obligations are recognized at realizable value when the City has the authority to claim or retain an inflow of economic resources and a past event has occurred.

Expenses

Expenses are recorded in the period in which the goods or services are acquired and a liability is incurred.

Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- An environmental standard exists;
- Contamination exceeds the environmental standard;
- The City is directly responsible; or accepts responsibility;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

Capitalization public-private partnerships

Public-private partnership ("P3") projects are delivered by private sector partners selected to design, build, finance, and maintain the assets. The cost of the asset under construction is included in work in progress at cost. When available for operation, the project assets are amortized over their estimated useful life. Correspondingly, an obligation for the cost of capital and financing received to date, net of contributions paid, is recorded as a liability and included in debt. The contract rate on financing was determined using the weighted average cost of capital specific to the public private partnership arrangement. Upon substantial completion, the private partner receives payments for community use time as well as revenue from third party users to cover the partner's operating cost, financing cost and a return of their capital over the term of the agreement.

Use of estimates

Management has made estimates and assumptions that affect the amounts reported in preparing these financial statements. Actual results could differ from the estimates. Significant areas requiring the use of management estimates relate to the determination of asset retirement obligations, the value of contributed tangible capital assets, tangible capital assets estimated useful life and related amortization, allowance for doubtful accounts, contaminated site liabilities, and settlement costs associated with outstanding legal actions.

2. Change in Accounting Policies

PS 3400 Revenue and PS 3160 Public-Private Partnerships

Effective January 1, 2024, The City of Kelowna adopted new accounting standards issued by the Public Sector Accounting Board, including PS 3400 Revenue and PS 3160 Public-Private Partnerships.

- PS 3400 Revenue establishes principles for recognizing revenue in public sector entities, distinguishing between
 exchange and non-exchange transactions. Exchange transactions involve one or more performance obligations,
 requiring the transfer of goods or services to a payor in exchange for consideration, whereas non-exchange
 transactions do not have a direct transfer of goods or services.
- PS 3160 Public Private Partnerships can exist in transactions where public sector entities procure infrastructure using private sector partners. The standard provides guidance on the recognition, measurement, presentation, and disclosure of transactions related to public-private partnerships.

The City has applied PS 3400 prospectively, meaning prior periods have not been restated.

PS 3160 was applied retroactively, without restatement of prior periods. The adoption of this standard resulted in the following adjustments as of January 1, 2024:

- An increase to buildings capital assets of \$18,500
- An increase in buildings accumulated amortization of \$9,065
- A decrease in long term investments of \$6,000
- An increase in long term debt of \$2,850
- An increase in accumulated surplus for the year of \$585
- A decrease in net assets of \$8,850

3. Financial Assets and Liabilities

Cash and cash equivalents

The City has an operating line of credit with the Royal Bank of Canada for an authorized amount of \$5,000 bearing interest at bank prime rate. At December 31, 2024 the balance outstanding was \$nil (2023 - \$nil).

Accounts receivable

Type of Receivable	2024		2023
Property tax	\$	11,829	\$ 9,417
Trade receivables		24,102	21,708
Due from federal government		2,275	3,474
Due from provincial government		-	2,754
Due from regional government		187	54
Utilities		7,781	6,581
Deferred development cost charges		18,844	32,863
Allowance for doubtful accounts		(182)	(3)
	\$	64,836	\$ 76,848

Portfolio investments

	Level	2024		2023
Portfolio investments in the fair value category				
Municipal Finance Authority investment funds	2	\$	334,272	\$ 235,726
Publicly traded shares	1		53,757	 120,997
Total portfolio investments reported at fair value			388,029	356,723
Portfolio investments in the cost and amortized cost category				
Guaranteed Investment Certificates and deposit notes			409,887	392,533
Provincial and bank issued bonds			93,075	 96,619
Total portfolio investments reported at cost and amortized cost			502,962	489,152
Total Portfolio investments		\$	890,991	\$ 845,875

Included in portfolio investments are designated assets related to the City's Legacy Endowment Fund.

At December 31, 2024 the fair market value of these internally restricted funds was \$180,883 (2023 - \$157,821).

Deferred revenue

The City records deferred revenue for funds received in advance of services not yet rendered and is recognized into revenue during the period in which the service is provided. The City also records deferred revenue when a contract specifies how the resources are to be used and therefore funds received in advance are deferred until the period in which the requirements are met. Because these funds are restricted in nature they are shown as a liability.

Deferred Revenue by Type	2023		Receipts		Interest		Transfers Out		2024	
Tax prepayments	\$	23,381	\$	47,070	\$	-	\$	44,909	\$	25,542
Construction		21,065		1,011		946		1,442		21,580
Grants		24,044		10,375		39		10,656		23,802
Other		9,195		10,784		65		9,390		10,654
Local Area Service		3,954		230		-		676		3,508
Total	\$	81,639	\$	69,470	\$	1,050	\$	67,073	\$	85,086

Deferred development cost charges (DCC)

The City collects development cost charges to pay for a proportionate share of infrastructure related to new growth. In accordance with the Local Government Act, these funds must be deposited into a separate reserve fund. Because these funds are externally restricted in nature they are shown as a liability.

	2023		Receipts		Interest		Transfers Out		2024	
Parks Land/Development	\$	71,133	\$	13,962	\$	2,056	\$	28,408	\$	58,743
Roads		104,030		9,279		3,943		8,660		108,592
Water		22,770		341		889		1,584		22,416
Wastewater		15,587		4,129		534		1,615		18,635
Drainage		164		297		(9)		706		(254)
Total Deferred DCC	\$	213,684	\$	28,008	\$	7,413	\$	40,973	\$	208,132

Local governments are permitted to temporarily lend available money from one DCC reserve fund to another. The money, along with appropriate interest, must be returned to the original reserve fund.

Long term debt

Sinking fund installments and mortgage payments on net outstanding debt and loans payable over the next five years and thereafter are as follows:

	 Total
2025	\$ 11,138
2026	8,176
2027	7,372
2028	4,773
2029	3,244
2030 and thereafter	 23,285
Total	\$ 57,988

Total outstanding debt issued was \$154,371 and total debt payable at December 31, 2024 was \$57,988 (2023 - \$65,720). Total interest paid in 2024 was \$5,089 (2023 - \$4,907).

Schedule 3 provides a breakdown of long term debt.

4. Tangible Capital Assets (TCA) and Work in Progress

	2024 2024 Tangible capital ork In progress assets (NBV)				2023 In progress	2023 Tangible capital assets (NBV) (Restated - Note 21)		
Land	\$ -	\$	453,979	\$	_	\$	407,186	
Land improvements	7,522		39,373		1,571		36,134	
Buildings	77,729		215,706		25,291		203,658	
Infrastructure	61,260		1,321,196		42,457		1,281,998	
Machinery and equipment	 4,592		92,859		3,783		82,598	
	\$ 151,103	\$	2,123,113	\$	73,102	\$	2,011,574	

Contributions received in 2024 include:

Type of Contribution	2024	;	2023
		(Restate	ed - Note 21)
Land	\$ 3,819	\$	1,335
Infrastructure	9,911		6,952
Total Contributed tangible capital assets	\$ 13,730	\$	8,287

Schedule 1 provides a break down of tangible capital assets and work in progress.

During the year, tangible capital assets with a cost of \$355 (2023 - \$1,211) were written off due to impairment.

During the year, no interest was capitalized \$nil (2023 - \$nil).

5. Accumulated Surplus

	serves for Future enditures	Statutory Reserves	 Fund Surpluses	estment in Tangible pital Assets	Total 2024 (Restated - Note 2)	Total 2023 Restated - Note 21)
Accumulated surplus, beginning of year	\$ 371,409	\$ 146,438	\$ 69,693	\$ 1,989,900	\$ 2,577,440	\$ 2,438,248
Annual surplus (deficit)	12,416	6,911	130,487	4,298	154,112	138,607
Transfers	(2,207)	22,342	(20,135)	-	-	-
Acquisition of tangible capital assets, net	(75,297)	-	(99,756)	175,053	-	-
Repayment of long term debt	 -	 -	(7,953)	7,953		
Accumulated surplus, end of year	\$ 306,321	\$ 175,691	\$ 72,336	\$ 2,177,204	\$ 2,731,552	\$ 2,576,855

Accumulated Surplus detail as follows:

Description	Balances, Beginning of Year		Transfer From Trans		ransfer To	Annual Surplus		Balances, End of Year	
Non-Statutory Reserves									
General Fund reserve	\$	272,964	\$	126,300	\$	79,344	\$	9,401	\$ 235,409
Airport Fund reserve		51,978		60,791		32,897		1,922	26,006
Waste Water Fund reserve		19,190		4,313		-		169	15,046
Water Fund reserve		27,277		1,930		3,589		924	29,860
		371,409		193,334		115,830		12,416	306,321
Statutory Reserves		·				_			
Parking reserve		14,997		5,616		4,704		606	14,691
Land reserve		15,092		7,107		2,407		1,118	11,510
Capital works, machinery and equipment									
reserve		106,400		80,155		108,559		4,119	138,923
Septic removal specified area reserve		9,420		1,791		1,341		918	9,888
Public amenity and streetscape reserve		529	-	-	-	-		150	 679
		146,438		94,669		117,011		6,911	175,691
Surplus by Fund									
General Fund surplus		5,251		210,484		132,755		77,766	5,288
Airport Fund surplus		2,407		34,992		8,262		26,730	2,407
Waste Water Fund surplus		48,813		12,774		(13)		14,409	50,435
Water Fund surplus		13,222		11,025		427		11,582	14,206
Accumulated Surplus		69,693		269,275		141,431		130,487	72,336
Investment in Non Financial Assets									
Investment in tangible capital assets		1,989,900		2,825		185,831		4,298	 2,177,204
Accumulated Surplus	\$	2,577,440	\$	560,103	\$	560,103	\$	154,112	\$ 2,731,552

6. Taxation

Taxation revenue comprises the following amounts raised less transfers to other governments:

	2024		2023
Taxes collected			
Property taxes	\$	335,198	\$ 309,169
Local improvement levies		145	262
Frontage tax - water		1,744	1,744
Specified sewer area recoveries		1,275	1,237
Grants in lieu of taxes		636	652
Levies - library		7,859	7,325
Levies - other		2,324	2,140
		349,181	322,529
Less transfers to other governments			
Province of BC (school taxes)		106,489	97,265
BC Assessment Authority		3,017	2,765
Regional Hospital District		15,592	14,643
Regional District of Central Okanagan		17,418	15,803
		142,516	130,476
Net taxes available for municipal purposes	\$	206,665	\$ 192,053

7. Government Transfers

Government transfers are the major source of transfers to the City. Government transfers received are for completed projects that meet the required criteria as set out by the Government body providing the funding. Government transfers do not include grants in lieu of taxes received from the Federal and Provincial governments. During the year \$777 (2023 - \$22,825) remained as deferred revenue for future expenditures. In 2024 the City received and recorded as revenue the following transfers:

	 2024	2023		
Operating transfers				
Federal	\$ 9,035	\$	7,158	
Provincial	28,182		50,654	
Other governments	 114		165	
	 37,331		57,977	
Capital transfers				
Federal	13,864		5,460	
Provincial	7,800		7,659	
Other governments	 103		357	
	 21,767		13,476	
Total Government transfers	\$ 59,098	\$	71,453	
	,		,	

8. Contingent Liabilities

Regional District of Central Okanagan

Regional District debt is, under the provisions of the Local Government Act, a direct, joint and several liability of the District and each member municipality within the District including the City of Kelowna.

The loan agreements with the Regional District of Central Okanagan and the Municipal Finance Authority provide that if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Authority's obligation with respect to such borrowing, the resulting deficiency becomes a liability of the member municipalities.

Post employment benefits and compensated absences

The City of Kelowna does not accrue expenses for post-employment benefits and compensated absences. Post-employment benefits are benefits expected to be provided after employment but before retirement to employees and their beneficiaries. Compensated absences are benefits for employee absences for which employees will be paid (i.e. sick leave). City employees retiring do not receive any post-employment related benefits that either vests or accrues over the period of employment.

Compensated absences: such as sick leave benefits do not accrue and are not vested. The City recognizes the expense for compensated absences when the event obligates the City to pay.

Legal actions

The City of Kelowna is currently engaged in certain legal actions, the outcome of which is not determinable at this time. Accordingly, no provision has been made in the accounts for these actions.

The amount of loss, if any, arising from these contingent liabilities will be recorded in the accounts in the period in which the loss is realized. The City of Kelowna has insurance policies and financial reserves to offset associated risks.

9. Commitments

Agreements, contracts and purchase orders

The City has entered into various agreements and contracts for services and construction projects. As of December 31, 2024, the City has open purchase orders that have outstanding commitments. The total balance of these commitments are currently undetermined. They span multiple years, and funding for these obligations has been allocated to reserves. The commitments will be reduced and the expense will be recorded upon receipt of the related goods and services.

YMCA of Southern Interior BC loan guarantee agreement

The City has, under the terms of the partnering agreement between the City of Kelowna and YMCA of Southern Interior BC, guaranteed repayment in the event that the YMCA of Southern Interior BC defaults on a \$1,800 20-year loan issued in 2001. Under the agreement the City shall resume operation of the facility and assume responsibility for the repayment of the debt incurred by the YMCA of Southern Interior BC. During 2010 an amendment was made to the agreement for additional financing of \$700 for a 20-year term. Both loans have an interest rate of prime minus 0.5%. As at December 31, 2024, the outstanding loan balance was \$378 (2023 - \$431). The City does not expect to make any payments on the guarantee and no amounts have been accrued in the financial statements.

Royal Canadian Mounted Police Services

The Province of British Columbia and the Federal Government have an agreement with the Royal Canadian Mounted Police to provide police services for various municipalities in the Province, including the City of Kelowna. This agreement has a 20 year term expiring on March 31, 2032.

10. Public-Private Partnership

The City of Kelowna entered into a Tripartite Agreement in 1999 with the Royal Bank of Canada, RG Arenas (Kelowna) Ltd., RG Properties Ltd., and Prospero Canadian Land Investment Fund Ltd. group of companies. Under this agreement, the private sector partner designed, built, financed, and maintained the multi-purpose facility. The multi-purpose facility was capitalized and is included in the City's tangible capital assets. The public-private partnership debt associated with this facility is included in the City's long-term debt (Schedule 3). The loan is repaid through a combination of a portion of the City's community use time payments and revenue through the user pay model for non community use time. As part of the agreement, the City invested \$6,000 in preferred shares with RG Arenas (Kelowna) Ltd. representing the City's investment in the Multi-Purpose facility. This investment was a required payment under the agreement and was recorded as a reduction of the public-private partnership debt. The City has the option to purchase the facility for \$1.00 and surrender the preferred shares within the 10-year period beginning 30 years and one week from the date of substantial completion (November 19, 2029).

As part of the agreement the City committed to the annual purchase of community use time at the Multi-Purpose Facility with the option to make a lump sum payment before the 15th day of one of the years 6, 11, 16, 21, 26, commencing with the year of substantial completion (November 10, 1999).

In 2019 (Year 21), the City exercised its option to make a lump sum payment of \$6,727 as prepayment for community use time. Consequently, no further amounts are payable under the Tripartite Agreement until November 9, 2029. The balance of \$3,364 (2023 - \$4,036) in prepaid community use time is included in prepaid expenses.

11. Letters of Credit

In addition to the performance deposits reflected in cash balances, the City is holding irrevocable Letters of Credit in the amount of \$92,725 (2023 - \$89,908) which were received from depositors to ensure their performance of works to be undertaken within the City. These amounts are not reflected in the financial statements but are available to satisfy any liabilities arising from non-performance by the depositors. Included in the \$92,725, the City is holding irrevocable Letters of Credit in the amount of \$18,931 (2023 - \$23,932) which are received from developers to ensure payment of development cost charges in future years.

12. Trust Funds

In accordance with PSAS, trust funds are not included in the City's consolidated financial statements. The City administers a Cemetery Perpetual Care Fund for the perpetual care and maintenance of the City owned and operated cemetery. As at December 31, 2024 the Trust Fund balance is \$4,096 (2023 - \$3,796).

13. Segmented Information

The City of Kelowna is connecting communities and providing a multitude of services to the citizens of Kelowna. The City's operations and activities are organized and reported by funds and departments. The General Fund reports on operations, funded primarily by property taxes, which include services provided by the City such as general government, protective services, transportation services, recreation and cultural services, as well as public health, and environmental and development services. The City also operates the Kelowna International Airport (the Airport) and City utilities comprised of the wastewater and water systems that are self-sustaining operations. Operating results reported by the following segments are included in Schedule 2.

General government

General Government operations are primarily funded by property taxation and business tax revenues. The general revenue reported under this segment includes revenues associated with taxation, business tax revenues and senior government payments in lieu of taxes. These revenues have not been apportioned to other departments supported by the General Fund. The expenses within this segment are for executive and legislative costs, general administration, and other general government areas such as community service grants and rental property operating costs within the municipality.

Protective services

Protective services are comprised of fire protection services, building inspection services, bylaw enforcement and police services provided by the Royal Canadian Mounted Police.

The fire department is responsible for effective fire protection and public safety services to the City. This includes fire suppression and rescue, prevention and investigation, specialty rescue/first medical responses and fire safety inspections.

Police services, provided by the Royal Canadian Mounted Police, include administration, crime investigation and prevention, traffic, prisoner custody and court liaison expenses.

Transportation services

Transportation services are responsible for the delivery of municipal public works services related to the planning, development and maintenance of streets and roads; bridges; drainage systems; street lights; traffic lights and signals; parking lots and on-street parking; and public transit as well as maintenance of workshops, yards and other buildings. The mandate is to provide a safe, efficient, environmentally-sensitive and cost-effective transportation network.

Recreation and cultural services

Recreation and cultural services are comprised of services related to recreation, leisure and culture including administration and program costs as well as grounds and building maintenance. Facilities managed within this segment include parks and playgrounds, arenas, swimming pools, beaches, boat launches, stadiums as well as community and multi-age activity centers. Some of the larger facilities that the City owns and/or operates include the H2O Adventure & Fitness Centre, Parkinson Recreation Centre, Kelowna Community Theatre, Kelowna Museums Society, Kelowna Library, Kelowna Art Gallery, MNP Place and the Rotary Centre for the Arts.

Other services (Public Health/Environmental/ Development services)

Public health services are comprised of cemetery operations and maintenance, environmental and development services including community planning and zoning as well as landfill operations.

Airport services

The Airport, owned and operated by the City of Kelowna, is a regional economic driver that connects passengers to domestic and international destinations in compliance with Federal regulations. The Airport is self-funded, provides a payment in lieu of property taxes to the City of Kelowna, and is accounted for in its own fund.

Wastewater services

Kelowna's wastewater system collects, conveys, treats and disposes of domestic wastewater (derived from the home) and industrial wastewater (resulting from business use, manufacturing and processing). The system currently services approximately 75% of Kelowna's population and expansion to unserviced areas continues. Kelowna's wastewater system has a treatment capacity of 70 million litres per day. Wastewater Utility is accounted for in its own fund.

Water services

The Water Utility is responsible for planning, expansion, operation and maintenance of the City's Water Supply System and is one of four water suppliers operating within Kelowna's boundaries. The Water Utility is accounted for in its own fund.

Statutory reserves

Statutory Reserves include funds for parking, land, capital works, machinery and equipment, and public amenities.

14. Expenses by Object

Total consolidated expenses by object are itemized in Schedule 2 – Segmented information.

15. Budget Data

The budget figures are from the Annual Five-Year Financial Plan Bylaw adopted before May 15th of each year. Subsequent amendments have been made by Council to reflect changes in the budget as required by law. The table below reconciles the statutory financial plan and the financial plan surplus presented on the Consolidated Statement of Operations:

	Bud	get Amount
Financial plan bylaw surplus	\$	_
Adjust for non-operating items:		
Acquisition of tangible capital assets		411,431
Proceeds from long term debt		(4,522)
Repayment of long term debt		7,139
Reserve transfers, net		(234,045)
Annual surplus per statement of operations	\$	180,003

16. Contractual Rights

Lease revenue

The City of Kelowna contractual rights arise from rights to receive payments from lease agreements. During 2020, the City of Kelowna entered into a long term lease agreement with Rise Commercial Developments Inc to lease 350 Doyle Avenue commencing in 2021. The long term lease is for \$7,000 to be received over 80 years with an option to renew for an additional 19 years.

As of December 31, 2024, the City of Kelowna had received a \$2,700 prepayment with the remaining balance of \$4,300 in the form of non-cash consideration, estimated to be received in 2026.

Airport sublease revenue

The Airport's contractual rights arise from rights to receive payments from sublease agreements. During 2023, the Airport entered into two long-term sublease agreements which include the construction of a hotel ("the hotel sublease"), and a parkade structure ("the parkade sublease"), with lease payments commencing upon substantial completion of the buildings. The long-term leases expire on December 31, 2054, with an automatic extension up to 99 years upon renewal of the Airport's Ground Lease with the Government of Canada.

Under the hotel sublease, the Airport expects to receive a prepayment of \$2,333, estimated to be received in 2025, with the remaining consideration of \$124 annually estimated to commence in 2026. Annual revenues under the parkade sublease are estimated to commence beginning in 2026, but cannot be reasonably estimated at this time.

17. Risk Management

Risk management of financial instruments

The City of Kelowna has exposure to the following risks related to its financial instruments: credit risk, liquidity risk, interest rate risk, foreign exchange rate risk, and other price risk.

The City employs various risk management strategies to identify and mitigate these risks.

Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to meet its contractual obligation and cause a financial loss for the other party. The City is primarily exposed to credit risk on its cash and cash equivalents, accounts receivable and portfolio investments. The Government's carrying amounts for these financial assets best represent its maximum exposure to credit risk.

For cash and cash equivalents, and portfolio investments, the City manages this risk by dealing solely with reputable financial institutions, and through an investment policy that limits investments to high credit quality as well as maintains asset allocation and portfolio diversification. For accounts receivable, the City reviews balances and aging information to determine if a valuation allowance is necessary, and initiates collection actions.

Liquidity risk

Liquidity risk is the risk that the City will encounter difficulty in meeting obligations associated with financial liabilities. The City is exposed to liquidity risk on its accounts payable and accrued liabilities and long-term debt.

The City manages its overall liquidity risk by managing cash resources which is achieved by monitoring actual and forecasted cash flows. The City manages this risk on its borrowings by applying limits to its debt capacity and distributing debt maturities over many years (Schedule 3).

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate unfavourably with changes in market interest rates.

The City is exposed to interest rate risk through its portfolio investment holdings in interest-bearing, or fixed-income assets which may include GICs, term deposits, and funds that include debt securities of Canadian Governments and corporate issuers. The City manages this risk by holding interest bearing instruments to maturity.

Foreign exchange rate risk

Foreign exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate unfavourably with a change in the value of the Canadian dollar relative to other currencies. The City is not exposed to any significant foreign exchange risk because instruments held in foreign currency are not considered significant.

Other Price risk

Other Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate or currency risk). The City is exposed to other price risk through its portfolio investments and manages these risks through maximum proportions of equities in its investment portfolio and through concentration limits on investments in any one issuer, as outlined in the investment policy.

The City is not involved in any hedging relationships through its operations and does not hold or use any derivative financial instruments for trading purposes. Overall, the other price risk is not considered significant.

18. Asset Retirement Obligations

The City's asset retirement obligations consist of several obligations as follows:

a) Landfill obligation:

The City owns and operates a landfill site. The liability for the closure of the operational site and post-closure care has been recognized under PS 3280 Asset Retirement Obligations. The costs were based upon the presently known obligations that will exist at the estimated year of closure of the site and for 200 years post this date. The landfill had an estimated useful life of 160 years when it was purchased, of which 102 years remain. Post-closure care is estimated to be required for 200 years from the date of site closure. These costs were discounted to December 31, 2024 using a discount rate of 4.43% (2023 – 4.41%) per annum.

b) Asbestos obligation:

The City owns and operates structures that are known to have asbestos, which represents a health hazard upon demolition of the building and there is a legal obligation to remove it. The City recognized an obligation relating to the removal and post-removal care of the asbestos in these structures. Post-closure care is estimated to extend for up to a year post the closure of the structure, while demolition and construction continues. Estimated costs have been discounted to the present value using a discount rate of 4.43% (2023 – 4.41%) per annum.

Changes to the asset retirement obligation in the year are as follows:

	Asbestos Landfill closure obligation			 2024	2023		
Balance, beginning of year	\$	34,887	\$	5,127	\$ 40,014	\$	32,323
Liabilities incurred during year		-		755	755		-
Liabilities settled during year		-		(27)	(27)		-
Change in estimate		(989)		(205)	(1,194)		6,132
Accretion expense		1,538		(126)	 1,412		1,559
Balance, end of year	\$	35,436	\$	5,524	\$ 40,960	\$	40,014

19. Liability for Contaminated Sites

In early 2020 the City acquired 1746 Water Street and accepted responsibility to clean up contamination found at the site. Clean up activities took place in 2020-2024 and further work will be undertaken in 2025 to remediate the site. This will consist of groundwater and vapour monitoring and sampling, drilling investigation and monitoring to assess plume stability and seasonality. A liability in the amount of \$93 (2023 - \$36) is based on contractor estimates of the remaining work required to be undertaken.

The City's liability of \$93 (2023 - \$36) for contaminated sites is included in accounts payable and accrued liabilities.

In addition, the City owns two potentially remediated sites. At this point the City has not recognized these obligations, as the level of contamination is unknown. The total expected future costs of remediation and post remediation will be recognized as a liability in the period when their value can be reasonably estimated.

20. Pension Liability

The employer and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2023, the plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3.8 billion funding surplus for basic pension benefits on a going concern basis.

The next valuation will be as at December 31, 2024.

The City of Kelowna paid \$10,243 (2023 - \$8,764) for employer contributions while employees contributed \$8,911 (2023 - \$7,661) to the plan in fiscal 2024.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

21. Prior Period Adjustment for Contributed Tangible Capital Assets

The City has determined that the developer contributed tangible capital assets had not been recognized in the City's tangible capital assets and revenue since 2009. As such, both the revenue and tangible capital assets had been understated in the prior years. As a result of the correction, the following financial statement items as at December 31, 2023 have been adjusted as below:

	As orig	inally stated	As	restated
Consolidated Statement of Financial Position		_		
Tangible capital assets	\$	1,907,673	\$	2,011,574
Accumulated surplus		2,505,529		2,609,430
Consolidated Statement of Operations and Accumulated Surplus				
Other capital contributions		4,296		11,231
Transportation		66,622		71,499
Recreation & cultural		49,468		49,502
Wastewater		24,007		24,268
Water		16,819		16,962
Annual Surplus		136,987		138,607
Change due to prior period error		-		102,281
Consolidated Statement of Changes in Net Financial Assets (Debt	t)			
Annual Surplus		136,987		138,607
Amortization of tangible capital assets		69,449		74,762
Contributions of tangible capital assets		(1,352)		(8,287)
Consolidated Statement of Cash Flows				
Annual Surplus		136,987		138,607
Amortization and write down of tangible capital assets		70,660		75,972
Contributions of tangible capital assets	\$	(1,352)	\$	(8,287)

22. Comparative Figures

Certain comparative figures have been reclassified to conform to the presentation format adopted in the current year.

23. Future Accounting Changes

The Conceptual Framework for Financial Reporting in the Public Sector

The PSAB issued The Conceptual Framework for Financial Reporting in the Public Sector, which replaces the conceptual aspects of Section PS 1000, Financial Statement Concepts and Section PS 1100, Financial Statement Objectives. This conceptual framework applies to fiscal years beginning on or after April 1, 2026, with early adoption permitted.

PS 1202 Financial Statement Presentation

This section revises and replaces the existing PS 1201 Financial Statement Presentation. This section applies to fiscal years beginning on or after April 1, 2026, with early adoption only permitted if The Conceptual Framework for Financial Reporting in the Public Sector is also adopted at the same time.

24. Subsequent Event

Subsequent to the year end, the Glenmore Ellison Improvement District (GEID) officially joined the City of Kelowna on January 1, 2025, with a full transition expected by 2028.

In March 2024, the GEID board unanimously signed a Transition Agreement with the goal of transferring the operation of GEID to the City of Kelowna. An Order in Council was signed by the Province in June 2024, making the transition official.

Schedule 1 – Tangible Capital Assets

For the Year Ended December 31, 2024

(in thousands of dollars)

Table extends over two pages >

				Machinery & Equipment										
		Land	and vements	В	uildings	v	ehicles"		chinery & uipment	Computers		Mac	ibtotal hinery & iipment	
Cost			 											
Balance, beginning of year	\$	407,186	\$ 81,017	\$	415,405	\$	45,198	\$	123,419	\$	26,340	\$	194,957	
Add: additions during the year		46,793	455		8,496		4,650		7,804		1,076		13,530	
Add: transfers to tangible capital assets		-	6,344		2,773		136		5,392		2,330		7,858	
Less: assets held for resale		-	-		-		-		-		-		-	
Less: disposals during the year			 _		(381)		(3,807)		(40)				(3,847)	
		453,979	87,816		426,293		46,177		136,575		29,746		212,498	
Asset retirement obligation		<u>-</u>	 6,253		1,995		-		<u>-</u>					
Balance, end of year		453,979	94,069		428,288	_	46,177		136,575		29,746		212,498	
Accumulated Amortization														
Balance, beginning of year		-	51,414		203,400		25,010		66,856		20,493		112,359	
Add: amortization		-	2,508		9,089		3,072		6,035		1,739		10,846	
Less: accumulated amortization on disposals		-	_		(361)		(3,566)						(3,566)	
		-	53,922		212,128		24,516		72,891		22,232		119,639	
Accumulated amortization on asset														
retirement obligation			 774		454									
Balance, end of year			 54,696		212,582		24,516		72,891		22,232		119,639	
Net Book Value of Tangible Capital Assets	Ś	453.979	\$ 39.373	\$	215.706	Ś	21.661	Ś	63.684	\$	7.514	\$	92.859	

< Table continues from previous page

Underground,															
Plant & Facilities		Roads, Lanes, Sidewalks & Bike Paths		lks & Tunnels &		Overhead & Other Networks		Airport Infrastructure		Subtotal rastructure	ork In	(Resta	Total 2024 ated-Note 2)	(Restat	Total 2023 ted - Note 21)
\$	245,821 2,031	\$	733,186 16,966	\$	37,793 721	\$	1,280,427 13,759	\$	102,938 5,354	\$ 2,400,165 38,831	\$ 73,102 149,608	\$	3,571,832 257,713	\$	3,391,927 160,460
	18,559 -		4,705 -		-		30,072 - (315)		1,296	54,632 - (315)	(71,607) -		- - (4,543)		8,095 (7,153)
	266,411		754,857		38,514		1,323,943		109,588	 2,493,313	151,103		3,825,002		(7,152) 3,553,330
	31						116		_	 147			8,395		8,871
	266,442		754,857		38,514		1,324,059		109,588	 2,493,460	151,103		3,833,397		3,562,201
	120,124		441,425		11,945		498,988		45,775	1,118,257	-		1,485,430		1,404,413
	8,423		21,600		593 -		19,356 -		3,999 -	53,971 -	-		76,414 (3,927)		74,737 (2,785)
	128,547		463,025		12,538		518,344		49,774	1,172,228	-		1,557,917		1,476,365
	8		-		-		28		-	36	-		1,264		1,161
	128,555		463,025		12,538		518,372		49,774	1,172,264	-		1,559,181		1,477,526
\$	137,887	\$	291,832	\$	25,976	\$	805,687	\$	59,814	\$ 1,321,196	\$ 151,103	\$	2,274,216	\$	2,084,675

Schedule 2 – Segmented Information

For the Year Ended December 31, 2024

(in thousands of dollars)

	General Government	Protective	Transpor- tation	Recreation & Cultural	Other Services	Airnort	Wastewater	Water	Statutory Reserves	2024
Davisson	Government	. Services	tation	& Cultural	Services	Airport	wastewater	water	Reserves	2024
Revenue	ć 202.67	5 \$ -:	ć 14F	¢	<u> </u>		ć 1275 ć	3.570	.	ć 200.00E
Taxation	\$ 202,67	•	•		\$ -9		\$ 1,275\$	•	•	\$ 206,665
Fees and charges	12,58	•	22,552	8,314	31,142	51,814	•	19,650	1,122	182,479
Interest earned	20,36		-	-	-	2,036	,	1,454	5,789	31,763
Gain on portfolio investments	·			-	-	-			-	30,426
DCC contributions			8,660	,			1,013	1,584	-	40,973
Government transfers	21,65	•	16,542	•	1,570	3,872	•	1,211	-	59,098
Other capital contributions Gain on disposal of tangible	5,47	2 -	7,823	-	-	479	1,570	1,345	-	16,689
capital assets	1,10	7 -	194	-	1,186	-	-	-	-	2,487
	294,29	13,837	55,916	42,180	33,898	58,201	37,533	27,814	6,911	570,580
Expenses										
Salaries and benefits Contract and professional	32,92	6 44,858	12,238	16,516	10,413	7,577	5,122	4,840	-	134,490
services	15,59	7 1,948	41,216	9,322	10,842	4,487	1,527	1,375	-	86,314
RCMP Contract		- 51,332	-	-	-	-	-	-	-	51,332
Materials and supplies	11,09	1 2,826	8,901	16,011	1,316	10,422	3,424	2,682	-	56,673
Equipment	82	5 491	4,626	1,946	2,776	51	1,107	834	-	12,657
Allocations	(7,385) (210)	183	(196)	2,467	2,121	1,822	1,205	-	7
Cost recoveries	(2,169) (2,772)	(12,462)	(931)	(1,699)	(651)	(270)	(1,552)	-	(22,506)
Grants and external transfers	4,23	2 340	-	657	183	-	-	-	-	5,412
Utilities	22	7 369	1,437	2,685	248	722	1,398	1,667	-	8,753
Loss on disposal of tangible capital assets	89	9 -	7	5	8	_	_	-	-	109
Write down of tangible capita	l									
assets			-	315	-	40	-	-	-	355
Amortization of tangible capital assets	5,56	4 2,022	29,558	9,736	2,879	9,269	10,711	6,788	-	76,527
Accretion	184	4 -		-	1,538	(327)	-	17	-	1,412
Total before Debt	61,18	2 101,204	85,704	56,066	30,971	33,711	24,841	17,856	_	411,535
Debt interest and fiscal										
services	3,64	4 -	-	-	-	584	320	385	-	4,933
Total operating expenses	64,82	5 101,204	85,704	56,066	30,971	34,295	25,161	18,241		416,468
Annual Surplus (Deficit)	\$ 229,46	4 \$ (87,367)	\$ (29,788)	\$ (13,886)	\$ 2,927	\$ 23,906	\$ 12,372	\$ 9,573	\$ 6,911	\$ 154,112

Schedule 2 – Segmented Information

For the Year Ended December 31, 2023

(in thousands of dollars)

		neral rnment	Protective Services	Transpor- tation	Recreation & Cultural	Other Services	Airport	Wastewater	Water	Statutory Reserves	2023 (Restated - Note 21)
Revenue											
Taxation	\$	188,042	\$ -	\$ 262	\$ -9	; -	\$ -	\$ 1,237	\$ 2,512	\$ -	\$ 192,053
Fees and charges		10,058	17,931	19,506	6,494	30,455	47,884	23,632	18,909	649	175,518
Interest earned		18,636	-	-	-	-	1,917	1,796	1,155	4,451	27,955
DCC contributions		-	-	13,193	27,285	-	-	192	(3,115)	-	37,555
Government transfers		42,001	4,365	12,456	3,362	294	5,178	3,789	8	-	71,453
Other capital contributions Gain on disposal of tangible	<u></u>	2,571	-	5,594	-	-	604	1,279	1,183	-	11,231
capital assets		258	8	217	1	-		-	-		484
		261,566	22,304	51,228	37,142	30,749	55,583	31,925	20,652	5,100	516,249
Expenses											
Salaries and benefits Contract and professional		29,525	39,789	10,846	13,974	9,607	6,168	4,860	4,623	-	119,392
services		14,225	1,465	28,893	7,764	11,560	3,367	1,525	871	-	69,670
RCMP Contract		-	52,541	-	-	-	-	-	-	-	52,541
Materials and supplies		11,384	2,620	7,789	14,048	1,145	9,736	3,040	1,779	-	51,541
Equipment		828	450	3,932	1,706	2,630	91	1,100	754	-	11,491
Allocations		(6,783)	(211)	240	(196)	2,451	1,559	1,729	1,219	-	8
Cost recoveries Grants and external		(2,884)	(3,341)	(11,101)	(165)	(4,040)	(699)	(261)	(775)	-	(23,266)
transfers		3,997	111	1	1,032	416	-	-	-	-	5,557
Utilities Loss on disposal of tangible		209	345	1,405	2,588	259	677	1,355	1,471	-	8,309
capital assets Write down of tangible		39	4	97	-	-		-	-	-	140
capital assets Amortization of tangible		985	-	13	-	-	213	-	-	-	1,211
capital assets		5,878	1,842	29,495	8,751	2,575	8,864	10,638	6,719	-	74,762
Accretion		153	-	-	-	1,372	20	-	14		1,559
Total before Debt		57,556	95,615	71,610	49,502	27,975	29,996	23,986	16,675	_	372,915
Debt interest and fiscal services		3,573	-	-	-	-	584	282	288	-	4,727
Total operating expenses		61,129	95,615	71,610	49,502	27,975	30,580	24,268	16,963	<u>-</u>	377,642
Annual Surplus (Deficit)	\$	200,437 \$	(73,311)	\$ (20,382)	\$ (12,360)	\$ 2,774	\$ 25,003	\$ 7,657	\$ 3,689	\$ 5,100	\$ 138,607

Schedule 3 – Long Term Debt

For the Year Ended December 31, 2024

(in thousands of dollars)

Long Term Debt – General Fund

Debenture Debt

Year of Maturity	Purpose		ebt Balance ecember 31, 2023		Amount of Issue	ebt Balance ecember 31, 2024	nking Fund Balance cember 31, 2024	Current Interest Rate
,	Local Improvements						·	%
2035	Lawrence Ave LAS	\$	222	\$	345	\$ 206	\$ 139	4.10
	Recreation and Cultural							
2027	H2O Centre		7,328		27,500	5,590	21,910	3.90
2027	Kokanee Gymnastic		213		800	162	638	3.90
2028	H2O Centre		655		2,000	534	1,466	4.30
2035	Police Facilities		13,599		20,000	12,667	7,333	2.75
2035	Library Parkade Ext & Memorial Parkade		10,199		15,000	9,500	5,500	2.75
2036	Police Facilities		12,324		17,000	11,559	5,441	2.60
2037	Police Facilities		2,278		3,000	2,145	855	3.15
2038	Police Facilities		1,091		1,360	1,033	327	3.15
Total Debt	t - General Fund	\$	47,909	\$	87,005	\$ 43,396	\$ 43,609	
	Specified Area Programs							
2024	Spec. Area 21A - McKenzie Bench	\$	103	\$	1,350	\$ -	\$ 1,350	2.25
2024	Spec. Area 22B - Vista Rd		6		80	-	80	2.25
2024	Spec. Area 22C - Hein Rd		20		266	-	266	2.25
2024	Spec. Area 22D - Elwyn Rd		11		149	-	149	2.25
2024	Spec. Area 22E - Dease Rd		7		96	-	96	2.25
2024	Spec. Area 22F - Mills Rd		26		342	-	342	2.25
2024	Spec. Area 29 - Campion Cambro		67		874	-	874	2.25
2024	Spec. Area 30 - Acland		28		364	-	364	2.25
2025	Spec. Area 20 - North Rutland		924		6,822	469	6,353	0.91
2025	Spec. Area 28A - Okaview		86		638	44	594	0.91
2028	Spec Area 26 - Fisher Rd		662		2,021	540	1,481	4.30
2028	Spec Area 34 - Country Rhodes		143		435	116	319	4.30
2028	Spec Area 36 - Clifton		88		267	71	196	4.30
	Sewage Treatment Plant							
2031	Brandt's Creek Tradewaste Treatment	_	944	_	3,800	 640	 3,160	1.47
Total Debt	t - Wastewater Fund	\$	3,115	\$	17,504	\$ 1,880	\$ 15,624	

Schedule 3 – Long Term Debt

For the Year Ended December 31, 2024

(in thousands of dollars)

Long Term	Debt – Water Fund									
Debenture	Debt									
Year of Maturity	Purpose	Dece	t Balance ember 31, 2023		Amount of Issue		ebt Balance ecember 31, 2024	E	king Fund Balance ember 31, 2024	Current Interest Rate
	Specified Area Programs								 -	%
2024	Spec Area 18 - Lakeshore	\$	2	\$	24	\$	-	\$	24	2.25
2028	Spec Area 26 - Fisher Rd		97		297		79		218	4.30
2038	Local Area Service - Aspen Rd		38		48		36		12	3.20
2042	Local Area Service - Somid		424		441		406		35	3.36
	Water Improvement Programs									
2028	Cedar Creek Pump Station		2,482		7,577		2,024		5,553	4.30
2031	Poplar Point Pump Station Upgrade		987		2,000		878		1,122	1.47
<u>Total Debt -</u>	- Water Fund	\$	4,030	\$	10,387	\$	3,423	\$	6,964	
Long Term Debenture	Debt – Airport Fund									
Debenture	Debt									
2025	Airport Expansion	\$	1,713	Ś	7,500	Ś	871	\$	6,629	2.75
2026	Airport Expansion	*	1,179	Ψ	3,500	Ψ	799		2,701	2.60
2026	Airport Expansion		995		3,000		673		2,327	2.10
2027	Airport Expansion Airport Expansion		3,486		8,000		2,652		5,348	2.80
	- Airport Fund	\$	7,373	\$	22,000	\$	4,995	\$	17,005	2.80
Long Term Debenture	Debt – Public Private Partnership Debt									
	Prospera Place, 30-year agreement to December 2028 with RG Arenas									
2028	(Kelowna) Ltd., payable annually	\$		\$	12,500	\$	2,384			nil
Total Debt -	- Public Private Partnership	\$		\$	12,500	\$	2,384			
Long Term	Debt – Other									
	Airport - Enterprise Rental Car									
2029	Kiosk	\$	44	\$	73	\$	36			nil
2028	South Perimeter DCC Road B		3,249		4,902		1,874			nil
Total Debt -	- Other	\$	3,293	\$	4,975	\$	1,910			
		•	AF	_	45.5	_				
iotal City Lo	ong Term Debt	\$	65,720	<u>\$</u>	154,371	\$	57,988			

Schedule 4 – COVID-19 Safe Restart Grant for Local Governments

For the Year Ended December 31, 2024

(in thousands of dollars)

The COVID-19 Safe Restart Grant was received from the Provincial Government in 2020. The schedule below provides disclosure of funds received, spent and remaining as well as any interest earned on unused funds. A balance at the end of the year represents unused funds received and is included in the General fund reserve.

	2024		 2023
Balance, beginning of year	\$	-	\$ 370
Interest earned		-	12
Less funds used to support:			
Community services revenue losses		-	(107)
Technological costs		-	(170)
Enforcement and protective services		-	 (105)
			 (370)
Balance, end of year	\$		\$ -

Schedule 5 – BC Growing Communities Fund Grant

For the Year Ended December 31, 2024

(in thousands of dollars)

The BC Growing Communities Fund Grant was received from the Provincial Government in 2023. The schedule below provides disclosure of funds received, spent and remaining as well as any interest earned on unused funds. A balance at the end of the year represents unused funds received and is included in the General fund reserve.

	:	2024	2023
Balance, beginning of year	\$	26,256	\$ -
BC Growing Communities Fund Grant received		-	26,228
Interest earned		1,025	241
Less use of funds:			
Public safety equipment		-	(213)
Active transportation infrastructure		(4,480)	-
Local road improvements		(821)	-
Recreation infrastructure		(2,697)	-
Wastewater infrastructure		(1,656)	_
		(8,629)	 28
Balance, end of year	\$	17,627	\$ 26,256



Statistical Review for the Years of 2020-2024

Population Age of Population 2024 2020 147,499 0 to 19 29,298 2021 20 to 29 26,895 151,334 155,698 30 to 49 45,928 2022 2023 162,095 50 to 64 29,776 2024 165,907 65 and over 34,010 College, CEGEP or other nonuniversity certificate or High school certificate diploma or equivalent Education Population University certificate or diploma 25 – 64 years Apprenticeship or trades below the bachelor level certificate or diploma No certificate, diploma or degree University certificate or degree Art, culture, recreation Manufacturing and utilities (2,215) and sport (2,575) Natural resources, agriculture and related production (2,260) Natural and applied sciences Sales and service related (5,325) (22,305)Health (7,710) Occupation Labour force 15 years and over Education, law and social, community

Sources: The population and age of population statistics on this page are updated each year from data from Environics. The education and occupation graphs on this page are updated from Census information available every 5 years, with 2021 being the last available.

Business, finance, admin (12,815)

Trades, transport, equipment operators and related (13,770)

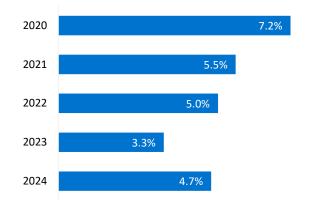
STATISTICAL REVIEW 89

and government services (8,710)

Legislative and senior management

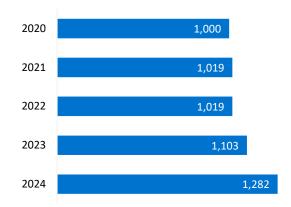
Unemployment Rate for Kelowna

Source: Statistics Canada, Labour Force Survey as prepared by BC Stats: BC Unemployment Rate by Region



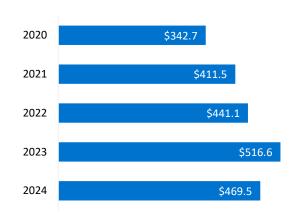
Number of City of Kelowna Employees

Note: Full time employees at the City of Kelowna



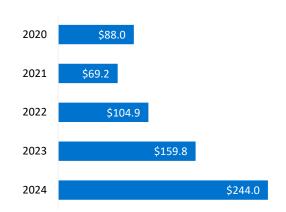
Net Financial Assets (Debt)

millions



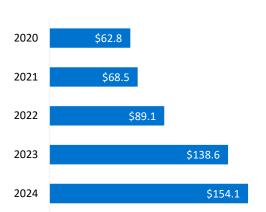
Acquisition of Tangible Capital Assets

millions



Annual Surplus

millions



Accumulated Surplus

billions



Source: City of Kelowna Corporate Services Division.



Consolidated Revenues by Source

millions

	2020	2021	2022	2023	2024
Taxation	\$ 162.40	\$ 171.37	\$ 184.63	\$ 192.05	\$ 206.67
Fees and charges	118.15	142.19	161.82	175.52	182.48
Interest earned	13.20	11.54	16.31	27.95	31.76
Gain on portfolio investments	-	-	-	-	30.43
DCC contributions	14.39	11.71	16.78	37.56	40.97
Government transfers	34.58	35.83	38.75	71.45	59.10
Other capital contributions	4.71	4.56	5.15	11.23	16.69
Gain on disposal of tangible capital assets	2.89	1.87	1.37	0.48	2.49
Total	\$ 350.32	\$ 379.05	\$ 424.81	\$ 516.25	\$ 570.58

Consolidated Expenses by Function

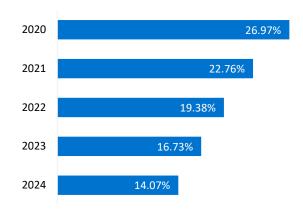
millions

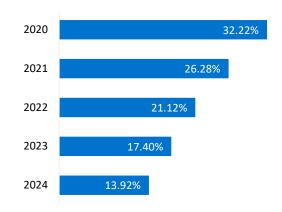
	2020		2021		2022	2023		2024	
General government	\$	33.69	\$ 41.44	\$	49.22	\$ 60.10	\$	64.74	
Protective services		65.07	73.91		77.48	95.61		101.21	
Transportation		63.78	66.47		68.88	71.50		85.70	
Recreational & cultural		41.71	44.10		46.82	49.50		55.75	
Other services		24.03	25.38		27.08	27.98		30.96	
Airport		21.91	22.00		26.49	30.37		34.26	
Wastewater		21.91	21.42		23.60	24.27		25.16	
Water		14.57	15.26		15.89	16.96		18.24	
Loss on disposal of tangible capital assets		0.82	0.04		0.06	0.14		0.11	
Write down of tangible capital assets		0.08	0.54		0.22	1.21		0.36	
Total	\$	287.57	\$ 310.55	\$	335.74	\$ 377.64	\$	416.47	
				-			-		

Source: City of Kelowna Corporate Services Division.

General Debenture Debt Charges as a Percentage of Total General Expenditures

Consolidated Debt as a Percentage of Total General Expenditures





Consolidated Expenses by Object

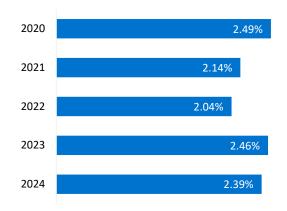
millions

1111110113					
	2020	2021	2022	2023	2024
Salaries and benefits	\$ 92.47	\$ 101.53	\$ 109.73	\$ 119.39	\$ 134.49
Contract and professional services	51.90	56.89	63.83	69.67	86.31
RCMP Contract	29.75	36.78	36.17	52.54	51.33
Materials and supplies	35.64	36.42	43.60	51.54	56.67
Equipment	10.13	10.40	10.43	11.49	12.66
Allocations	0.09	0.01	0.01	0.01	0.01
Cost recoveries	(16.58)	(16.84)	(16.95)	(23.27)	(22.51)
Grants and external transfers	4.13	4.93	5.97	5.56	5.41
Utilities	6.93	7.37	8.13	8.31	8.75
Loss on disposal of tangible capital assets	0.82	0.04	0.06	0.14	0.11
Write down of tangible capital assets	0.08	0.54	0.22	1.21	0.36
Amortization of tangible capital assets	68.16	68.82	69.28	74.76	76.53
Accretion	-	-	1.50	1.56	1.41
Debt interest and fiscal services	4.05	3.67	3.76	4.73	4.93
Total	\$ 287.57	\$ 310.55	\$ 335.74	\$ 377.64	\$ 416.47

Source: City of Kelowna Corporate Services Division.

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Consolidated Debt Charges as a Percentage of Taxation

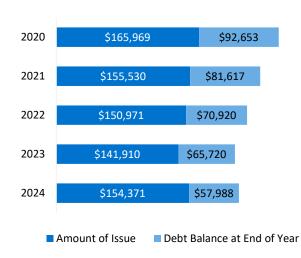


Consolidated Long Term Debt per Capita



Long Term Debt

thousands



Total Debt Supported by Taxes

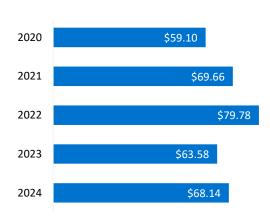




Total Debt Supported by Utilities and Other *millions*



Total Debt Servicing Capacity Available *millions*



Source: City of Kelowna Corporate Services Division.

Assessment for General Taxation

billions



Total Property Tax Levies

thousands

	2020	2021	2022	2023	2024
City of Kelowna	\$ 162,405	\$ 171,366	\$ 184,627	\$ 192,053	\$ 206,665
Tax Levies transferred to:					
School Tax	60,941	79,658	86,616	97,265	106,489
Regional Hospital	13,105	13,630	13,884	14,643	15,592
Regional District	13,004	13,506	13,993	15,803	17,418
BC Assessment	2,262	2,272	2,488	2,765	3,017
Total Property Tax Levies	\$ 251,717	\$ 280,432	\$ 301,608	\$ 322,529	\$ 349,181

Total Current Year Property Taxes Collected

thousands

	2020	2021	2022	2023	2024
City of Kelowna	\$ 158,696	\$ 167,361	\$ 179,213	\$ 185,775	\$ 198,842
Taxes transferred for:					
School Tax	60,941	79,658	\$86,616	\$97,265	106,489
Regional Hospital	13,105	13,630	\$13,884	\$14,643	15,592
Regional District	13,004	13,506	\$13,993	\$15,803	17,418
BC Assessment	2,262	2,272	\$2,488	\$2,765	3,017
Total Current Year Property Taxes Collected	\$ 248,008	\$ 276,427	\$ 296,194	\$ 316,251	\$ 341,358

Source: City of Kelowna Corporate Services Division.

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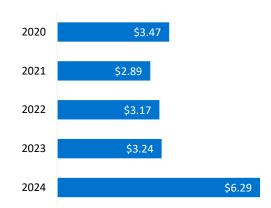
Municipal Tax Demand

millions



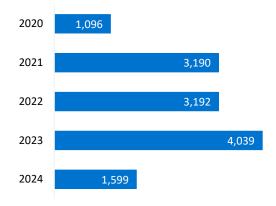
New Construction Revenue

millions



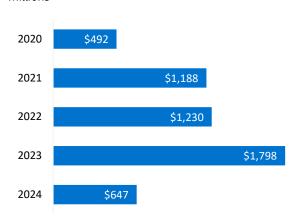
Housing Starts





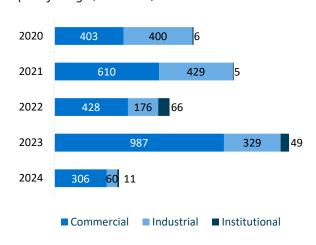
Value of New Development

millions

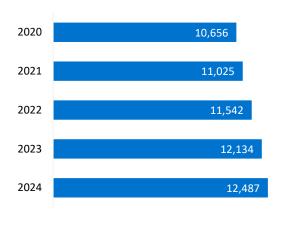


Development Floor Space

square footage (thousands)



Number of Business Licences



 $Sources: City of Kelowna \ Planning, \ Climate \ Sustainability \ and \ Development \ Services \ Division.$

STATISTICAL REVIEW

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2024 Statement of Financial Information

For the year ended December 31, 2024

Including

Council Remuneration and Expense Report
Schedule of Remuneration and Expenses paid to or on behalf of each employee
Schedule of Payments to Suppliers of Goods and Services
Schedule of Payments to Suppliers for Grants and Contributions

June 2025

1435 Water Street Kelowna, BC V1Y 1J4 TEL 250-469-8500

kelowna.ca

CITY OF KELOWNA

Council Remuneration and Expense Report for the year ended December 31, 2024

			Taxable		Other		
Surname	First Initial	Rem	uneration (\$)	E	Expenses (\$)		
Mayor							
Dyas	T	\$	142,363	\$	15,609		
6 '11							
Councillors							
Cannan	R		44,735		5,884		
DeHart	М		47,866		8,520		
Hodge	C		47,967		1,374		
Lovegrove	G		47,973		5,025		
Singh	М		47,973		169		
Stack	L		49,002		4,048		
Webber	R		47,967		225		
Wooldridge	L		45,129		1,766		
Total Council		\$	520,974	\$	42,620		

CITY OF KELOWNA

Schedule of Remuneration and Expenses paid to or on behalf of each employee for the year ended December 31, 2024

	Firm		Remuneration	Remuneration	Total	
C	First	De state a	Related to Normal		Total	F(*)
Surname	Initial	Position	Operations (\$)	Deployment (\$)	Remuneration (\$)	Expenses (\$)
Management	1/	Facilities On continue Management	444 630		111 620	
Airth	K	Facilities Operations Manager	111,630	-	111,630	-
Angel Munoz	G	Communications Consultant	90,506	-	90,506	505
Antunes	M P	Financial Planning Manager	144,625	-	144,625	67
Aylard Babcock	C	Senior Project Manager	133,307	-	133,307 102,262	4,884
Baines	R	Event Development Manager	102,262 101,561	-	102,262	3,363 1,063
Bakshi	S	Energy Manager	85,725	-	85,725	2,950
	M	Operations Support Supervisor Development Services Director	178,293	711	179,005	3,588
Bayat Bazett	A	Intergovernmental Relations Manager	115,567	-	115,567	17,242
Beach	В	Infrastructure Delivery Dept Manager	172,131	_	172,131	149
Bedell	J	Assistant Fire Chief	125,119	1,816	126,935	15,202
Bennett	W	Airport Duty Manager	95,683	-	95,683	5,625
Bentley	L	City Clerk	155,663	_	155,663	4,552
Black	J	Development Planning Manager	98,899	_	98,899	1,403
Boehm	A	Intelligent Cities Manager	127,563	_	127,563	2,059
Bonnett	N	Acting Bylaw Services Manager	103,946	_	103,946	2,068
Bos	Н	Infrastructure Operations Department Manager	160,744	_	160,744	3,907
Bowyer	W	Exhibit Control Officer	76,496	_	76,496	-
Brennan	J	Chief Technology Officer	132,897	_	132,897	8,331
Brunner	T	Energy Specialist	92,931	_	92,931	1,311
Budde	Α	Security and Business Continuity Manager	105,070	_	105,070	789
Buettner	М	Innovation Consultant	92,725	-	92,725	286
		Airport Human Resources and Occupational Health	,		,	
Burchinshaw	L	Manager	77,516	_	77,516	2,851
Bushell	S	Senior Project Manager	131,994	-	131,994	5,589
Butt	Н	Asset Systems Manager	121,583	-	121,583	1,840
Cairney	В	Traffic Signals & Systems Supervisor	124,758	-	124,758	1,979
Campbell	L	Traffic Operations Supervisor	115,548	-	115,548	149
Castorf	Н	Airport Project Manager	112,615	-	112,615	96
Caul	D	Public Safety and Policing Policy Director	186,958	-	186,958	5,583
Cavanaugh	М	Corporate Records & Information Analyst	92,570	-	92,570	1,160
Cavezza	В	HR Programs & Systems Manager	112,355	-	112,355	308
Chan	C	Project Manager	106,152	-	106,152	-
Chapman	Ν	Development Engineering Manager	144,276	-	144,276	2,108
Choy	R	Exhibit Control Officer	82,530	-	82,530	267
Coates	S	Police Services Operations Manager	128,032	-	128,032	6,141
Collier	Ε	Facility Operations Supervisor	92,593	-	92,593	1,826
Corbeil	L	Police Services Executive Assistant	76,622	-	76,622	883
Corcoran	L	Communications Director	162,832	1,109	163,941	6,439
Cormier	R	Exhibit Control Officer	83,152	-	83,152	-
Corning	D	Senior Project Manager	129,822	-	129,822	119
Cornock	C	Social Development Manager	116,058	-	116,058	4,332
Craig	D	Assistant Fire Chief	129,163	2,928	132,090	5,978
Creighton	D	Sports field & Irrigation Supervisor	103,210	-	103,210	2,680
Cridge	L	Finance Systems and Planning Manager	107,740	-	107,740	9,544
Daigneault	J	Human Resources Coordinator	77,127	-	77,127	96
De Vies	L	Business Planning and Results Manager	97,817	-	97,817	2,655
DeGruchy	J	Senior Project Manager	141,730	-	141,730	2,009
Dempsey	L	Utility Engineer	115,631	-	115,631	1,595
Douglas	M	Communications Consultant	96,223	777	97,000	100
Drachenberg	Ν	Senior Manager Safety & Security	139,424	-	139,424	10,276
Dray	Т	Employee Wellness and Total Compensation Manager	110,691	-	110,691	5,161
Dreaper	L	Corporate Human Resources Manager	130,498	-	130,498	3,512
Duncan	D	Parking Services Manager	121,970	-	121,970	3,484

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Dyrdal	S	Director, Finance and Corporate Services	160,240	2 ep. 6 / (4 /	160,240	18,535
Earle	A	Executive Office Manager	87,290	-	87,290	3,586
Edstrom	D	Divisional Director, Partnerships & Investments	220,122	_	220,122	11,234
Effray	S	Acting Intelligent Cities Manager	100,364		100,364	178
Elchitz	P	Director, Operations and Innovation	185,161	_	185,161	23,012
Evans	J	Crime Review Officer	79,725	_	79,725	23,012
Follack	S	Deputy Fire Chief	175,868	5,042	180,910	2,015
Foy	G	Transportation Engineering Manager	145,217	5,042	145,217	1,131
Fraser	R	Business Services Application Manager	113,735	_	113,735	-
Friesen	M	Controller	128,536	_	128,536	2,145
Gabriel	J	Divisional Director, Active Living & Culture	221,695	_	221,695	4,281
Galbraith	V	Partnership Manager	109,694	_	109,694	5,370
Garcia Batres	J	Airport Environment Manager	109,431	_	109,431	3,572
Gatzke	D	Parks and Beaches Supervisor	117,928	_	117,928	217
Geirsdottir	S	Business Planning and Results Manager	99,554	-	99,554	227
Ghanyei	M	Project Architect	104,918	_	104,918	1,187
Gilchrist	D	City Manager	355,978	6,160	362,138	21,624
Gosselin	M	Wastewater Manager	147,565	0,100	147,565	4,500
Gossoo	S	HR Business Partner	93,307	-	93,307	1,346
Gramiak	P	Revenue Supervisor	·	982		
Grills		Fleet Services Manager	108,494	902	109,477	5,372
Grills	K J	3	114,954	-	114,954	2,650
		Corporate Assurance Supervisor	104,532		104,532	1,140
Grootendorst	E	Assistant Fire Chief	98,505	-	98,505	12,628
Hall	J	Senior Manager, Operations and Sustainability	138,758	-	138,758	3,278
Hallam	В	Integrated Transportation Department Manager	170,592	-	170,592	3,825
Harmata	В	Executive Office Manager	87,321	-	87,321	906
Hebden	S	Recreation Facility Operations Supervisor	99,805	-	99,805	2,190
Hillis	T	Cemetery Manager	109,675	-	109,675	464
Hoekstra	S	Landfill & Compost Operations Manager	127,415	-	127,415	1,003
Holloway	C	Court Liaison Officer	77,601	-	77,601	-
Hood	G	Strategic Land Development Manager	123,833	-	123,833	30
Hoppe	E	Water Quality and Customer Care Manager	116,433	-	116,433	676
Hunter	K	Bylaw Services Supervisor	114,058	-	114,058	173
lvey	C	Community Theatre Manager	98,983	-	98,983	2,941
Janousek	A	Occupational Health & Safety Advisor	104,534	-	104,534	965
Jassar	N	HR Business Partner	92,996	-	92,996	2,197
Jean	J	Budget Supervisor	115,807	-	115,807	156
Jennejohn	R	Construction Supervisor	104,648	-	104,648	2,709
Johnston	A	Senior Project Architect	129,107	-	129,107	1,647
Josefson	S	Occupational Health & Safety Manager	121,622	-	121,622	2,916
Josephson	M	Mechanical Engineer	116,848	-	116,848	122
Jud	М	Deputy City Clerk	82,543	-	82,543	590
Lorda a a	_	Airport Business Dev and Community Relations	100.003		100.003	10.167
Judson Junkin-Faris	C	Manager Page to Clark	108,002	-	108,002	10,167
	W	Deputy City Clerk	106,465	- 2 222	106,465	4,148
Kam	M	Partnerships Office Director	134,487	2,222	136,708	13,436
Kantola	C	HR Business Partner	93,307	-	93,307	4,667
Kay	K	Community Engagement Manager	112,502	-	112,502	300
Kayfish	L -	Risk Manager	136,011	5,010	141,021	2,199
Keis	T	Infrastructure Finance and Administration Manager	109,699	-	109,699	2,767
Kilmartin	N	Development Planning Department Manager	159,242	-	159,242	5,892
Kittmer	M	Transit and Programs Manager	109,325	-	109,325	2,225
Kompauer	E	HR Business Partner	94,647	-	94,647	4,863
Kondor	Α_	Development Planning Manager	100,275	-	100,275	3,757
Kowal	T	Building Inspection & Licensing Manager	89,252	-	89,252	
Kuiper	A	Solid Waste Supervisor	105,797	-	105,797	2,080
Lamin	T	Purchasing Supervisor	105,466	1,127	106,592	1,644
Lampard	W	Airport Senior Project Manager	139,077	-	139,077	12,539
Lawson	J	Treasury Supervisor	106,040	-	106,040	1,542
Leatherdale	S	General Manager, People and Protective Services	232,052	1,913	233,965	4,080

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Little	S	Business Performance and Advisory Services Manager	135,068	_	135,068	1,693
Logan	М	General Manager, Infrastructure	243,053	_	243,053	8,917
MacLean	R	Utility Planning Manager	144,824	_	144,824	3,376
March	G	Data Services & Analytics Manager	107,534	_	107,534	768
March	K	Grants & Special Projects Manager	86,232	_	86,232	2,835
Martin	S	Social Development Supervisor	94,416	406	94,822	4,246
Matte	C	Communications Manager	121,666	-	121,666	2,923
McCabe	R	Airport Duty Manager	95,684	_	95,684	3,441
McClelland	A	Legislative Coordinator Confidential	81,164	_	81,164	-
McFarlane	J	Asset Planning Manager	109,989	_	109,989	881
McGreer	М	Corporate Strategy & Performance, Dept Manager	148,562	_	148,562	5,708
McKenzie	C	Legislative Coordinator Confidential	80,676	_	80,676	48
McLuskey	K	Wastewater Treatment Supervisor	102,335	_	102,335	2,954
McQueenie	Т	Airport Corporate Services Manager	94,883	_	94,883	2,133
McWillis	C	Cultural Services Manager	114,391	_	114,391	6,544
Mead	K	Acting Community Safety Director	136,684	_	136,684	1,013
Miles	R	Long Range Planning Manager	126,354	_	126,354	-
Willes	IX.	Senior Manager Commercial and Business	120,334		120,334	
Molina	Т	Development	135,374	_	135,374	12,856
Monk	J	Airport Terminal & Groundside Manager	115,057	_	115,057	9,010
Moore	J	Housing Policy and Programs Manager	135,069	_	135,069	3,957
Morash	V	HR Business Partner	99,880	_	99,880	260
Morris	N	Financial Support Supervisor	107,089	-	107,089	2,131
	A	Health and Wellness Advisor	90,700	-	90,700	752
Mullaney Murrell	M	Utilities Network Maintenance Supervisor	· ·	-	· ·	586
Nestman	S	Crime Review Officer	110,107 76,496	-	110,107	24
Nice	э М			-	76,496	
Nicholas		Human Resources Services Manager	115,131	-	115,131	4,901
	D	Sport & Event Services Manager	122,965	-	122,965	3,610
Noble-Brandt	D	Policy & Planning Department Manager	136,746	-	136,746	- 140
Norman	K	Accounting Operations Supervisor	108,829	-	108,829	149
Paley	L	Building and Business Services Department Manager	119,132	-	119,132	3,912
Parlane	R	Facilities Planning and Design Manager	137,932	-	137,932	2,065
Passley	C P	Parking Services Supervisor	89,209	-	89,209	4,782
Patel		Director, Finance and Corporate Services	123,176	-	123,176	1,532
Perry	S	Facilities Manager Oscupational Health & Safety Advisor	142,723	-	142,723	1,125
Peters	N	Occupational Health & Safety Advisor	109,161	-	109,161	303
Ray	C	Climate Action and Environment Manager	128,495	-	128,495	2,694
Regnier	L P	Finance & Business Services Manager	96,222	-	96,222	2,145
Reyes	•	Senior Project Architect	123,890	-	123,890	50
Riome	В	Energy Specialist	76,451	-	76,451	322
Ritchie	G	Director, Commercial and Air Service	157,469	-	157,469	64,864
Robertson	S	Project Manager	123,269	-	123,269	1,173
Rogowski	K	Transportation Engineer Safety and Systems	101,876	-	101,876	86
Roucek	M	Community Safety Services Manager	76,155	-	76,155	11,087
Ruether	L	Recreation Services Supervisor	95,321	-	95,321	124
Rumpel	Α .	Asset & Facilities Supervisor	112,298	-	112,298	119
Salway	J	Airport Duty Manager	95,932	-	95,932	4,078
Samaddar	S	Airport Chief Executive Officer	253,409	-	253,409	42,392
Sass	W	General Manager, Corporate Services	231,572	-	231,572	1,785
Saufferer	J	Real Estate Department Manager	158,549	-	158,549	3,728
Schober	L.	Communications Consultant	77,123	-	77,123	142
Schuffert	E	Airport Duty Manager	96,873	-	96,873	4,212
Schultz	N	Roadways Operations Supervisor	109,864	-	109,864	804
Schwarz	D	Water Distribution Supervisor	97,361	-	97,361	2,007
Schwerdtfeger	Α	Roadways Operations Manager	131,900	-	131,900	2,342
Seymour	L	Fire Chief	195,031	30,634	225,665	13,809
Shaw	J	Asset Management & Capital Planning Manager	170,676	-	170,676	985
Shufelt	N	Information Management Supervisor	88,286	-	88,286	2,156
Siggers	M	Community & Neighbourhood Services Manager	119,691	_	119,691	3,384

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Joinanne	miciai		Operations (3)	Deployment (\$)	Remoneration (\$)	Expenses (\$
Smith	R	Divisional Director, Planning, Climate Sustainability & Development Services	231,844	2,777	234,621	5,728
Smith	S	Chief - Airport Operations and Fire	112,554	2,777	112,554	53,591
Stella	M	Senior Manager Operations & Emergency Services	129,201	_	129,201	7,570
Steppuhn	M	Parks Planning and Design Manager	111,809	-	111,809	580
Stepponn	В	Parks Services Manager	156,041	969	157,010	6,219
Strachan	W	Development Planning Manager	151,240	-	151,240	66
Stuart	В	Water Supply & Pumpstations Supervisor	113,759	_	113,759	3,519
Thiessen	A	Systems & Project Manager	133,556	_	133,556	3,313
Thomas	M	Construction Manager		-		- 119
	D	-	120,450 112,714	-	120,450 112,714	
Thompson Timms		Roadways Construction Supervisor	128,955	-	128,955	1,441 6,169
	L C	Infrastructure Systems Manager	•	-		-
Trent van der Gulik		Data Services & Analytics Manager	107,875	-	107,875	11,794
	A	Corporate and Client Services Support Supervisor	93,978	-	93,978	1,826
Van Vliet	K	Utility Services Department Manager	175,520	-	175,520	2,397
VanZerr	M	Strategic Transportation Planning Manager	120,720	-	120,720	2,780
Veitch	J	Human Resources Systems Advisor	91,568	-	91,568	957
Vogan	K	Investigative Services Support Supervisor	89,070	-	89,070	3,041
Wagner	C	Solid Waste Supervisor	105,197	-	105,197	5,110
Wahl	K	Technical Services Supervisor	114,297	-	114,297	804
Walker	В	Strategic Land Development Manager	114,789	-	114,789	3,254
Watkinson	L	Deputy Fire Chief	175,453	5,798	181,251	7,039
Weaden	C	Divisional Director, Corporate & Strategic Services	147,220	-	147,220	883
Weremy	Α	Water Operations Manager	141,121	-	141,121	2,107
White	Т	Police Services Branch Manager	136,817	-	136,817	4,686
Whiting	Т	Fire Chief	94,702	-	94,702	-
Wilcox	E	Solid Waste Supervisor	95,541	-	95,541	2,772
Williams	C	TRG OP Senior Transportation Planning Engineer	130,282	-	130,282	3,728
Wilson	D	Senior Project Manager	129,835	-	129,835	213
Wilson	Т	Communications Manager	122,422	-	122,422	149
Wilson	L	Emergency Support Services Supervisor	95,523	698	96,221	2,529
Yakimchuk	J	Airport Project Manager	112,975	-	112,975	1,035
Zotta Wendland	С	Health and Wellness Advisor	86,560	-	86,560	3,410
Firefighters						
Baillie	J	Captain	171,319	758	172,077	-
Baker	Α	Firefighter	136,716	669	137,385	-
Barton	Р	Lieutenant	161,692	505	162,197	-
Baudais	S	Dispatch Centre Operator (Schedule A)	151,793	413	152,206	-
Baumann	R	Firefighter	147,109	450	147,559	3,060
Beaton	D	Firefighter	135,400	402	135,802	-
Belinski	S	Firefighter	136,106	736	136,842	-
Benson	Α	Firefighter	147,875	1,464	149,339	-
Blanleil	C	Firefighter	145,290	880	146,171	-
Bloomer	В	Firefighter	103,990	206	104,197	351
Bodnar	M	Secretary (Fire Dept Sched A)	88,439	-	88,439	-
Bonkowski	G	Captain	168,423	3,058	171,481	-
Bramley	S	Firefighter	114,376	211	114,587	-
Bredin	Т	Firefighter	99,705	258	99,964	-
Brownlee	М	Acting Platoon Captain	183,278	744	184,022	650
Campbell	Н	Firefighter	133,004	248	133,252	-
Carr	J	Firefighter	130,959	241	131,199	-
Chapman	J	Firefighter	134,348	13,777	148,125	-
Chown	В	Firefighter	129,507	443	129,950	-
Christian	J	Firefighter	138,071	-	138,071	-
Clarke	S	Platoon Captain	199,476	544	200,020	_
Cockings	P	Fire Inspector II	136,429	84	136,513	2,593
Corsi	R	Firefighter	163,377	18,947	182,325	2,545
Dais	J	Platoon Captain	181,197	1,203	182,400	_,
Dermake	A	Dispatch Centre Operator (Schedule A)	146,279	154	146,432	_

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Mudge	R	Firefighter	155,186	627	155,812	2,137
Muldoon	В	Firefighter	144,333	369	144,702	-
Murphy	S	Firefighter	132,753	-	132,753	_
Nanci	E	Assistant Fire Training Officer	116,790	497	117,286	5,520
Neale	S	Firefighter	139,150	1,235	140,385	2,400
Ness	J	Firefighter	150,794	3,214	154,009	1,125
Nykilchuk	В	Lieutenant	160,672	292	160,963	3,204
Orban	C	Captain	170,072	487	170,559	-
Paley	G	Training Officer	179,582	576	180,158	3,361
Paulhus Walts	М	Dispatch Operator 2 (Schedule B)	101,785	13	101,798	-
Payer	S	Captain	164,727	483	165,210	_
Peace	E	Firefighter	130,464	231	130,695	_
Pellett	R	Firefighter	139,630		139,630	_
Pfenning	В	Captain	162,465	351	162,816	_
Picklyk	J	Acting Platoon Captain	182,913	7,086	189,999	_
Pinda	М	Firefighter	130,006	24	130,030	_
Prowal	 J	Firefighter	138,617	1,396	140,013	_
Rooks	S	Firefighter	140,611	134	140,745	1,160
Rositch	В	Firefighter	133,633	116	133,748	581
Rossi	S	Fire Inspector II	137,233	31	137,264	533
Rubuliak	C	Firefighter	156,037	1,704	157,742	1,125
Sanger	T	Firefighter	149,852	291	150,143	-
Schmidt	A	Firefighter	146,504	122	146,625	1,125
Schraeder	J	Lieutenant	177,027	144	177,171	-
Shaw	D	Captain	175,423	6,753	182,177	-
Showdra	C	Firefighter	134,637	293	134,929	_
Siluch	D	Firefighter	96,260	155	96,414	_
Skeldon	R	Acting Platoon Captain	192,793	559	193,352	650
	D	Firefighter	131,734	430	132,164	-
Spady Sparks	A	Dispatch Centre Operator (Schedule A)	136,945	430	136,945	_
Spear	G	Firefighter	142,806	- 18,725	161,531	-
Springer	J	Fire Administration Officer II	164,795	123	164,918	4,904
Stantic	P	Fire Mitigation Captain	167,989	2,887	170,877	3,240
Stene	U	Firefighter	133,825	4,757	138,582	156
Stewart	C	Captain	161,626	4,737	162,036	130
Stewart	J	Dispatch Operator 2 (Schedule B)	100,494	14	100,508	_
		Fire Inspector II		14		
Syrnyk Szabadi	B T	Firefighter	157,378	398	157,378	2,902
	N	3	141,545	1,462	141,942	-
Taylor Telford	G	Firefighter Firefighter	143,562 131,440	•	145,024 131,861	
	T	Firefighter		421		196
Thompson		5	97,185	96	97,281	-
Toronchuk	J S	Firefighter	104,449	202	104,651	-
Turcotte Twamley		Firefighter	124,773	390	125,163	- 020
Vanderham	J	Fire Inspector II	150,997	688	151,684	929
Volk	J	Firefighter	101,713	160	101,873	-
	М	Platoon Captain	202,942	1,243	204,186	650
Warnick	J	Firefighter	132,340	266	132,606	2.250
Watters	T	Firefighter	135,421	530	135,951	2,350
Wentland	J	Lieutenant	160,638	161	160,799	-
Weremy	K	Captain	176,244	519	176,763	-
Wiberg	K	Asst. Fire Training Officer	168,956	364	169,320	830
Wiersma	L	Lieutenant	157,836	468	158,304	-
Wilkes	A	Firefighter	147,388	1,507	148,894	2,350
Williamson	A	Dispatch Centre Operator (Schedule A)	153,705	653	154,357	-
Woodworth	M	Firefighter	138,939	1,212	140,151	-
Wright	J	Firefighter	151,562	539	152,102	-
Wriker	Н	Dispatch Operator 2 (Schedule B)	89,488	48	89,536	648
Wudrich	S	Captain	177,066	14,260	191,325	-
Young	S	Captain	168,654	602	169,256	325
Zimmermann	C	Acting Platoon Captain	163,282	356	163,638	-

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Zimmermann	R	Dispatch Centre Operator (Schedule A)	137,973	-	137,973	xpeses (4)
Zol	D	Captain	165,217	698	165,915	-
CUPE Staff						
Adams	J	Theatre Technician	84,279	-	84,279	1,844
Agar	Ν	Airport Operations Specialist/Firefighter	85,876	-	85,876	1,676
Ajamzadeh	J	Payroll Coordinator	81,796	-	81,796	1,650
Ali	N	Equipment Operator III	75,727	-	75,727	-
Allan	L	Building Insp/ Plan Checker III	96,466	-	96,466	455
Allingham	Α	Water Supply Operator III	87,805	-	87,805	269
Allison	G	Planner II	85,620	-	85,620	1,208
Ambler	S	Network Systems Analyst	109,889	-	109,889	1,847
Anderson	C	Airport Operations Specialist/Firefighter	106,153	-	106,153	978
Andruschak	Р	Equipment Operator V	105,447	-	105,447	305
Anger	G	Asset Management Coordinator	80,414	-	80,414	-
Appel	G	Equipment Operator III	81,643	-	81,643	-
Archer	C	Arena/Stadium Attendant	77,071	-	77,071	-
Armstrong	S	Lic/Bylaw Enforcement Officer	95,935	-	95,935	2,246
Asao	K	Accountant	81,714	-	81,714	-
Atwood	T	Acting Development Planning Manager	99,985	-	99,985	1,190
Atwood	Р	Water Supply Operator III	91,870	-	91,870	1,118
Aulenback	D	Plumbing, HVAC & Gas Inspector	99,642	-	99,642	2,399
Aylard	R	Instrument/Electric Technician	87,178	-	87,178	283
Bachmann	D	W & WW Quality Technician	80,390	-	80,390	- 2.542
Bacolod	R	Lic/Bylaw Enforcement Officer	88,198	-	88,198	2,542
Bakay	K	Senior Wastewater Treatment Operator	92,237	-	92,237	105
Baker	K	Risk Analyst	90,011	-	90,011	3,164
Balehowsky	В	Airport Operations Specialist/Firefighter	100,355	-	100,355	773
Balehowsky	J	Painter II	85,599	-	85,599	363
Ballan	L	Senior Bylaw Officer	104,098	-	104,098	2,373
Barlow	С	Planner II	85,060	-	85,060	-
Bartsch	D	Airport Financial Analyst	88,139	-	88,139	296
Bast	A N	Lic/Bylaw Enforcement Officer Landfill Attendant	96,386	-	96,386	- 198
Baum Baxter	R		90,922 88,439	-	90,922	4,124
Bazzana	M	Airport Operations Technician Asset Planning Analyst	91,812	-	88,439 91,812	733
Beitel	C	Utilities Foreman	126,538	-	126,538	910
Benke	S	Business Systems Analyst	105,230	-	105,230	910
Bergen	A	Gardener II	80,989		80,989	207
Bessie	G	Airport Operations Specialist/Firefighter	102,547	_	102,547	1,771
Beulah	В	Environmental Tech II 8Hr	100,788		100,788	748
Biag	E	City Protection Officer	82,584		82,584	748
Bicchieri	T	Traffic Technician	99,998	_	99,998	1,298
Billington	J	Survey Technician II	86,814	_	86,814	1,230
Blair	D	Airport Operations Specialist/Firefighter	91,496	_	91,496	1,452
Blamire	C	Equipment Operator V	93,049	_	93,049	-
Blaney	R	Arena/Stadium Attendant	75,023	_	75,023	101
Bohnet	K	Lic/Bylaw Enforcement Officer	82,963	_	82,963	1,589
Bolt	C	Communications Advisor	84,840	_	84,840	1,986
Bourgeau	D	Airport Mechanic Shop Foreman	123,561	_	123,561	5,864
Bradshaw	T	Airport Operations Specialist/Firefighter	103,573	_	103,573	2,005
Brannagan	Ċ	Communications Advisor	93,560	-	93,560	10,069
Bransfield	D	Equipment Operator V	93,146	-	93,146	305
Bray	E	Police Services Records Coordinator	75,545	-	75,545	-
Breitsprecher	J	Sign Technician	78,845	-	78,845	4,313
Brennan	S	Building Insp/ Plan Checker III	91,452	-	91,452	335
Britz	J	Traffic Signals Technician	104,557	-	104,557	389
Brown	P	Plumbing, HVAC & Gas Inspector	82,043	-	82,043	319
Brown	А	Equipment Operator I	99,618	-	99,618	101
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Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Bruckner	С	Police Services Watch Support Officer	93,735	2 op. 0 y c (4 y	93,735	Expenses (4)
Brunet	K	Planner Specialist	94,445	_	94,445	- 855
Brydon	L	Lic/Bylaw Enforcement Officer	78,240	_	78,240	1,120
Bunce	В	Traffic Signals Technician	105,904		105,904	860
Cabrera	М	Concrete Finisher	104,986	_	104,986	600
Cantley	N	Partnerships Development Coordinator	79,281	_	79,281	539
Capone	S	Concrete Finisher	85,208	_	85,208	105
Carrothers	ı	Survey Coordinator	79,739	_	79,739	431
Carruthers	T	Acting Airport Finance Manager	98,453	_	98,453	496
Carter	E	Business Systems Analyst	101,821	_	101,821	2,991
Caswell	T	Planner Specialist	90,159	_	90,159	619
Cescon	D	HVAC Technician	90,872	_	90,872	73
Chabeniuk	В	Business Systems Analyst	107,331	_	107,331	-
Chadha	S	Business Systems Analyst	98,195	_	98,195	1,604
Chomyszyn	М	Accountant	84,183	_	84,183	509
Christianson	S	Equipment Operator II	77,896	_	77,896	-
Christie	J	Accountant	84,209	_	84,209	_
Clancy	G	Police Services Records Coordinator	79,620	_	79,620	_
Clark	T	Recreation Program Supervisor	93,353	_	93,353	1,954
Cockayne	A	Police Services Records Coordinator	78,761	_	78,761	24
Coles	K	Mechanic	138,359	_	138,359	316
Connor	T	Traffic Signals Sub-Foreman	111,517	_	111,517	3,031
Cook	A	Planner II	80,473	_	80,473	505
Cooluris	N	Parks Foreman	92,815	_	92,815	1,850
Cooper	A	Millwright	87,493	-	87,493	1,630
Corke	D	Parks Foreman	97,143	-	97,143	2,379
Crawford	В	Planner II	78,884	_	78,884	993
Crawford	K	Bylaw Enforcement Coordinator	94,295	-	94,295	2,214
	В	Financial Analyst	97,438	-	97,438	807
Crump Cseke	A	•	· ·	-	•	987
Dale	J	Acting Development Planning Manager Plumbing, HVAC & Gas Inspector	104,615	-	104,615	2,206
		Development Technician	99,467	-	99,467	2,200
Davis Davis	C Z	Equipment Operator I	95,755 76,577	-	95,755 76,577	-
	R	Water Electrical Foreman	103,024	-	103,024	745
Day Denton	M	Financial Analyst	97,419	-	97,419	743
Devitt	J	Wastewater Treatment Operator II	86,850	-	86,850	666
Dexel	D	Senior Wastewater Treatment Op (SA)	89,649	-	89,649	2,743
Dick	S	Lic/Bylaw Enforcement Officer	107,884	-	107,884	2,743
Dixon	S	Gardener II	78,796	_	78,796	1,114
Dodaro	K	Design Technician	108,177	_	108,177	-
Doig	В	Trg Opp - Water Distribution & Sewer Collection Op.	83,950	_	83,950	
Dolomount	R	Survey Technician II	79,078	_	79,078	105
Domonkos	N	Fleet & Equipment Trainer	83,999	_	83,999	6,536
Domonkos	T	TRG OPP - Community Development Coordinator	78,359	_	78,359	96
Doyle	В	Sewer Equipment Operator	80,532		80,532	1,328
du Plessis	W	Accountant	79,737	_	79,737	1,723
Duggan	M	Equipment Operator IV	84,947	_	84,947	1,723
Duhamel	D	Lic/Bylaw Enforcement Officer	90,588	_	90,588	785
Dungate	D	Parks Foreman	94,362	_	94,362	785
Dunlop	D	Client Support Coordinator	97,582	_	97,582	5
•		Community Development Coordinator		_		
Duquette Easter	B J	Landfill Attendant	78,660 80,216	-	78,660 80,216	2,494 310
Egely	S	Mechanic	98,705	-	98,705	417
Emerick	S	Building Operator	78,659	-	78,659	1,431
	K	Senior Bylaw Officer	140,912	-	140,912	
England	D	Cross Connection Coordinator		-	92,298	1,701 721
Enns	R	Project Technician	92,298	-		
Esbjerg Evans	S	Traffic Programmer	99,704 89,390	-	99,704 89,390	1,617
Everett	J	Airport Operations Specialist/Firefighter Crew Captain	123,215	-	123,215	- 2,135
	J	Amport Operations Specialistri herigittei Ciew Captalli	123,215	-	123,215	2,133

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Fairey	М	Mechanic	84,888	-	84,888	394
Fairey	D	Sign Worker	84,701	-	84,701	3,155
Faminoff	М	Financial Analyst	102,199	-	102,199	-
Farahany	В	Millwright	91,537	-	91,537	-
Fenton	C	Pipelayer I	94,733	-	94,733	305
Ferguson	Α	Planner II	92,002	-	92,002	-
Ferreira	F	Partnerships Coordinator	83,729	-	83,729	440
Fetterer	D	Trg Opp - Pipelayer	79,452	-	79,452	1,721
Fiedler	D	Design Technician	105,048	-	105,048	-
Filipenko	J	Development Technician	114,020	-	114,020	-
Fillion	J	Equipment Operator IV	92,489	-	92,489	506
Fleming	S	Casual Project Manager	121,164	-	121,164	380
Flemington	S	Communications Advisor	84,145	943	85,088	83
Foord	M	Recreation Facilities & Service Coordinator	78,117	-	78,117	208
Ford	C	Wastewater Treatment Operator II	96,450	-	96,450	890
Fortes	R	Wastewater Treatment Operator II	97,822	-	97,822	2,649
Francis	D	Utilities Foreman	105,583	-	105,583	417
Frank	J	Gravel Pit Coordinator	82,210	-	82,210	727
Gahr	D	Theatre Technician II	81,756	-	81,756	2,888
Gayler	Α	Environmental Technician I	86,068	-	86,068	1,802
Gillmore	Р	Equipment Operator IV	78,629	-	78,629	-
Given	Н	Community Recreation Coordinator	78,757	-	78,757	346
Glinsbockel	K	Building Technician	94,123	-	94,123	75
Goulet	D	Equipment Operator IV	95,564	-	95,564	75
Green	В	Wastewater Electrical Foreman	106,794	-	106,794	1,768
Gregson	C	Financial Analyst	97,419	-	97,419	733
Guidi	C	Roadways Foreman	94,411	928	95,340	1,089
Guidi	Т	Planner Specialist	98,190	-	98,190	193
Hagel	Р	Arena/Stadium Attendant	76,047	-	76,047	-
Hager	J	Utility Engineer	106,866	-	106,866	2,422
Haley	В	Airport Operations Specialist/Firefighter Crew Captain	109,493	-	109,493	926
Hall	T	Water Supply Operator II	92,699	-	92,699	3,231
Hamilton	C	Financial Analyst	94,232	-	94,232	-
Hampson	S	Airport Operations Technician	93,515	-	93,515	-
Harding	C	Groundsperson II	77,010	-	77,010	-
Hardman	M	Lic/Bylaw Enforcement Officer	107,703	-	107,703	1,558
Harrison	T	Equipment Operator III	80,534	-	80,534	1,040
Heighes	М	Senior Bylaw Officer	90,818	-	90,818	304
Henri	R	Lic/Bylaw Enforcement Officer	111,678	-	111,678	1,734
Hickson	В	Painter II	96,423	-	96,423	760
Hildred	R	Senior Wastewater Treatment Op (SA)	89,809	-	89,809	1,338
Hilstob	J	Water Supply Operator II Inspection and Permitting Manager	86,227	-	86,227	971
Hobuti	В		101,246	-	101,246	816
Hodgson	G	Millwright Senior Bylaw Officer	90,920	-	90,920	1 442
Hogan	D R	,	122,178 85,976	-	122,178 85,976	1,442 111
Hogan Holitzki		Water Supply Operator II		-		-
Holzer	K N	Equipment Operator III	84,572 85,860	-	84,572	- 156
Hood	D	Sr Laboratory Technician		-	85,860 75,384	-
	L	Equipment Operator III Security Services Foreman	75,384	-	75,384	- 2,374
Hopkins Hostland	J	Transportation Planner	107,493	-	107,493	
Hrycan	D	Accountant	91,993 87,571	-	91,993 87,571	1,785 200
* .	M	Millwright	89,784	-	89,784	2,359
Hughes Humes	D	3		-		
Hunchak	T	WW Operations Foreman Roadways Foreman	96,854 98,879	-	96,854 98,879	1,561 25
Hyatt	A	Parks Foreman	93,114	-	93,114	254
Ihaksi	R	Pipelayer II	90,560	-	90,560	105
Ingvarsson	H	Lic/Bylaw Enforcement Officer	104,726	-	104,726	2,152
Isle	L	Financial Analyst	95,407	_	95,407	-
Issler	J	Planner II	83,690	-	83,690	86
133101	,	ridinici II	65,030	-	65,030	30

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Jablonski	L	W & WW Quality Technician	77,844		77,844	
Jackson	R	IE Technician (Current incumbent)	93,848	_	93,848	-
James-Davies	М	Development Technician	85,866	-	85,866	61
Jamison	Р	Equipment Operator V	103,984	-	103,984	200
Jancikic	S	Line Painter	76,392	-	76,392	116
Janousek	Α	Acting Project Manager	105,208	-	105,208	2,725
Jarvo	J	Business Systems Analyst	105,781	-	105,781	373
Jean	C	Event Services Coordinator	81,997	-	81,997	-
Jensen	J	Design Technician	104,317	-	104,317	992
Jensen	C	Water/or WW Maintenance Foreman	96,743	-	96,743	669
Johal	Ν	Communications Advisor	87,975	-	87,975	- 25
Johansson	S	Park and Landscape Planner	96,261	-	96,261	-
Johnson	K	Roadways Foreman	119,034	-	119,034	1,295
Jomphe	R	Mechanic	99,698	-	99,698	297
Jones	J	Parks Cmmty. Rel. Coordinator	86,096	-	86,096	-
Kankaanpaa	Т	Police Services Watch Support Officer	93,361	-	93,361	-
Kapiniak	M	Design Technician	105,091	-	105,091	1,487
Kaus	Р	Parks Foreman	99,039	-	99,039	100
Kehler	R	Network Systems Analyst	88,939	-	88,939	-
Kehler	D	Building Insp/ Plan Checker III	105,415	-	105,415	1,079
Kelly	S	Development Engineer	102,351	-	102,351	728
Kenyon	M	Fleet Services Writer	80,936	-	80,936	1,951
Keylock	Т	Client Support Technician	87,289	-	87,289	-
King	Т	Airport Operations Specialist/Firefighter	91,304	-	91,304	792
Klick	C	Alarm Technician	80,618	-	80,618	452
Kokorudz	S	Mechanic	90,906	-	90,906	53
Koole	Р	Plumbing, HVAC & Gas Inspector	98,190	-	98,190	730
Kovatch	J	Landfill Attendant	80,051	-	80,051	75
Kozin	Р	Wastewater Treatment Operator II	96,886	-	96,886	288
Kuiper	Р	Financial Analyst	97,419	-	97,419	156
Kulbacki	K	Millwright	89,168	-	89,168	457
Kyle	C	Business Systems Analyst	105,237	-	105,237	69
Lacroix	N	Business Systems Analyst	99,471	-	99,471	-
Lahn	J	Pipelayer II	96,413	-	96,413	105
Lamothe	M	Design Technician	105,035	-	105,035	-
Lamprecht	Н	Wastewater Treatment Operator II	81,064	-	81,064	-
Lazarus	M	Financial Analyst	97,392	-	97,392	-
Leboe	R	Hospitality Coordinator	79,002	-	79,002	96
Leduc	Т	Business Systems Analyst	108,354	-	108,354	-
Lefebvre	K	Equipment Operator IV	87,691	-	87,691	200
Lesiuk	S	Traffic Technician	87,438	-	87,438	1,209
Lesko	Т	Roadways Foreman	99,670	-	99,670	1,878
Leslie	C	Financial Analyst	97,419	-	97,419	-
LeVoir	D	Building Insp/Plan Checker III	96,217	-	96,217	120
Lewis	M	Environmental Tech. I - 8hr	82,940	-	82,940	-
Lidster	Α	Traffic Signals Technician	113,668	-	113,668	4,365
Liu	J	Traffic Technician	84,798	-	84,798	-
Liu	Q	Accountant	92,901	-	92,901	89
Louttit	S	Electrical Services Foreman	96,803	-	96,803	746
Loverin	K	Wastewater Treatment Operator II (8hr)	90,556	-	90,556	3,185
Low	C	Financial Analyst	99,663	-	99,663	-
Lowen	C	Equipment Operator V	84,945	-	84,945	983
Luehr	С	Airport Operations Specialist/Firefighter	106,853	-	106,853	1,460
MacKay	В	Equipment Operator III	95,346	-	95,346	158
Mackey	S	Arborist	85,509	-	85,509	32
Maier	G	Asset Management System Analyst	91,170	-	91,170	1,018
Mandryk	R	Control Systems Specialist	94,551	-	94,551	971
Martin	N	Building Insp/ Plan Checker III	78,962	-	78,962	1,412
Martin	C	Arborist	95,201	-	95,201	2,930
Mayne	В	Network Systems Analyst	110,851	-	110,851	2,054

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
			•	Deployment (\$)		
Mazar Mazza	P M	Airport Operations Specialist/Firefighter Crew Captain	141,310 103,867	-	141,310	4,201
McCabe	C	Roadways Foreman Development Technician	95,846	-	103,867 95,846	9,142 209
McClellan	T	Senior Bylaw Officer	107,580	-	107,580	2,268
McGale	j	Traffic Operations Services Coordinator	77,331	_	77,331	2,208
McLaren	N	Building Insp/ Plan Checker I	75,189	_	75,189	3,438
McLean	C	HVAC Services Foreman	92,414	_	92,414	421
McQueen	М	Instrument/Electric Technician	104,551	_	104,551	141
Melrose	 J	Utilities Service Person	105,095	_	105,095	1,773
Melynchuk	W	Equipment Operator IV	83,243	_	83,243	125
Meyer	S	Trg Opp - Accountant	78,755	_	78,755	3,783
Miazga	В	Water Meter Service Coordinator	84,017	_	84,017	2,807
Milan	G	Parks Foreman	104,489	_	104,489	100
Miles	L	Utilities Foreman	90,021	_	90,021	586
Miles	J	Planner Specialist	107,026	_	107,026	-
Mintram	K	Equipment Operator III	84,626	_	84,626	105
Misiewicz Buzahora		Lic/Bylaw Enforcement Officer	101,133	_	101,133	2,221
Monteith	C	Airport Operations Specialist/Firefighter	93,396	_	93,396	1,092
Mora Castro	N	Environmental Technician II	78,287	_	78,287	144
Morane	S	Instrument/Electric Technician	100,549	_	100,549	571
Morro	J	Trg Opp - Line Painter	75,119	_	75,119	230
Mugridge	P	Business Systems Analyst	104,329	-	104,329	2,878
Mustafa	A	Planner Specialist	97,670	-	97,670	2,878
Neetz	S	Utilities Foreman	120,333	-	120,333	2,797
Nelson	э Т	Plumbing, HVAC & Gas Inspector	99,647	-	99,647	1,921
		Equipment Operator III		-	•	1,921
Nice Nicholls	R E		76,178	-	76,178 75,130	105
		Equipment Operator III	75,129	-	75,129	
Nickel	A	Police Services Watch Clerk	97,466	-	97,466	24
Niesh	K C	Mapping Technician	80,822	-	80,822	3,119
Noonan	L	Transportation Planner Specialist Lic/Bylaw Enforcement Officer	112,659	-	112,659	172
Nowen		•	80,680	-	80,680	1,963
Nyhof O'Sullivan	A	Project Technician	90,596	-	90,596	1,350 542
	B L	Communications Advisor	78,220	-	78,220	
Olinger		Equipment Operator V	90,917	-	90,917	600
Pais) C	Lic/Bylaw Enforcement Officer	109,693	-	109,693	2,719
Parisien	-	Accountant	83,879	-	83,879	-
Parmentier	K	Assistant Sewer Equipment Operator Building Insp/ Plan Checker II	77,599	-	77,599	539
Paulson	R D	3 1	85,909	-	85,909 77,588	272
Payne		Police Services Forensic Video Analyst	77,588	-	77,588	
Pears	N	GIS Coordinator	94,836	-	94,836	4,482
Pedersen	C B	Development Technician	95,638	-	95,638	96
Peet	W	Equipment Operator V	79,011	-	79,011	1 507
Pelsma		Trg Opp - Pipelayer	76,093	-	76,093	1,507
Penny	7	Sr Computer Technician - Police Services	91,848	-	91,848	-
Pereverzoff	D D	Traffic Officer & Meter Technician Utilities Foreman	82,073	-	82,073	30
Petersen			101,259	-	101,259	-
Petillion	T	Building Trades Foreman	94,132	-	94,132	370
Pinkoski	K	Planner Specialist	99,006	-	99,006	3,832
Pinoli	J	Mechanic Lead-Hand	94,668	-	94,668	53
Plamondon	L	Financial Analyst	88,249	-	88,249	6,694
Poirier	J	HVAC Services Foreman	76,987	-	76,987	363
Pollard	A	Community Development Coordinator	78,758	-	78,758	538
Pommier	C	Mechanic	101,860	-	101,860	679
Pont	J	Lic/Bylaw Enforcement Officer	105,833	-	105,833	1,332
Postill	J	Painter II	86,429	-	86,429	936
Potocky	K	Recreation Facilities & Service Coordinator	80,865	-	80,865	2,572
Pressacco	K	Concrete Finisher	84,951	-	84,951	963
Przybyl	K	Contract Coordinator	81,631	320	81,951	96
Puche	R	Design Technician	105,048	-	105,048	1,558
Purvis	W	Property Officer Specialist	87,004	-	87,004	2,060

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Rabinovitch	R	Crime Review Officer	76,526	-	76,526	156
Radic	K	Environmental Technician I	86,939	-	86,939	1,301
Ramsay	D	Equipment Operator IV	85,556	-	85,556	-
Reid	Т	Building Insp/ Plan Checker III	94,073	-	94,073	483
Reynolds	J	Airport Operations Technician	85,256	-	85,256	87
Richardson	R	Lic/Bylaw Enforcement Officer	100,093	-	100,093	1,120
Riddell	Т	Equipment Operator IV	76,612	-	76,612	-
Rippel	D	Equipment Operator III	81,142	-	81,142	-
Ritchey	J	Carpenter II	91,461	-	91,461	926
Rolston	Α	Parking Operations Coordinator	85,807	-	85,807	30
Romanick	J	Police Services Watch Clerk	83,785	-	83,785	-
Ross	S	Police Services Watch Support Officer	99,741	-	99,741	24
Roth	C	Water Collection Operator I	80,551	-	80,551	440
Russouw	D	Cemetery Coordinator	81,082	-	81,082	-
Ryder	Т	Business Systems Analyst	103,607	-	103,607	-
Sackmann	J	Traffic Technician	91,974	-	91,974	-
Salmon	Т	Police Services Support Coordinator	83,925	-	83,925	-
Sangster	Α	Development Technician	97,347	-	97,347	172
Saran	S	Water Supply Foreman	101,212	-	101,212	669
Sargeant	S	Senior Transportation Planning Engineer	117,243	-	117,243	-
Sartori	В	Planner I	76,165	-	76,165	-
Saukarookoff	C	Pipelayer II	103,529	-	103,529	1,645
Saunders	S	Equipment Operator IV	115,335	-	115,335	1,256
Schaad	K	Wastewater Treatment Operator II	94,531	-	94,531	708
Scharff	V	Landscape Design Technician II	78,630	-	78,630	427
Schellevis	R	Equipment Operator IV	109,271	-	109,271	75
Schlosser	C	Airport Operations Specialist/Firefighter	94,745	-	94,745	787
Schlosser	G	Urban Forestry Foreman	88,818	-	88,818	7,673
Schuffels	Α	Senior Wastewater Treatment Op (SA)	108,625	-	108,625	2,140
Selzer	Р	Community Safety Advisor	79,410	-	79,410	1,352
Sencar	R	Police Services Communications Advisor	92,369	-	92,369	-
Seneshen	D	Traffic Programmer	89,924	-	89,924	-
Sexton	J	Financial Analyst	98,010	-	98,010	-
Shannon	В	Airport Operations Specialist/Firefighter	93,299	-	93,299	752
Shaw	М	Police Transport Maintenance Coordinator	78,589	-	78,589	-
Shaw	J	Community Recreation Coordinator	79,051	-	79,051	-
Short	J	Lic/Bylaw Enforcement Officer	108,563	-	108,563	627
Simpson	J	Equipment Operator IV	79,683	-	79,683	184
Sirett	J	Design Technician	102,646	-	102,646	586
Skabowski	S	Planner I	80,240	-	80,240	-
Sletten	Т	Social Development Coordinator	84,802	-	84,802	1,147
Slivinski	D	Building Insp/ Plan Checker I	87,976	-	87,976	709
Smit	L	Airport Operations Technician	80,849	-	80,849	247
Smith	C	Airport Operations Specialist/Firefighter Crew Captain	151,113	-	151,113	1,676
Smith	R	Project Coordinator	87,917	-	87,917	849
Smith	М	Carpenter II	75,090	-	75,090	718
Smith	Т	Computer Technician (Police Services)	95,808	-	95,808	-
Stauble	R	Business Systems Analyst	114,165	-	114,165	4,821
Stehle	K	Business Systems Analyst	109,555	-	109,555	-
Stevens	М	Building Insp/ Plan Checker III	97,419	-	97,419	2,006
Stew	J	Police Services Disclosure Specialist	80,715	-	80,715	24
Stewart	W	Trg Opp - Airport Mechanic	91,671	-	91,671	1,545
Stickland	М	Design Technician	105,048	-	105,048	200
Stokes	S	Security Analyst	91,443	_	91,443	885
Storey	N	Gardener II	75,381	-	75,381	300
Stringer	T	Aquatic and Fitness Coordinator	91,062	-	91,062	270
Stus	D.	Arena/Stadium Attendant	77,385	-	77,385	101
Sukumaran	A	Business Systems Analyst	111,397	_	111,397	-
Sullivan	J	IE Tech (Trade)	91,044	-	91,044	-
Suzuki	Т	Airport Operations Technician	98,148	-	98,148	247

Surname	First Initial	Position	Remuneration Related to Normal Operations (\$)	Remuneration Related to EOC* Deployment (\$)	Total Remuneration (\$)	Expenses (\$)
Swett	N	Network Systems Analyst	104,639	-	104,639	1,847
Szabadi	K	Airport Operations Specialist/Firefighter	97,935	-	97,935	1,637
Tanner	М	Planner Specialist	94,403	-	94,403	1,114
Tarlit	S	Community Recreation Coordinator	78,758	-	78,758	1,104
Taylor	J	Policy Analyst	93,552	-	93,552	533
Tejeida Mandujano	G	Theatre Technician	79,376	-	79,376	105
Templeton	Ν	Senior Buyer	86,093	-	86,093	1,168
Tew	D	Business Systems Analyst	106,359	-	106,359	-
Thibeault	Α	Planner Specialist	80,410	-	80,410	-
Thind	В	Building Insp/ Plan Checker III	96,684	-	96,684	3,792
Thirnbeck	S	Community Development Coordinator	78,948	-	78,948	748
Tiller	В	Police Services Watch Clerk	77,368	-	77,368	24
Tomasson	Α	Wastewater Treatment Operator II	77,986	_	77,986	125
Tompkins	D	Casual Project Manager	121,105	_	121,105	_
Trotzuk	K	Business Systems Analyst	113,438	_	113,438	2,446
Unruh	N	Acting Project Manager	90,983	_	90,983	4,598
Van Asseldonk	D	Water Supply Operator II	90,555	_	90,555	1,687
Vigeant	J	Plumber/Gas Fitter	95,148	_	95,148	671
Vleeming	K	Acting Duty Manager	85,003	_	85,003	69
Vollmershausen	M	Water/or WW Maintenance Foreman	97,734	_	97,734	4,383
Voth	D	Design Technician	106,648	_	106,648	173
Waddell	T	Acting Project Manager	98,499	_	98,499	-
Wagner	A	Police Services Watch Support Officer	88,697	_	88,697	_
Walden	C	Police Services Records Coordinator	78,537	_	78,537	
Wales	Р	Sewer Equipment Operator	79,105	-	79,105	539
Walker	S	Project Technician	91,218	-	91,218	462
Wan	Y	Trg Opp - Financial Analyst	86,899	-	86,899	6,588
	K	Business Systems Analyst	104,536	-	104,536	0,388
Wang Weidman	N	•		_		956
Wentzell	C	Airport Operations Specialist/Firefighter	90,556	-	90,556	950
		Accounting Technician Gardener II	75,698	-	75,698	2 404
West	J		90,598	-	90,598	2,404
Westlund	A	Trg Opp - Outdoor Sheltering Coordinator	78,958	-	78,958	1,699
Weston	K	Gardener I	75,039	-	75,039	300
Whalen	R	Equipment Operator III	105,481	-	105,481	-
Whapshare	D	Senior Bylaw Officer	115,449	-	115,449	1,313
Wilkinson	S	Irrigation Technician	79,201	-	79,201	2,644
Williams	R	Concrete Finisher	94,119	-	94,119	800
Woloshyn	T	Landscape Design Technician II	88,791	-	88,791	-
Wong	W	Parks Foreman	100,976	-	100,976	2,419
Wood-Seems	Α	Transportation Planner Specialist	91,380	-	91,380	101
Woronoski	Α	Landfill Attendant	82,230	-	82,230	75
Wright	В	Police Services Data Analyst	87,334	-	87,334	339
Wright	K	Client Support Technician	91,319	-	91,319	-
Wu	W	Financial Analyst	78,900	-	78,900	435
Wyatt	В	Plumbing, HVAC & Gas Inspector	100,330	-	100,330	387
Yamabe	T	Sewer Equipment Operator	87,752	-	87,752	1,326
Zaitsoff	J	Gardener II	83,117	-	83,117	100
Zandvliet	В	Network Systems Analyst	112,330	-	112,330	1,209
Zimmerman	C	Trg Opp - Community Safety Advisor	77,433	280	77,712	3,860
Zsoldos	В	Mechanic	95,105	-	95,105	436
Employees less tha	n \$75 , 00	00	31,133,953	3,493	31,137,446	255,339
Total of all Employ	ees**		\$ 114,340,888	\$ 270,197	\$ 114,611,085	\$ 1,524,556

^{*} Emergency Operations Centre (EOC)

STATEMENT OF SEVERENCE AGREEMENTS**

There was two (2) severance agreements under which payment commenced between the City of Kelowna and its employees during the fiscal year 2024. These agreements represented lump sum payments equating to 23 months salary/benefits.

^{**} Prepared under the Financial Information Regulation, Schedule 1, Section 6(2),(3),(4),(5), and (6)

RECONCILIATION PER SECTION 6 (2) (d)

Total Employees (including council)	\$	115,132,059
Total per Schedule 2 - Segmented Information Expenses - Salaries and Benefits	\$	134,490,000
Variance*	-\$	19,357,941

^{*}The variance between the Schedule of Remuneration and Expenses and the Salaries and benefits expenses reported on the consolidated financial statements of the City are due to various factors including:

- + The Remuneration and Expenses schedule is based on actual cash payments made during the fiscal year (including payouts of vacation, gratuity, and overtime banks) whereas the consolidated financial statement figure is determined on an accrual basis; and,
- + The Salaries and benefits includes benefits that are recorded at full cost on the consolidated financial statements and includes items such as employer portions of federal deductions, retirement benefits and medical benefits.

CITY OF KELOWNA

Schedule of Payments to Suppliers of Goods and Services for the year ended December 31, 2024

Supplier's Name	Amount (\$)
0700287 B.C. LTD. DBA WJN CONSULTING	58,846
0791082 BC LTD. DBA ACTION TREE	407,299
0917068 B.C.LTD KELOWNA HYUNDAI	61,180
0922109 BC LTD DBA SYNERGY ENTERPRISES	38,036
0961123 BC LTD DBA FOXGLOVE NURSERY	46,475
1010277 B.C. LTD.	111,400
1098828 B.C. LTD.	52,473
1103817 B.C. LTD.	32,447
1300928 B.C. LTD DBA PUROCLEAN KELOWNA	32,020
1791207 ONTARIO LIMITED O/A AUTOMATED TRAFFIC DATA	49,699
A.G. APPEL ENTERPRISES LTD.	217,099
A.R. MOWER & SUPPLY LTD.	32,523
A1 BUS LTD.	87,057
AARDVARK PAVEMENT MARKING SERVICES	596,690
ABC PIPE CLEANING SERVICES LTD.	182,982
ACCESS INFORMATION MGM	50,792
ACCESSSMT HOLDINGS LTD.	88,637
ACERA INSURANCE SERVICES LTD.	471,709
ACI WORLD	48,700
ACRES ENTERPRISES LTD.	10,207,872
ADVANTAGEONE TECHNOLOGY INC	199,598
AECOM CANADA ULC	715,105
AES ENGINEERING LTD.	392,469
AGILYX SOLUTIONS LIMITED	48,274
AIR TRANSPORT ASSOCIATION OF CANADA	32,455
AIRBIZ AVIATION STRATEGIES LTD	54,600
AIRPLUS INDUSTRIAL CORP.	33,824
AIRPORTS COUNCIL INTERNATIONAL	62,275
ALIGN ENGINEERING LTD	1,700,663
ALLAN'S HOSE N' ALL	178,747
ALPINE ABATEMENT LTD	566,098
ALSTEF CANADA INC	37,275
ALTA PRO ELECTRIC LTD	66,444
ALTEC INDUSTRIES LTD.	264,303
ALUMICHEM CANADA INC.	187,565
AMADEUS AIRPORT IT AMERICAS INC	215,411
AMAZON	186,335
ANDREW PELLER LIMITED	32,109
ANDREW SHERET LIMITED	117,247

Supplier's Name	Amount (\$)
ANDREW TODD CONSERVATORS LTD.	45,003
AON CANADA INC. DBA AON REED STENHOUSE INC.	1,002,109
APEX EHS SERVICES INC.	62,970
APGN INC.	47,970
APLIN & MARTIN CONSULTANTS LTD.	33,690
APPLE CANADA INC.	40,292
APPLE.COM	61,997
APPLIED INDUSTRIAL TECHNOLOGIES LP	35,986
APW ENGINEERING INC	36,288
AQUATIC INFORMATICS ULC	35,549
ARCADIS PROFESSIONAL SERVICES (CANADA) INC	66,469
ARPIS NORTH INC.	111,467
ARROW TRANSPORTATION SYSTEMS INC	582,039
ARTHON CONSTRUCTORS CORP.	32,802
ASSA ABLOY ENTRANCE SYSTEMS CANADA INC	390,438
ASSOCIATED ENGINEERING B.C. LTD.	991,870
ASSOCIATED ENVIRONMENTAL CONSULTANTS INC.	36,894
ASSOCIATED FIRE SAFETY GROUP INC.	196,203
ASSOCIATED PROPERTY MANAGEMENT (2001) LTD.	36,207
ATLAS POWER SWEEPING LTD.	400,454
ATS TRAFFIC LTD	33,850
AVAARC WELDING LTD	50,634
AVALON EVENT RENTALS INC.	27,273
AVCOM PRO SOLUTIONS LIMITED	46,110
AVIA NG INC.	684,382
B & L SECURITY PATROL(1981) LTD.	45,203
BADGER METER, INC.	227,585
BALLET KELOWNA	141,397
BANNGATE HOLDINGS LTD. DBA BANNER RECREATION &	
MARINE KELOWNA	46,424
BC AIR FILTER LTD.	67,938
BC ASSESSMENT AUTHORITY	3,016,924
BC AVIATION COUNCIL	52,921
BC FASTENERS & TOOLS LTD	34,863
BC HYDRO	96,121
BC SPORTSWEAR	26,752
BC TRANSIT	13,720,597
BEHR INTEGRATED SOLUTIONS	115,605
BELL MEDIA INC	131,799
BENCH SITE DESIGN INC.	816,136
BEST BUY	27,731
BEST SERVICE PROS LTD.	605,429
BIG TIME OPERATOR LLC	52,680

Supplier's Name	Amount (\$)
BIOREM TECHNOLOGIES INC.	896,577
BIRD DESIGN - BUILD CONSTRUCTION INC.	6,419,674
BLACK MOUNTAIN IRRIGATION DISTRICT	140,228
BLUE COLLAR SHEETMETAL	27,178
BLUEPOINT CONSTRUCTION LTD	4,311,225
BONFIRE INTERACTIVE LTD	30,240
BOULTBEE PEST CONTROL LTD	53,011
BOUNDARY FENCING LTD.	109,471
BOUYGUES ENERGIES & SERVICES CANADA LTD.	6,219,047
BRACE CONSULTING	657,757
BRANDT TRACTOR LTD.	1,050,560
BRANTAL CONTRACTING LTD.	71,088
BREAD COMPANY	27,358
BRENNTAG CANADA INC.	660,281
BRITISH COLUMBIA HOUSING MANAGEMENT COMMISSION	235,813
BROOK MCILROY INC	70,320
BULLETPROOF SOLUTIONS ULC	33,600
BUNT & ASSOCIATES ENGINEERING LTD.	58,510
BYLANDS	25,656
BYLANDS NURSERIES LTD.	84,000
CABIN OPERATIONS LTD.	698,287
CAMPBELL SCIENTIFIC (CANADA) CORP.	63,233
CANADA POST CORPORATION	152,396
CANADA SAFETY EQUIPMENT LTD.	301,993
CANADA TICKET INC	65,047
CANADIAN COUNTRY MUSIC ASSOCIATION	400,000
CANADIAN ROAD BUILDERS INC DBA LAFRENTZ ROAD MARKING	180,963
CANADIAN TIRE	32,785
CANADIAN UNION OF PUBLIC EMPLOYEES	1,233,513
CANOE PROCUREMENT GROUP OF CANADA, A DIVISION	
OF RURAL MUNICIPALITIES OF ALBERTA	117,414
CARO ANALYTICAL SERVICES	126,645
CAROLLO ENGINEERS CANADA, LTD	418,003
CASTANET HOLDINGS LP	42,265
CBSA-ASFC	26,533
CC EQUIPMENT LTD	104,225
CCL PROJECT MANAGEMENT	101,367
CDW CANADA INC	67,507
CENTRAL OKANAGAN REGIONAL HOSPITAL	15,611,771
CENTRALSQUARE CANADA SOFTWARE INC.	242,927
CENTRIFUGES UNLIMITED INC	195,053
CENTRIX CONTROL SOLUTIONS LP - KELOWNA	740,164
CENTRIX CONTROL SOLUTIONS LP - PORT COQUITLAM	34,094

Supplier's Name	Amount (\$)
CERTIFIED ENSEMBLE SERVICES	48,367
CGL CONTRACTING LTD	14,638,653
CHANCES BULK UNLOADING LTD	447,627
CHANDOS CONSTRUCTION LP	235,979
CHAPMAN MECHANICAL LTD	572,050
CHARTER TELECOM INC.	123,106
CHARTERED PROFESSIONAL ACCOUNTANTS OF BC	27,169
CHASE	93,674
CHECKMATE CABS LTD.	74,942
CHILD ADVOCACY CENTRE OF KELOWNA SOCIETY	76,809
CHILDHOOD CONNECTIONS	169,084
CHILKOOT EQUIPMENT LTD. DBA BOBCAT OF VERNON	106,912
CHRISTMAN PLUMBING & HEATING LTD.	74,372
CIBC MORTGAGES INC.	52,468
CIMA+	690,999
CINTAS CANADA LIMITED	118,982
CITY GREEN SOLUTIONS SOCIETY	98,805
CITY OF WEST KELOWNA	715,747
CIVITAS URBAN DESIGN AND PLANNING INC.	78,800
CLOVERDALE PAINT INC.	143,985
COAST CAPRI	28,661
COAST WATER SYSTEMS, A DIVISION OF EMCO CORPORATION	129,920
COBRA ELECTRIC INTERIOR SERVICES LIMITED PARTNERSHIP	78,058
COLLIERS PROJECT LEADERS INC.	391,489
COMCOR ENVIRONMENTAL LIMITED	58,564
COMMERCIAL AQUATIC SUPPLIES DB PERKS & ASSOCIATES LTD.	59,138
COMMERCIAL TRUCK EQUIPMENT CORP	1,979,202
COMMUNITY ENERGY ASSOCIATION	42,449
COMPETITION GLASS COMPANY LTD.	76,871
CONSOLIDATED TURF EQUIPMENT (1965) LTD.	67,514
COPCAN CIVIL LIMITED PARTNERSHIP	1,874,210
COPENHAGEN OPTIMIZATION	256,194
CORAL CANADA WIDE LTD.	1,099,406
CORPORATION OF THE CITY OF VERNON	40,176
COSTCO	75,705
COVER STAR STRUCTURES LTD.	81,088
COWBOY FORESTRY LTD	70,298
CREW MARKETING PARTNERS ULC	65,300
CTQ CONSULTANTS LTD.	57,728
CUMMING CONSTRUCTION LTD.	2,137,618
CURIOSITY ANALYSIS AND CONSULTING CORP	278,523
CUSTOM AIR CONDITIONING LTD	48,942
D & E COMMUNICATIONS LTD	123,547

Supplier's Name	Amount (\$)
D & G MECHANICAL (1997) LTD.	120,290
D & L ENVIRONMENTAL LTD.	288,506
D.E. PILLING & ASSOCIATES LTD.	34,574
DAN FORLIN ENTERPRISES	59,960
DAN'S TIRE SERVICE LTD	110,473
DARKHORSE EMERGENCY CORP.	111,350
DAWSON INTERNATIONAL TRUCK CENTRES LTD	26,908
DEKRA-LITE	29,895
DELIVER DIGITAL INC.	39,323
DELL CANADA INC	42,505
DELOITTE LLP	94,106
DENOVO ELECTRIC	436,988
DEREK SALISBURY/FIREMEDIX	28,075
DESJARDINS CONTRACTING LTD.	106,805
DIAMOND AND SCHMITT ARCHITECTS INCORPORATED	814,989
DIAMOND HEAD CONSULTING LTD	43,208
DIAMONDFORCE CONSTRUCTION LTD.	47,008
DISTILL MEDIA	91,355
DISTRICT OF LAKE COUNTRY	492,255
DOANE GRANT THORNTON LLP	183,969
DOWNTOWN KELOWNA ASSOCIATION	115,268
DRIVING FORCE INC., THE	211,577
EARNSCLIFFE STRATEGY GROUP GP	119,175
EBB ENVIRONMENTAL CONSULTANTS INC	113,988
ECO EDGE LANDSCAPES INC	183,084
ECO-CLEAN DRY CLEANING	29,426
ECONOLITE CANADA INC.	207,105
ECORA ENGINEERING & ENVIRONMENTAL LTD.	662,138
ECOSCAPE ENVIRONMENTAL CONSULTANTS LTD.	355,071
ELASTIFY INC.	115,500
ELECTRIC MOTOR & PUMP SERVICE LTD.	284,927
ELEVATION OUTDOORS EXPERIENTIAL PROGRAMS ASSOCIATION	27,788
ELITE ROOFING LTD	30,990
ELPRO ELEVATORS & LIFTS INC	175,723
EMBROSS NORTH AMERICA LTD	318,519
EMCO CORPORATION	728,421
EMIL ANDERSON CONSTRUCTION (EAC) INC	16,352,786
EMPACTA DEVELOPEMENT CORPORATION	28,586
ENGINEERED AIR	27,268
ENGINEERED COMPOST SYSTEMS	29,844
ENGINEERS AND GEOSCIEN	29,061
ENSIGN BROS. ENTERPRISES LTD.	477,451
ENTREPRISES URBEN BLU INC. URBEN BLU ENTERPRISES INC.	264,099

Supplier's Name	Amount (\$)
ENVIRONICS ANALYTICS GROUP LTD.	74,100
ENVIRONMENTAL 360 SOLUTIONS LTD	4,909,991
ENVIRONMENTAL OPERATOR	26,259
EQUINOX INDUSTRIES LTD.	81,522
ESA PLANNING LTD	25,620
ESCRIBE SOFTWARE LTD	63,177
ESRI CANADA LIMITED	867,818
ESTI CONSULTING SERVICES	69,407
EVENT APPROVALS, INC.	28,000
EVERGREEN BUILDING MAINTENANCE INC.	778,944
EVOQUA WATER TECHNOLOGIES LTD	688,646
EVS AUTOMATION LTD.	74,235
EXCEL DEWATERING	219,177
EXCEL METAL FAB	28,465
FACEBOOK	31,969
FACTION PROJECTS INC.	60,946
FALCON ENGINEERING LTD.	243,317
FEDERAL ENGINEERING INC	62,974
FERGUSON LAND SURVEYING & GEOMATICS LTD.	25,441
FINNING INTERNATIONAL INC.	1,241,999
FIRST LIGHT TECHNOLOGIES LTD	37,549
FISHER SCIENTIFIC COMPANY	27,152
FLATIRON CONSTRUCTORS CANADA LIMITED	183,160
FLETCHER PAINE ASSOCIATES LTD	525,538
FLOWSYSTEMS DISTRIBUTION INC	143,464
FLYNN CANADA LTD	56,799
FOREMAN EQUIPMENT LTD.	39,060
FORTE CONSULTING LTD	55,487
FORTIS BC	8,068,886
FULL LINE SPECIALTIES INC.	32,639
FULLER, NICOLETTE	29,873
GARY CABLE PROJECT INC	60,654
GE INTELLIGENT PLATFORMS CANADA COMPANY	26,932
GEARFORCE EQUPMENT RENTALS, INC.	352,523
GEEK SOS SERVICES LTD.	52,859
GELLATLY BAY WINDOW FASHIONS INC DBA BUDGET	F0 720
BLINDS OF KELOWNA	59,728
GEOADVICE ENGINEERING INC.	80,210
GFL ENVIRONMENTAL INC.	97,010
GHD LIMITED	433,538
GLENMORE-ELLISON IMPROVEMENT DISTRICT	240,453
GODDARD, MARK W.	36,489
GOOGLE	35,523

GOTRAFFIC MANAGEMENT INC. \$86,484 GRAYHAWK INDUSTRIES LTD. \$9,075 GRD CONTRACTING LTD. \$2,521,196 GREAT WEST EQUIPMENT 600,352 GREAT WEST EQUIPMENT 600,352 GREEN ROOTS PLAY EQUIPMENT INC 67,523 GREEN ROOTS PLAY EQUIPMENT INC 26,250 GREYBACK CONSTRUCTION LTD 840,055 GREYBACK CONSTRUCTION LTD 28,674 GUILLEWIN INTERNATIONAL CO, CKELOWNA) 596,744 GUILLEWIN INTERNATIONAL CO, DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANADA LP 83,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,933 HOR CORPORATION 245,660 HEAD TO HEAD TO HEAD REIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGH FIDELITY DESIGN 62,239 HOR HORD SPORTING GOODS LTD 30,008 HOR HORD SPORTING GOODS LTD 19,254 HOME WOOD HEALTH INC. 40,274 HOULE ELECTRIC LTD 1,152,637	Supplier's Name	Amount (\$)
GRD CONTRACTING LTD. 2,521,196 GREAT WEST EQUIPMENT 600,350 GREAT RIO ENGINEERED STORAGE SYSTEMS 39,603 GREEN ROOTS PLAY EQUIPMENT INC 67,523 GREENSTEP SOLUTIONS INC. 26,250 GREYBACK CONSTRUCTION LTD 840,655 GOUILLEVIN INTERNATIONAL CO (KELOWNA) 596,744 GUILLEVIN INTERNATIONAL, CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANADALP 33,5777 HARTERRA SPATIAL SOLUTIONS LTD. 34,933 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,933 HICH CORPORATION 245,668 HIGH HID LEAD REIGIGATION LTD 49,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH HIGHMARK EXCAVATING INC 84,005 HIGHMARK EXCAVATING INC 30,008 HOME DEPOT 69,324 HOME DEPOT 1,152,637 HUBS FIRE ENGINES & EQUIPMENT LTD. 33,898 HOME ELECTRIC LTD 1,152,637 HUBS FIRE ENGINES & EQUIPMENT LTD. 39,892 HUSSA HOLDINGS LTD. 316,984	GOTRAFFIC MANAGEMENT INC.	586,484
GREAT WEST EQUIPMENT 600,352 GREAT ARIO ENGINEERED STORAGE SYSTEMS 39,603 GREEN ROOTS PLAY EQUIPMENT INC 67,523 GREEN ROOTS PLAY EQUIPMENT INC 26,250 GREYBACK CONSTRUCTION LTD 840,055 GROWERS SUPPLY CO. LTD 28,674 GUILLEVIN INTERNATIONAL CO. (KELOWNA) 596,744 GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANADA LP 83,533 HAPPY CITIES STUDIO INC. 35,773 HARTERRA SPATIAL SOLUTIONS LTD. 34,933 HARTERRA SPATIAL SOLUTIONS LTD. 249,194 HEIDELBERG MATERIALS CANADA LIMITED 25,860 HEAD TO HEAD IRRIGATION LTD 440,005 HIGH HIDELITY DESIGN 62,239 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,025 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRICLID 788,215 HOULE ELECTRICLID 788,215 HOUS ELECTRICLID 788,215 HOUS IN WATERWORKS LP 316,984 <	GRAYHAWK INDUSTRIES LTD.	96,075
GREATARIO ENGINEERED STORAGE SYSTEMS 39,603 GREEN ROOTS PLAY EQUIPMENT INC 67,523 GREENSTEP SOLUTIONS INC. 26,250 GREYBACK CONSTRUCTION LTD 840,055 GROWERS SUPPLY CO. LTD 28,674 GUILLEVIN INTERNATIONAL CO (KELOWNA) 596,744 GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 33,533 HACH SALES & SERVICE CANADA LP 83,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HOBC CORPORATION 245,860 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH HIDELITY DESIGN 62,239 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME EPOT 69,324 HOME EPOT 1,152,637 HOUB EIER CRINICAL TO 1,152,637 HUB FIRE ERINGES & EQUIPMENT LTD. 1,89,269 HUB FIRE ERINGES & EQUIPMENT LTD. 31,980 HOBE ELECTRIC LTD 1,152,637 HUB FIRE ERINGES & EQUIPMENT LTD. 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872	GRD CONTRACTING LTD.	2,521,196
GREEN ROOTS PLAY EQUIPMENT INC 26,250 GREENSTEP SOLUTIONS INC. 26,250 GREYBACK CONSTRUCTION LTD 840,055 GROWERS SUPPLY CO. LTD 28,674 GUILLEVIN INTERNATIONAL CO. (KELOWNA) 596,744 GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANADA LP 35,777 HAPPY CITIES STUDIO INC. 35,777 HAPPY CITIES STUDIO INC. 34,493 HDR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,868 HIGH FIDELITY DESIGN 62,239 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HIGHWAY THREE SOLUTIONS (2013) LTD. 30,008 HOME DEPOT 69,324 HOME WOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,724 HOWLE ELECTRIC LTD 1,152,637 HUS FIRE ENGINES & EQUIPMENT LTD. 788,215 ICKNIX WATERWORKS LP 31,980 IDEASYACE CONSULTING INC 31,980 IDEASYACE CONSULTING INC 31,980	GREAT WEST EQUIPMENT	600,352
GREENSTEP SOLUTIONS INC. 26,250 GREYBACK CONSTRUCTION LTD 840,055 GROWERS SUPPLY CO. LTD 28,674 GUILLEVIN INTERNATIONAL CO (KELOWNA) 596,744 GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANADA LP 83,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HOR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH HIGHLITY DESIGN 62,239 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 93,24 HOME ELECTRIC LTD 1,152,637 HUB RIPE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 29,537 IDRS 31,980 IDEX LABORATORIES CANADA CORPORATION 96,872 IDRS 31,980 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. </td <td>GREATARIO ENGINEERED STORAGE SYSTEMS</td> <td>39,603</td>	GREATARIO ENGINEERED STORAGE SYSTEMS	39,603
GREYBACK CONSTRUCTION LTD 840,055 GROWERS SUPPLY CO. LTD 28,674 GUILLEVIN INTERNATIONAL CO (KELOWNA) 347,937 GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANADA LP 83,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HOR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGH MARK EXCAVATING INC 40,005 HIGHMARK EXCAVATING INC 74,025 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HIGHWOOD HEALTH INC. 54,095 HOME DEPOT 30,008 HOME DEPOT 1,152,637 HUS RIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 78,215 ICONIX WATERWORKS LP 316,984 IDEASY LABORATORIES CANADA CORPORATION 96,872 IDES INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS. COM INC. 110,242 IGIR	GREEN ROOTS PLAY EQUIPMENT INC	67,523
GROWERS SUPPLY CO. LTD 28,674 GUILLEVIN INTERNATIONAL CO (KELOWNA) 596,744 GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANDAL P 38,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HDR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 253,686 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,888 HIGH FIDELITY DESIGN 62,239 HIGH MAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME WOOD HEALTH INC. 54,095 HOMEWOOD HEALTH INC. 54,095 HOB FIRE ENGINES & EQUIPMENT LTD. 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEXX LABORATORIES CANADA CORPORATION 39,874 IDEX 487,066 IDEX LABORATORIES CANADA CORPORATION 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016	GREENSTEP SOLUTIONS INC.	26,250
GUILLEVIN INTERNATIONAL CO (KELOWNA) 596,744 GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANDAL P 38,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HDR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADALIMITED 253,688 HIGH HIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOME WOOD HEALTH INC. 54,095 HOME WOOD HEALTH INC. 54,095 HOUS IN LANDSCAPE CONTRACTORS INC. 40,274 HOUS FIRE ENGINES & EQUIPMENT LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEX LABORATORIES CANADA CORPORATION 96,872 IGRES OURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 110,242 IGRESOURCES INC 3,202,391 <t< td=""><td>GREYBACK CONSTRUCTION LTD</td><td>840,055</td></t<>	GREYBACK CONSTRUCTION LTD	840,055
GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY 347,937 HACH SALES & SERVICE CANADA LP 83,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HOR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGHWARY THREE SOLUTIONS (2013) LTD. 74,025 HIGHWAY THREE SOLUTIONS (2013) LTD. 30,008 HOME DEPOT 69,324 HOME WOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDEX LABORATORIES CANADA CORPORATION 29,537 IFIDS, COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC, INDIGO PARK CANADA INC. <	GROWERS SUPPLY CO. LTD	28,674
HACH SALES & SERVICE CANADA LP 83,533 HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HDR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHMAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOME WOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASYPACE CONSULTING INC 31,980 IDEASYPACE CONSULTING INC 29,537 IDEX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IGIRESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. <td>GUILLEVIN INTERNATIONAL CO (KELOWNA)</td> <td>596,744</td>	GUILLEVIN INTERNATIONAL CO (KELOWNA)	596,744
HAPPY CITIES STUDIO INC. 35,777 HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HDR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOME DEPOT 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS. COM INC. 110,242 IGIR ESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC, INDIGO PARK CANADA INC.	GUILLEVIN INTERNATIONAL CO. DBA BROGAN FIRE & SAFETY	347,937
HARTERRA SPATIAL SOLUTIONS LTD. 34,493 HDR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOUSE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEX SLABORATORIES CANADA CORPORATION 96,872 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 66,283,914 <tr< td=""><td>HACH SALES & SERVICE CANADA LP</td><td>83,533</td></tr<>	HACH SALES & SERVICE CANADA LP	83,533
HDR CORPORATION 245,860 HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH HIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOUB FIRE ENGINES & EQUIPMENT LTD. 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 110,242 IGIRESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC,/INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSTLIFORM TECHNOLOGISE LIMITED 68,201 INTELICITY RECYCLE LTD. 418,427 </td <td>HAPPY CITIES STUDIO INC.</td> <td>35,777</td>	HAPPY CITIES STUDIO INC.	35,777
HEAD TO HEAD IRRIGATION LTD 249,194 HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOME DEPOT 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC, INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 68,201 INTERCITY REC	HARTERRA SPATIAL SOLUTIONS LTD.	34,493
HEIDELBERG MATERIALS CANADA LIMITED 253,688 HIGH FIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOME DEPOT 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDEX LABORATORIES CANADA CORPORATION 96,872 IDIS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS. COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC, INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 68,201 INTERCITY RECYCLE LTD. 418,427 INTERCITY RECYCLE LTD. 418,409 <	HDR CORPORATION	245,860
HIGH FIDELITY DESIGN 62,239 HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HOUSE FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTELLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS I	HEAD TO HEAD IRRIGATION LTD	249,194
HIGHMARK EXCAVATING INC 84,005 HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS. COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HEIDELBERG MATERIALS CANADA LIMITED	253,688
HIGHWAY THREE SOLUTIONS (2013) LTD. 74,025 HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS. COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HIGH FIDELITY DESIGN	62,239
HI-PRO SPORTING GOODS LTD 30,008 HOME DEPOT 69,324 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HIGHMARK EXCAVATING INC	84,005
HOME DEPOT 69,324 HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTELLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HIGHWAY THREE SOLUTIONS (2013) LTD.	74,025
HOMEWOOD HEALTH INC. 54,095 HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTELLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HI-PRO SPORTING GOODS LTD	30,008
HORIZON LANDSCAPE CONTRACTORS INC. 40,274 HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTELLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HOME DEPOT	69,324
HOULE ELECTRIC LTD 1,152,637 HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS. COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTELLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HOMEWOOD HEALTH INC.	54,095
HUB FIRE ENGINES & EQUIPMENT LTD. 938,545 HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS. COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTELLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HORIZON LANDSCAPE CONTRACTORS INC.	40,274
HUSKA HOLDINGS LTD. 788,215 ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTERLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HOULE ELECTRIC LTD	1,152,637
ICONIX WATERWORKS LP 316,984 IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTERLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HUB FIRE ENGINES & EQUIPMENT LTD.	938,545
IDEASPACE CONSULTING INC 31,980 IDEXX LABORATORIES CANADA CORPORATION 96,872 IDRS 43,766 IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	HUSKA HOLDINGS LTD.	788,215
IDEXX LABORATORIES CANADA CORPORATION96,872IDRS43,766IDS INFRASTRUCTURE DATA SOLUTIONS, INC.29,537IFIDS.COM INC.110,242IGI RESOURCES INC482,016IMPACT EVENTS AND PROJECT MANAGEMENT INC.155,051INDIGO PARC CANADA INC./INDIGO PARK CANADA INC.3,202,391INNOVATION ARTS & ENTERTAINMENT86,695INSITUFORM TECHNOLOGIES LIMITED6,283,914INTERLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	ICONIX WATERWORKS LP	316,984
IDRS IDS INFRASTRUCTURE DATA SOLUTIONS, INC. 29,537 IFIDS.COM INC. 110,242 IGI RESOURCES INC 482,016 IMPACT EVENTS AND PROJECT MANAGEMENT INC. 155,051 INDIGO PARC CANADA INC./INDIGO PARK CANADA INC. 3,202,391 INNOVATION ARTS & ENTERTAINMENT 86,695 INSITUFORM TECHNOLOGIES LIMITED 6,283,914 INTERLIGENT FUTURES INC 68,201 INTERCITY RECYCLE LTD. 418,427 INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	IDEASPACE CONSULTING INC	31,980
IDS INFRASTRUCTURE DATA SOLUTIONS, INC.29,537IFIDS.COM INC.110,242IGI RESOURCES INC482,016IMPACT EVENTS AND PROJECT MANAGEMENT INC.155,051INDIGO PARC CANADA INC./INDIGO PARK CANADA INC.3,202,391INNOVATION ARTS & ENTERTAINMENT86,695INSITUFORM TECHNOLOGIES LIMITED6,283,914INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	IDEXX LABORATORIES CANADA CORPORATION	96,872
IFIDS.COM INC.110,242IGI RESOURCES INC482,016IMPACT EVENTS AND PROJECT MANAGEMENT INC.155,051INDIGO PARC CANADA INC./INDIGO PARK CANADA INC.3,202,391INNOVATION ARTS & ENTERTAINMENT86,695INSITUFORM TECHNOLOGIES LIMITED6,283,914INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	IDRS	43,766
IGI RESOURCES INC482,016IMPACT EVENTS AND PROJECT MANAGEMENT INC.155,051INDIGO PARC CANADA INC./INDIGO PARK CANADA INC.3,202,391INNOVATION ARTS & ENTERTAINMENT86,695INSITUFORM TECHNOLOGIES LIMITED6,283,914INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	IDS INFRASTRUCTURE DATA SOLUTIONS, INC.	29,537
IMPACT EVENTS AND PROJECT MANAGEMENT INC.155,051INDIGO PARC CANADA INC./INDIGO PARK CANADA INC.3,202,391INNOVATION ARTS & ENTERTAINMENT86,695INSITUFORM TECHNOLOGIES LIMITED6,283,914INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	IFIDS.COM INC.	110,242
INDIGO PARC CANADA INC./INDIGO PARK CANADA INC.3,202,391INNOVATION ARTS & ENTERTAINMENT86,695INSITUFORM TECHNOLOGIES LIMITED6,283,914INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	IGI RESOURCES INC	482,016
INNOVATION ARTS & ENTERTAINMENT86,695INSITUFORM TECHNOLOGIES LIMITED6,283,914INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	IMPACT EVENTS AND PROJECT MANAGEMENT INC.	155,051
INSITUFORM TECHNOLOGIES LIMITED6,283,914INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	INDIGO PARC CANADA INC./INDIGO PARK CANADA INC.	3,202,391
INTELLIGENT FUTURES INC68,201INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	INNOVATION ARTS & ENTERTAINMENT	86,695
INTERCITY RECYCLE LTD.418,427INTERIOR DAMS INC187,409INTERIOR PORTABLE RENTALS LTD.244,060	INSITUFORM TECHNOLOGIES LIMITED	6,283,914
INTERIOR DAMS INC 187,409 INTERIOR PORTABLE RENTALS LTD. 244,060	INTELLIGENT FUTURES INC	68,201
INTERIOR PORTABLE RENTALS LTD. 244,060	INTERCITY RECYCLE LTD.	418,427
	INTERIOR DAMS INC	187,409
INTERIOR TESTING SERVICES LTD. 65,083	INTERIOR PORTABLE RENTALS LTD.	244,060
	INTERIOR TESTING SERVICES LTD.	65,083

Supplier's Name	Amount (\$)
INTERPROVINCIAL TRAFFIC SERVICES LTD.	384,102
INTERSTATE ALL BATTERY	30,940
INTERVISTAS CONSULTING INC.	332,290
INTROBA CANADA LLP	57,259
INVICTUS ENTERTAINMENT GROUP INC.	64,093
IPSOS LP	280,011
IRON MOUNTAIN CANADA OPERATIONS ULC	57,488
ISL ENGINEERING AND LAND SERVICES LTD.	256,260
IX SOLUTIONS LTD	50,400
J.J. MACKAY CANADA LIMITED	143,550
JACOBS CONSULTANCY CANADA INC.	234,235
JAMES & JAMESY PERFORMANCE SOCIETY	142,213
JAN ENNS COMMUNICATIONS INC.	35,655
JGW MACHINE LIMITED DBA PARIS SITE FURNISHINGS &	
OUTDOOR FITNESS	34,686
JIM PATTISON INDUSTRIES DBA JIM PATTISON LEASE	82,413
JOHNNY SHOWTIME LTD	77,761
JOHNSTON DAVIDSON ARCHITECTURE AND PLANNING INC.	30,345
JOINT FORCE TACTICAL LTD	57,460
JONATHAN BOWYER CONSULTING	34,053
KALTIRE	59,824
KAL-WEST MECHANICAL SYSTEMS INC	272,822
KARMA GIS CONSULTING SERVICES	45,418
KASIAN ARCHITECTURE INTERIOR DESIGN AND PLANNING LTD. (CALGARY)	63,515
KELDON ELECTRIC LTD	439,419
KEL-MAC DELIVERY	31,243
KELOWNA ACTORS STUDIO INC.	417,811
KELOWNA AQUA JETS SWIM CLUB	30,800
KELOWNA CABS (1981) LTD.	215,322
KELOWNA GOLF & COUNTRY	28,196
KELOWNA MUSEUMS SOCIETY	40,200
KELOWNA PROFESSIONAL FIREFIGHTERS	458,029
KELOWNA READY-MIX INC	58,924
KELOWNA VISUAL AND PERFORMING ARTS CENTRE	
SOCIETY DBA ROTARY CENTRE FOR THE ARTS	58,440
KELOWNA YACHT CLUB	38,926
KELOWNA'S TNT TRUCKING LTD	107,713
KELTECH ENVIRONMENTAL LTD	49,958
KENDRICK EQUIPMENT (2003) LTD	76,019
KENT-MACPHERSON APPRAISALS INC.	56,306
KERR WOOD LEIDAL ASSOC. LTD.	313,392
KF AEROSPACE CENTRE FOR EXCELLENCE ASSOCIATION	197,069
KIDS CORNER PRODUCTIONS	44,168
KIMCO CONTROLS LTD.	282,949

REMUNERATION AND PAYMENTS

Supplier's Name	Amount (\$)
KINSOL TIMBER SYSTEMS, LTD.	231,891
KMICRO TECH, INC.	31,343
KMS TOOLS - KELOWNA	43,447
KN FALL PROTECTION SERVICES LTD	63,142
KNOWBE4, INC	38,389
KON KAST CONCRETE PRODUCTS INC	340,321
KONE INC.	29,600
KOOTENAY CONCERT CONNECTIONS LTD.	69,568
KPMG LLP, T4348	56,928
KTI UTILITY SERVICES INC	1,144,134
KTOWN KLEENUP LTD.	279,430
KUNZ, BRAANNA	25,754
LA HAWK ENTERPRISES INC	107,969
LAFARGE CANADA INC	34,551
LAING ROOFING LTD	296,459
LAING SERVICE & MAINTENANCE LTD	112,076
LAKESIDE FASTENERS LTD.	30,433
LANDMARK SOLUTIONS LTD.	594,207
LANDSCAPE EFFECTS PROPERTY MANAGEMENT CORP.	223,970
LANGSTAFF, KELVIN	48,668
LARRATT AQUATIC CONSULTING LTD	69,204
LAUREN SERVICES	25,652
LAWSON LUNDELL LLP	37,177
LEADING MOBILITY CONSULTING LTD	38,993
LEADON OKANAGAN OPERATIONS LP DBA DELTA HOTELS BY MARRIOTT GRA	187,229
LEAVITT MACHINERY CANADA INC	63,279
LIVE NATION CANADA INC.	408,170
LMS ENTERTAINMENT	50,945
LNRS DATA SERVICES INC	47,027
LONG VIEW SYSTEMS CORPORATION	410,574
LORENCZ, TERRY M DBA OKANAGAN LOCKSERVICE	69,461
LS PAINTING LTD	93,224
LTA CONSULTANTS INC	38,798
LYNX BRAND FENCE PRODUCTS (2004) INC.	48,274
M1 SPORTS MANAGEMENT INC.	52,500
MAGLIN SITE FURNITURE INC	87,702
MANULIFE FINANCIAL	67,754
MAPLE REINDERS CONSTRUCTORS LTD.	66,458
MARSHALL INDUSTRIAL INC DBA ADAPT-A-RAMP	25,730
MATRIX VIDEO COMMUNICATIONS CORP.	205,784
MATTHEWS CANADA LTD.	41,501
MCASPHALT INDUSTRIES LIMITED	84,775
MCELHANNEY LTD.	1,618,509

Supplier's Name	Amount (\$)
MCINTYRE AGGREGATES CRUSHING LTD	243,340
MCKINLEY NA LTD. PARTNERSHIP	373,602
MEARL'S MACHINE WORKS LTD	382,778
MELCOR DEVELOPMENTS LTD. DBA BLACK MOUNTAIN GOLF COURSE	34,713
METRO MOTORS LTD.	3,005,608
METTLER-TOLEDO INC.	46,821
MICHAEL HINTRINGER PHOTOGRAPHY	32,448
MICHELIN NORTH AMERICA (CANADA) INC.	185,407
MICROSOFT CANADA INC	1,471,358
MIDWAY TRAILERS, INC. DBA TOTAL TRAILERS	90,361
MILLER CAPILANO MAINTENANCE CORPORATION	111,329
MINISTER OF FINANCE	57,546,186
MINISTRY OF FINANCE	2,300,730
MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCES OPERATIONS	43,847
MIOVISION TECHNOLOGIES INC.	72,686
MISSION CREEK LANDING LTD.	177,015
MIYAGI CONSTRUCTION LTD	190,999
MODERN PAINT & FLOORS	26,021
MODO CO-OPERATIVE	33,968
MODOLIVE ARTS & ENTERTAINMENT INC.	63,914
MONERIS	745,945
MOON COIN PRODUCTIONS	59,339
MORRISSETTE, MELANIE	26,431
MOUNTAINVIEW SYSTEMS LTD.	64,513
MPRO4 ENTERTAINMENT LTD.	38,078
MULTIQUIP INC.	60,423
MUNICIPAL BENCHMARKING NETWORK OF CANADA (MBNCANADA)	36,750
MUNICIPAL INSURANCE ASSOCIATION OF BC	2,288,045
MUSCO SPORTS LIGHTING CANADA CO.	514,676
NACHURS ALPINE SOLUTIONS	371,450
NAPA AUTO PARTS	3,601,427
NCH CANADA INC. DBA CHEM-AQUA	32,905
NEARMAP US, INC.	74,002
NEDERMAN CANADA	37,182
NEILSON STRATEGIES INC.	34,178
NEW VINTAGE THEATRE SOCIETY	78,638
NEW WEST GYPSUM RECYCLING (ALBERTA) INC.	378,704
NO. 21 GREAT PROJECTS LTD.	25,686
NORS CONSTRUCTION EQUIPMENT CANADA GW, LTD	647,975
NORSTEEL BUILDING SYSTEMS LTD	31,587
NORTHERN COMPUTER	1,946,134
NORTHERN SKY ROOFING INC.	28,515
NORTHLAND ENVIRONMENTAL LTD.	43,664

Supplier's Name	Amount (\$)
NOVA POLE INTERNATIONAL INC.	143,072
NUCLEUS STRATEGIES INC.	163,485
NUTRIEN AG SOLUTIONS (CANADA)	128,309
OAK & IRON CONSTRUCTION INC	121,027
OAKCREEK GOLF & TURF INC.	103,298
OFFICE OF MCFARLANE BIGGAR ARCHITECTS & DESIGNERS	2,079,129
OKANAGAN COLLEGE	206,525
OKANAGAN E-KRUISE ELECTRIC BIKES LTD.	83,619
OKANAGAN FERTILIZER LTD.	161,866
OKANAGAN GOLF CLUB	99,873
OKANAGAN NATION ALLIANCE	97,436
OKANAGAN POWER EQUIPMENT LTD.	26,299
OKANAGAN REGIONAL LIBRARY	7,859,380
OKANAGAN SYMPHONY SOCIETY	220,311
OKANAGAN VALLEY PETROLEUM SERVICES LTD.	77,650
OLYMPIC INTERNATIONAL SALES LTD.	38,102
OMEGA COMMUNICATIONS LTD.	159,940
OMEGA SOLUTIONS INC.	62,311
ON THE MARK LOCATES LTD	30,210
ONSITE CIVIL EXCAVATING LTD	42,842
OPERA KELOWNA SOCIETY	25,886
ORGANIZED CRIME AGENCY OF BRITISH COLUMBIA	110,138
ORKIN CANADA CORPORATION	56,028
PACIFIC RIM EQUIPMENT INC	268,864
PACIFIC SPORT OKANAGAN	36,434
PACIFIC WESTERN FIRE PROTECTION (2017) LTD.	280,464
PALADIN SECURITY GROUP LTD.	35,546
PALLET PBC	1,084,652
PAQUETTE PRODUCTIONS LTD.	28,742
PARKHUB, INC.	78,945
PARKWORKS SOLUTIONS CORP	68,914
PAYBYPHONE TECHNOLOGIES INCORPORATED	169,666
PCL CONSTRUCTORS WESTCOAST INC	30,099,636
PEAK INDUSTRIAL	25,915
PENSION CORPORATION	19,061,979
PEOPLE LIVED EXPERIENCE SOCIETY	316,189
PEOPLE-ADMIN, INC. DBA POWERSCHOOL CANADA ULC	99,153
PETROKLEEN	25,787
PIER MAC SAND & GRAVEL LTD	84,171
PIERALISI NORTH AMERICA INC.	136,398
PINCHIN LTD.	31,018
PIT STOP PORTABLE TOILET SERVICES LTD	205,688
PLAN B CONTRACTORS INC.	72,607

Supplier's Name	Amount (\$)
POLAR ENGINEERING LTD.	87,457
PONDS VENTURES INC.	1,769,055
PRECISION SERVICE & PUMPS INC	71,120
PRIMARIS MANAGEMENT INC	89,571
PRINCESS AUTO	40,982
PRISM ENGINEERING LIMITED	125,451
PRISMATIC DATA SOLUTIONS INC.	34,160
PROFESSIONAL DIVING TECHNOLOGIES LTD. DBA DIVING DYNAMICS	37,016
P'S PARK INSPECTIONS LTD.	97,335
PSE EQUIPMENT LTD (PAVING SOLUTIONS LTD)	87,920
PUMA UTILITY MONITORING INC.	36,773
PURE TECHNOLOGIES LTD.	57,695
QED ENVIRONMENTAL SYSTEMS INC	61,105
QM LP (DBA QM ENVIRONMENTAL)	737,908
QTC NORTH AMERICA	403,454
QUALITY CHAINLINK FENCING LTD.	186,159
QUENCH BUGGY (OUT OF THE BLUE HYDRATION INC)	70,980
R&L CONSTRUCTION LTD.	5,255,666
R. SMITH CONTRACTING LTD	90,227
R.J.P. HOLDINGS LTD.	57,120
RAD CONTRACTING	214,247
RAMBOW MECHANICAL LTD.	45,323
RAMCO'S CARPET WAREHOUSE LTD.	48,439
RAMTECH ENVIRONMENTAL PRODUCTS	49,898
READ JONES CHRISTOFFERSEN LTD	89,129
RECEIVER GENERAL	33,408,669
RECEIVER GENERAL FOR CANADA	48,978,448
RECYCLE AWAY, LLC	30,649
REDLINE BOBCAT SERVICES LTD.	570,452
REFRIGERATIVE SUPPLY LIMITED	31,633
REGIONAL DISTRICT OF CENTRAL OKANAGAN	28,896,074
REGIONAL DISTRICT OF NORTH OKANAGAN	77,318
REMBRANDT AWARDS MFG LTD.	25,721
RESERTRAC INC.	62,370
RG ARENAS (KELOWNA) LTD DBA PROSPERA PLACE	320,575
RG FACILITIES (MISSION) LTD. DBA MNP PLACE	144,876
RG PORTFOLIO SERVICES INC.	45,938
RICOH CANADA INC	124,160
RIMKUS CONSULTING GROUP CANADA INC.	199,824
RIVER VALLEY CONSTRUCTION SERVICES LTD.	481,948
RNDSQR MIDDLE LTD.	176,163
ROBERTSON'S CLOTHING & SHOES INC.	148,139
ROCKLANDS ENTERTAINMENT CANADA INC.	48,757

Supplier's Name	Amount (\$)
ROCKY MOUNTAIN PHOENIX INC	115,328
ROGERS WIRELESS INC.	627,060
ROLLINS MACHINERY LIMITED	47,433
RONAINC	70,093
ROTH IAMS LTD.	82,706
ROYAL BANK OF CANADA	40,928
ROYAL STAR ENTERPRISES INC.	1,924,068
ROYALE LANDSCAPING LTD	2,488,784
RSM CANADA LLP	763,045
RUNNALLS DENBY LAND SURVEYING LTD.	47,571
S. A. M. PRODUCTIONS LTD	26,270
S.C. RESTORATIONS LTD	83,139
S.E. FOXGLOVE NURSERIE	39,822
SAFE SOFTWARE INC.	28,000
SAFEWAY	58,988
SAPPHIRE SOUND INC	27,780
SASKATCHEWAN TELECOMMUNICATIONS	71,061
SAVOY EQUIPMENT LTD	54,797
SAWCHUK DEVELOPMENTS CO. LTD	51,456
SCHOOL DISTRICT #23 (CENTRAL OKANAGAN)	1,666,183
SCOTIABANK	63,041
SCV CONTRACTORS CORPORATION	153,969
SECURE-RITE MOBILE STORAGE INC	60,555
SECURIGUARD SERVICES LTD	37,971
SECURITAS TECHNOLOGY CANADA CORPORATION	144,744
SELECTYCS TECHNOLOGY SOLUTIONS INC	25,410
SERVICES FLO INC.	46,003
SEVENTHSTAR LLC	32,422
SHANTERO PRODUCTIONS INC	50,177
SHAW BUSINESS SOLUTIONS A DIVISION OF ROGERS	
COMMUNICATIONS CANADA INC.	121,480
SHERINE INDUSTRIES LTD.	59,911
SHORELINE PILE DRIVING & WHARF CONSTRUCTION LTD.	655,964
SIEMENS CANADA LIMITED	52,929
SIERRA LANDSCAPING LTD	6,360,669
SIGMA SAFETY CORP	35,893
SIMPLE PURSUITS INC.	32,358
SIMPLEWAY, INC.	129,481
SITEONE LANDSCAPE SUPPLY, LLC	201,333
SMARKING INC.	78,945
SMITH CAMERON PUMP SOLUTIONS DBA SCG PROCESS	41,451
SNOWED IN COMEDY PRODUCTIONS INC.	33,228
SOCIAL PINPOINT SOFTWARE, INC.	25,200

REMUNERATION AND PAYMENTS

Supplier's Name	Amount (\$)
SOLIDCAD	35,347
SOURCE GRAPHICS & PRINT CO. LTD.	28,288
SOURCE OFFICE FURNITURE SYSTEMS LTD. DBA SOURCE	
OFFICE FURNISHINGS	45,822
SPARTAN CONTROLS LTD	131,283
SPATIAL TECHNOLOGIES (2017) INC.	66,227
SPEEDPRO SIGNS KELOWNA	38,113
SPEKTRIX INC	56,003
STAFFORD SPORTS, LLC	102,669
STAGEFAB CUSTOM MANUFACTURING INC.	48,020
STANTEC ARCHITECTURE LTD.	147,316
STANTEC CONSULTING LTD.	1,388,550
STAPLES	128,689
STEWART MCDANNOLD STUART	113,529
STINGRAY RADIO INC./RADIO STINGRAY INC.	78,516
STOK CANADA LTD	37,802
STRESSCRETE LIMITED	463,147
STRUTHERS TECHNICAL SOLUTIONS LTD.	97,732
STUDIO (16-1546)	34,125
STUDIO ONE SCHOOL OF DANCE DBA CANADIAN SCHOOL OF BALLET	162,543
SUMMIT TOOLS	31,561
SUMMIT VALVE AND CONTROLS INC (BC)	63,527
SUNBELT RENTALS OF CANADA INC	301,540
SUNCOR ENERGY PRODUCTS PARTNERSHIP	4,201,234
SUNWING AIRLINES INC.	27,728
SUPER SAVE DISPOSAL INC	118,134
SUPERC AI, INC	94,239
SUSTAINABILITY SOLUTIONS GROUP WORKERS CO-OPERATIVE	29,243
T.N.C. EXCAVATING LTD.	105,245
T ₂ SYSTEMS CANADA INC	445,610
TACEL LTD.	109,381
TARGET SOLUTIONS DBA MEDTEQ SOLUTIONS CA LTD.	147,740
TCC THE CLEANING COMPANY CO LTD	1,464,443
TD CANADA TRUST	39,960
TEAM EAGLE LTD	53,537
TECHNICAL SAFETY BC	61,332
TELUS COMMUNICATIONS INC	304,686
TELUS HEALTH LTD	5,793,209
TELUS MOBILITY	55,095
TERRACOM SYSTEMS LTD	1,418,265
TETRA TECH CANADA INC.	61,169
THE AME CONSULTING GROUP LTD	334,978
THE BRITISH COLUMBIA CORPS OF COMMISSIONAIRES	
DBA COMMISSIONAIRES BC	4,493,630

REMUNERATION AND PAYMENTS

Supplier's Name	Amount (\$)
THE DISTRICT OF PEACHLAND	71,762
THE GET GO INC DBA GGI ROAD & TRAFFIC	287,097
THE JF GROUP	56,327
THE KORE DANCE PROJECT LTD.	26,645
THE OKANAGAN NEWSPAPER GROUP	48,877
THE OWNERS, STRATA PLAN KAS 2506 C/O COLDWELL	
BANKER HORIZON REALTY	95,039
THE VILLAGE DANCE ACADEMY LTD.	57,182
THOMAS SCOTT SIGNCRAFT LTD.	109,908
TKI CONSTRUCTION LTD.	5,574,785
TLE'NAX T'AWEI LIMITED PARTNERSHIP O/A OKANAGAN	404.006
OFFICE SYSTEMS	101,996
TOMKO SPORTS SYSTEMS INC	43,218
TOPS TOTAL OFFICE PRODUCTS LTD. DBA TOTAL INTERIORS	348,977
TOTAL POWER LIMITED	31,736
TOURISM KELOWNA	3,538,150
TRAIL APPLIANCES	146,541
TRANE CANADA	253,449
TT CONTRACTORS LTD	82,987
TURN & BURN MFG. LTD.	53,841
TURNER & TOWNSEND CANADA INC.	32,340
TURN-KEY CONTROLS LTD.	187,119
TURN-KEY FALL PROTECTION INC.	34,099
TWINCON ENTERPRISES LTD.	436,736
ULINE	120,385
UNION OF BC MUNICIPALITIES	32,866
UNISON HM COMMERCIAL REALTY CORP.	132,604
UNIT ELECTRICAL ENGINEERING LTD	162,329
UNIT ₄ BUSINESS SOFTWARE CORPORATION	265,220
UNITED RENTALS OF CANADA INC.	41,912
UNITED ROTARY BRUSH CORP. OF CANADA	84,660
UNITED WAY BRITISH COLUMBIA	28,509
UNIVAR CANADA LTD.	60,144
UNIVERSAL TRAFFIC (258) LTD. DBA VALLEY TRAFFIC SYSTEMS INC.	1,701,017
UNIVERSITY OF BRITISH COLUMBIA - OKANAGAN CAMPUS	40,965
UPTIME INDUSTRIAL INC.	311,591
UPTOWN RUTLAND BUSINESS ASSOCIATION	132,300
URBAN MATTERS CCC LTD.	416,182
URBAN SYSTEMS LTD.	3,705,530
URSUS HERITAGE CONSULTING LTD.	43,209
VALIANTYS INC	202,169
VALLEY CARRIERS LTD.	924,411
VALLEY CURBING LTD	285,801
VANCOUVER FC SPORTS INC.	75,000

Supplier's Name	Amount (\$)
VANCOUVER IRRIGATION AND LANDSCAPE LIGHTING	
SUPPLY LTD. DBA: PROSOURCE SUPPLY	35,709
VAN-KEL IRRIGATION, A DIVISION OF EMCO CORPORATION	310,135
VAUGHNCO ENTERTAINMENT LTD	26,232
VDZ+A CONSULTING INC.	792,002
VECTOR GEOMATICS LAND SURVEYING LTD.	80,245
VEOLIA WATER TECHNOLOGIES CANADA INC	37,234
VERTOSOFT LLC	442,430
VICTOR PROJECTS LTD.	60,739
VIVACITY TECHNOLOGIES LTD.	54,390
VORTEX SOFTWARE CANADA INC.	25,949
W.J. STELMASCHUK AND ASSOCIATES LTD. DBA WJS CANADA LTD.	48,246
WASP MANUFACTURING LTD	481,600
WASTE MANAGEMENT OF CANADA CORPORATION	27,049
WASTE N WATERTECH LTD	127,064
WATER PLAN IT IRRIGATION LTD	79,294
WATERKIND CONSULTING SERVICES LTD.	211,808
WATERS EDGE ENGINEERING LTD	125,387
WATERSHED ENGINEERING LTD.	88,119
WATT CONSULTING GROUP LTD.	145,427
WE CONSULTING & BENEFIT SERVICES LTD. "IN TRUST" FOR CAUS	1,502,082
WELCH CONSULTING INC.	57,622
WENTWORTH HOUSE OF MUSIC LTD.	49,631
WESCO DISTRIBUTION CANADA LP	151,395
WESCO INDUSTRIES LTD.	30,921
WEST COAST MACHINERY LTD DBA WORK TRUCK WEST	67,936
WESTBANK FIRST NATION	455,712
WESTERN CANADIAN MUSIC ALLIANCE INC.	50,000
WESTERN ROAD DISTRIBUTION INC.	142,667
WESTERN WATER ASSOCIATES LTD.	138,009
WESTKEY GRAPHICS LTD.	46,099
WESTWOOD ELECTRIC (2020) LTD.	196,460
WHITE CAP SUPPLY CANADA INC. DBA BROCK WHITE;	
NATIONAL CONCRETE ACCESSORIES	34,721
WHOLESALE FIRE & RESCUE LTD.	60,333
WIENERS PLUMBING AND DRAIN CLEANING INC.	370,519
WISE WILDLIFE CONTROL SERVICES	39,080
WISHBONE INDUSTRIES LTD.	60,514
WM CANADA	31,677
WOLSELEY CANADA INC.	1,393,580
WOOD WYANT CANADA INC.	90,049
WORKFLEETS CANADA	26,708
WORKSAFE BC	2,884,285
WORLD CLASS ATHLETIC SURFACES INC.	47,451

Supplier's Name				Amount (\$)
WORX HOLDINGS LTD, DBA WORX SERVICES AND C2BIZ	7			
SERVICES				124,678
WSP CANADA INC.				2,362,455
XYLEM CANADA LP				133,246
YASTREMSKI ASSOCIATES INC. (DBA SUSTAINABLE PRO	JECTS GR	OUP)		25,448
YETI REFRIGERATION INC				562,712
YMCA OF SOUTHERN INTERIOR BC ASSOCIATION				1,094,532
YOUNG ANDERSON				760,289
YOUNG ANDERSON "IN TRUST"				47,301,343
ZEEMAC VEHICLE LEASE LTD				85,182
ZENCITY TECHNOLOGIES CA LTD				76,987
Supplier Payments Less Than \$25,000			\$	9,162,214
о оррания и и и и и и и и и и и и и и и и и и			т	-,,
Total Payments *			\$	590,117,518
Reconciliation (In thousands of dollars) per Section 7 (1)	(c)			
Total Supplier Payments			\$	590,118
Total per Schedule 2 - Segmented Information:				
Expenses - Total operating expenses	\$	416,468		
Less:				
Salaries and benefits	-	134,490		
Amortization of tangible capital assets	-	76,527		
Add:				
Payments made to other Taxing Authorities		142,516		
Acquisition of tangible capital assets (less disposals)		224,553		
Cost Recoveries		22,506		
Other	-	4,908		
			\$	590,118
Variance			\$	

CITY OF KELOWNA

Schedule of Payments to Suppliers for Grants and Contributions for the year ended December 31, 2024

Supplier's Name	Amount (\$)
CENTRAL OKANAGAN FOUNDATION	241,900
DOWNTOWN AMBASSADOR PROGRAM	160,000
DOWNTOWN KELOWNA ASSOCIATION	1,263,741
FESTIVALS KELOWNA	265,984
KELOWNA ART GALLERY	530,929
KELOWNA ARTS FOUNDATION GRANT	309,350
KELOWNA MUSEUMS SOCIETY	754,716
KELOWNA VISUAL & PERFORMING ARTS	346,299
MISCELLANEOUS COMMUNITY SERVICE GRANTS	94,120
OKANAGAN BOYS & GIRLS CLUB	538,081
TOURISM KELOWNA	344,430
UBC APPLIED RESEARCH PROGRAM	100,000
UPTOWN RUTLAND BUSINESS ASSOCIATION AMBASSADOR PROGRAM	130,000
UPTOWN RUTLAND BUSINESS ASSOCIATION	233,675
YMCA OF SOUTHERN INTERIOR BC ASSOCIATION	 848,776
Total of All Grants and Contributions*	\$ 6,162,001

^{*} Prepared under the Financial Information Regulation, Schedule 1, Section 7(2)

CITY OF KELOWNA

Statement of Financial Information Approval for the year ended December 31, 2024

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the Financial Information Act.

Joe Sass CPA

General Manager Corporate Services

Tom Dyas Mayor

June 10, 2025

Date

June 16, 2025

Date



City Hall 1435 Water Street Kelowna, BC V1Y 1J4 TEL 250-469-8500

kelowna.ca/annualreport

^{*} Prepared pursuant to the Financial information Regulation, Schedule 1, section 9





Annual Report content

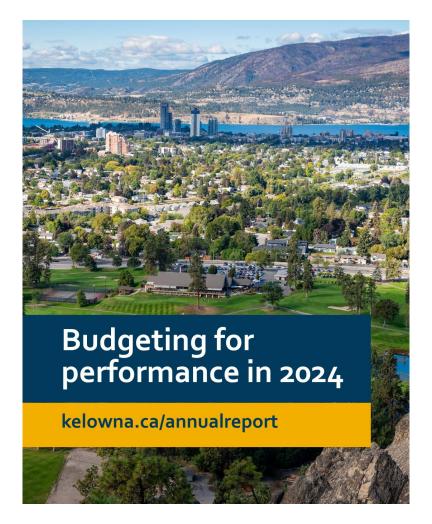
- Highlights from 2024 and for the future
- Community overview, awards and recognition
- Audited Consolidated Financial Statements
- Permissive Tax Exemptions
- Statistical Review for 2020-2024
- Find the report at *kelowna.ca/annualreport*



Top Stories









Focus on infrastructure

- Progress on Glenmore, Clement, Bertram, Burtch, Frost and other roads and overpasses
- Legacy investments in *Building α Stronger Kelownα* facilities and sport fields at Parkinson and in several communities
- Integration of Glenmore Ellison Irrigation District and investing in utilities to protect water supply and sustain community growth
- Began airport terminal expansion to meet demands of 9th largest airport





A safer community

- Created new Social Development department to lead Community Safety Plan
- Delivered 120 rapid safetynet homes
- Added police, bylaw and fire staff
- Decreased property crime and break & enters
- Improved traffic calming, safety, signage and enforcement





Building community

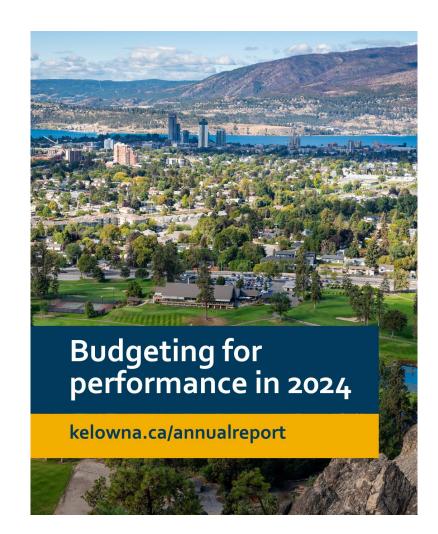
- Invested in sports tourism
- Launched home energy program and expanded tree canopy to become more climate resilient
- Encouraged affordable housing construction





Good government

- Strong focus on deliberate spending and alternate revenue generation to keep taxes below 5%
- Launched service-based budgeting and performance measures to drive results
- Strengthened partnerships with other levels of government to secure funding
- Expanded citizen access to services with ChatBots and other AI tools







Statement of Financial Information

- Council Remuneration and Expense report
- Schedule of Remuneration and Expenses
- Schedule of Payments to Suppliers of Goods and Services
- Schedule of Payments to Suppliers for Grants and Contributions



Remuneration Comparison 2024 - 2023

of Employees > \$75,000

Group	2024	2023	Change
Management	202	183	19
IAFF	147	140	7
CUPE	406	327	79
Total	755	650	105



Summary of Supplier Payments (\$000)

Supplier Payments	2024	2023	Change
Greater than \$25k	\$580,955	\$ 453,548	\$127,407
Less than \$25k	9,162	9,835	(673)
Total	\$590,117	\$463,383	\$126,734

of Suppliers > \$25k 686 579 107







Report to Council



Date: June 23, 2025

To: Council

From: City Manager

Subject: Capital Delivery Update

Department: Infrastructure Division

Recommendation:

THAT Council receives, for information, the report from the Infrastructure Division dated June 23, 2025, providing an update on major capital projects and programs in 2025.

Purpose:

To receive an update on progress towards the goals of the capital projects in the 2025 Financial Plan.

Background:

The City of Kelowna has an ongoing public service to plan, design construct, operate and maintain infrastructure that facilitates the safe, clean and reliable municipal services that contribute to our quality of life.

The City's 10 Year Capital Plan outlines the priority projects and is guided by Council Priorities, Imagine Kelowna and the OCP. Projects move into the 10-year plan through three primary routes; lifecycle maintenance / replacement, strategic infrastructure to support growth and improve services, and emerging Council / Corporate priorities. The Capital Plan is supported by a strong financial plan that informs cash flow requirements and future operating budget commencement.

Capital projects progress into the detail design and construction phases as outlined in the Five-Year financial plan. The Five-year plan informs cash flow requirements and future operating budget commencement amongst many details.

City staff have been creating a project management framework (PMF) to improve the delivery of our capital plan. This framework looks at the lifecycle of a project from the genesis in a master plan to opening. As a project progresses there are multiple stages where the project needs an updated review which will be managed via Stage Gate signoffs. Projects also transfer between different staff so there is an element of the framework that defines roles and responsibilities.

By having a well-defined multi-year look ahead for the capital plan, the City is better able to combine and coordinate projects. This coordination can also include utility companies and adjacent project development, thereby avoiding rework of fresh infrastructure, reducing costs and reducing impacts to the public, visitors and area businesses.

The City's capital project delivery service delivers a continuous stream of projects and programs. We are constantly working on all phases of the project life cycle from planning through to operation. Project planning for a project that opens this year may have started a decade prior.

Financial/Budgetary Considerations:

Kelowna continues to be one of the fastest growing cities in Canada. It's rapidly evolving, its economy is diversifying, neighbourhoods are changing, and people are choosing new ways to move around. By 2041, Kelowna is expected to be home to another 50,000 people. This transition is exciting, bringing new energy, amenities, employment, and educational opportunities. Signs indicate this pace will continue.

In this era of rapid growth and change, there are complex choices to be made. The City must find a balance between funding to support growth and improve services and funding to support renewal of existing infrastructure to maintain services. These choices are rarely easy and often involve making difficult trade-offs.

The City is responding to these challenges by continuing to pursue non-tax revenue, grants, partnerships, and advocacy to advance Council and corporate priorities. The City is increasing investment in infrastructure to maintain and expand services to our growing community while investing in existing infrastructure assets.

In the last 5 years infrastructure investment has nearly doubled to \$425 million per year. The City's Infrastructure Delivery Team has responded with business process improvements and innovative procurement strategies that have increased (by threefold) the infrastructure delivered to the community (Figure 1).

▶ Capital Budget Trend

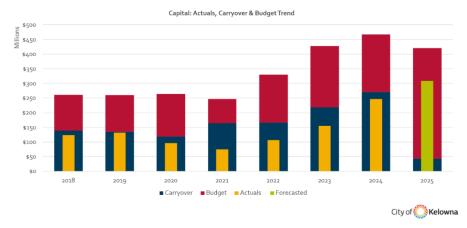


Figure 1- Capital Budget Trend.

2025 Project Highlights:

The City is nearing the midway point of our 2025 capital plan. This year marks another near record capital plan in terms of both number of projects as well as the value of the projects. The following are highlights of key projects at various stages of their project life cycle - planning, design, construction, and operation.

Planning & Concept:

- A. Buildings and Facilities
 - i. Strategic Facilities Master Plan recommendations
 - ii. MNP Expansion
 - iii. Community Theatre Renovation & new Performing Arts Centre
- B. Transportation
 - i. Transit Operations & Maintenance Facility
 - ii. Clement Avenue Extension (Hwy 33 to McCurdy)
 - iii. Updating the Hwy 97 Gateway study in conjunction with MoTT
 - iv. Richter Corridor

Design (Preliminary & Detailed):

- A. Buildings and Facilities
 - i. Glenmore Protective Services Campus
 - ii. BSK Activity Centres in Rutland, Glenmore and Mission
 - iii. BSK Activity Centres in Glenmore, Mission and Rutland
 - iv. City Park Promenade, Phase 3
 - v. BSK new Parkinson Recreation Centre and playfields Commenced in May
 - vi. Rutland Recreation Park Sports Fields
 - vii. Mission Recreation Park Tennis facility in partnership with Tennis Clubs of Canada, completion 2026
- B. Transportation
 - i. Clement Avenue Extension (Spall to Hwy 33)
 - ii. Commonwealth Road (Jim Bailey to Hwy 97)
 - iii. Lakeshore Road (multiple phases from LanFranco to DeHart)
 - iv. Burtch Road Extension (Denver to KLO)
 - v. Hollywood Road Extension (Sexsmith to John Hindle)
- C. YLW
 - i. Carbon Neutral Initiatives
 - ii. Apron 1 South Expansion (Phase 1)

Construction:

- A. Buildings and Facilities
 - i. BSK new Parkinson Recreation Centre and playfields Commenced in May
- B. Parks & Recreation
 - i. Burne Park
 - ii. Glenmore Park Phase 5

C. Transportation

- i. Frost Road at Chute Lake Road
- ii. Urbanization of three local streets Stockwell, Glenwood, Morrison (Ethel and Richter)
- iii. KLO Bridge over Mission Creek

D. Utilities

- i. Turtle Lake Dam repairs Design complete, completion expected in Fall 2025
- ii. Glenmore Road sanitary sewer trunk main with road widening completion Fall 2025
- iii. Water Street Sewer Lift station reconstruction and expansion On track with completion expected July 2026

E. YLW

- i. Air Terminal Building
- ii. Combined Operations Building
- iii. Airport Parkade Development
- iv. Apron 1 South Expansion Enabling Works
- v. Departures Fast Flow exit upgrades
- vi. Airside Pavement Rehabilitation
- vii. North Culvert replacement (Mill Creek)
 - a. General Aviation Parking Upgrades Status: Work scheduled to commence August 2025. Substantial Nov. 2025.
- viii. Airside Lighting & Supporting Infrastructure
- ix. Child Care Facility Expansion
- x. CBSA Secondary Expansion
- xi. Airport Hotel Development

Operational (recently completed)

- A. Parks & Recreation
 - i. DeHart Park
 - ii. Mission Recreation Park completion of two baseball fields
- B. Transportation
 - i. Bertram Street bridge
- C. Utilities
 - i. Summit water reservoir expansion and park reconstruction Park restoration work expected to be complete by September 2025.

Conclusion:

This report outlines to Council, the City's actions on delivering the 2025 Capital Plan. The Administration is not only planning, designing, building and commissioning dozens of projects and programs, we are simultaneously upgrading the framework with which we manage this high value public service.

As of June 1, 2025, the City has procured more than 20 major projects and committed or expended over \$200M towards delivering the approved capital plan.

Internal Circulation:

Corporate Services
Financial Planning
Integrated Transportation
Infrastructure Operations
Utility Services
Infrastructure Delivery

Considerations applicable to this report:

Consultation and Engagement:

No specific public engagement was carried out for this report. Several of the highlighted projects included targeted communication and engagement activities.

Considerations not applicable to this report:

This report does not report on other government programs within Kelowna, such as the Ministry of Transportation and Transit (MoTT) and BC Transit. Administration collaborates regularly to align and coordinate our individual programs.

Legal/Statutory Authority: Legal/Statutory Procedural Requirements: Existing Policy:

Submitted by: J. Shaw, Infrastructure Delivery Manager

Approved for inclusion: M. Logan, General Manager, Infrastructure

CC:

J. Sass, General Manager, Corporate Services

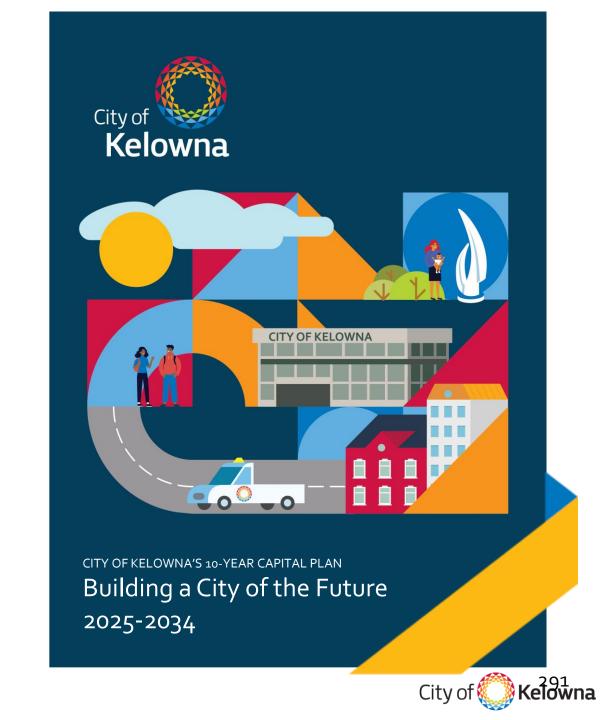
M. Antunes, Financial Planning Manager

- B. Hallam, Integrated Transportation Department Manager
- G. Bos, Infrastructure Operations Department Manager
- K. Van Vliet, Utility Services Department Manager
- B. Beach, Infrastructure Delivery Department Manager

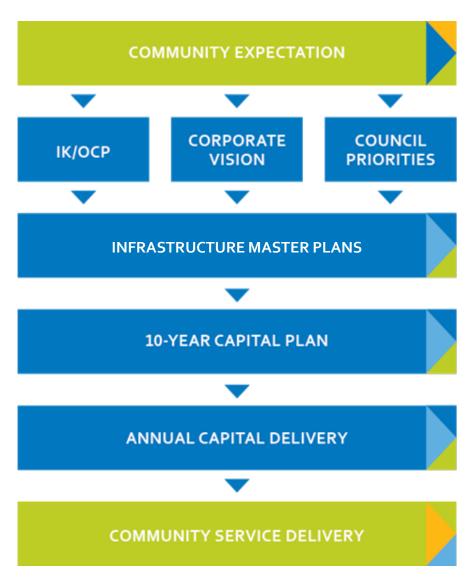


Outline of Presentation

- Infrastructure delivery challenge
- Process improvements
- Procurement strategies
- Financial Tracking
- Project updates



Planning Continuum





10-Year Capital Plan



\$2.57 Billion investment in new, upgraded & renewed public infrastructure



35%
External Funding
DCCs, partnerships & grants



73%
Allocated to
Transportation,
Buildings, Parks &
Airport



86% of citizens satisfied in level & quality of City services

Capital Cost Centre	This Capital Plan
	(\$ million)
Transportation	\$ 726
Buildings	\$ 441
Parks	\$ 358
Airport	\$ 342
Water	\$ 201
Wastewater	\$ 194
Stormwater	\$ 86
Real Estate	\$ 80
Vehicles	\$ 55
Solid Waste	\$ 52
Fire	\$ 18
Information Services	\$ 12
TOTAL	\$ 2,565



Project Management Framework

- Improvements to the process in the life of a plan
- Sharpen the definition of a project
- Realistic understanding of our capacity and ability to deliver
- Applying the resources to maximum effect

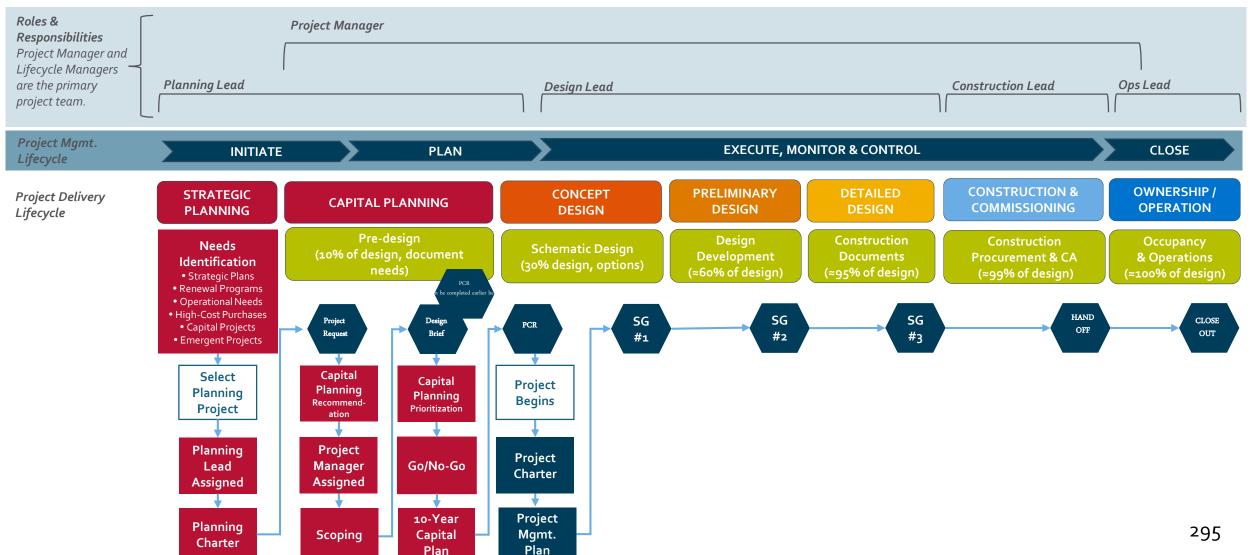
Launch Plan: Milestones







Capital Project Lifecycles & Responsibilities



Procurement

Picking the best method for the project

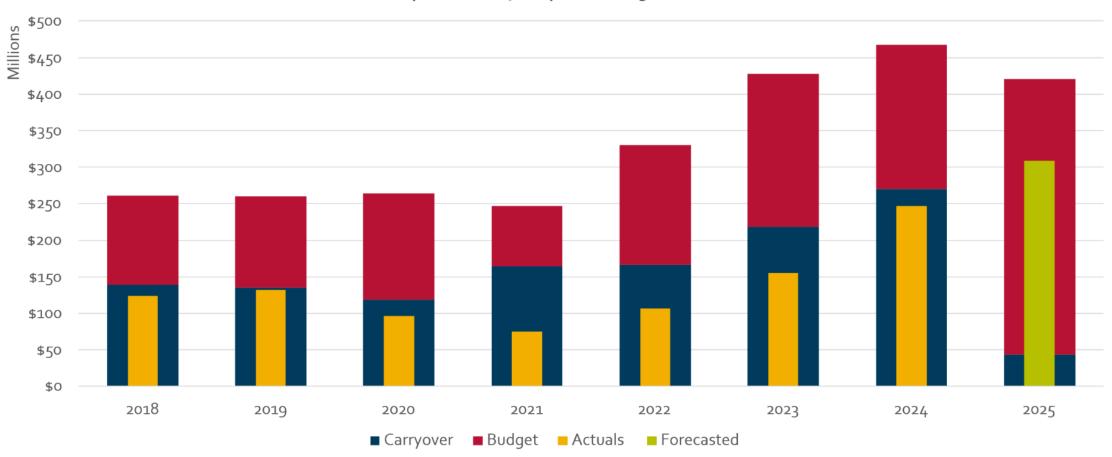
- RFP (qualifications and price)
- Early Contractor Engagement
- Progressive Design Build
- Integrated Project Delivery
- Reserved Rights
- Contract Bundling





Capital Budget Trend

Capital: Actuals, Carryover & Budget Trend







Planning & Concept Design Phase



Planning & Concept Design

Buildings and Facilities

- Strategic Facilities Master Plan recommendations
- MNP Expansion at Mission Rec Park
- Community Theatre Renovation & new Performing Arts Centre

Transportation

- Transit Operations & Maintenance Facility
- Clement Avenue Extension (Hwy 33 to McCurdy)
- Updating the Hwy 97 Gateway study
- Richter Corridor



Community Centres







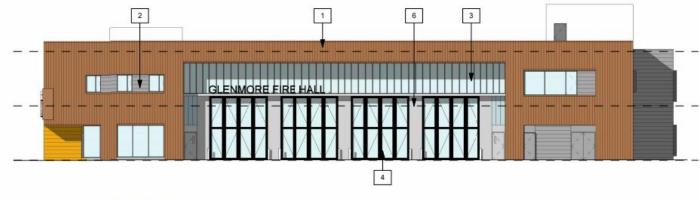
- Mission, Glenmore & Rutland,
- Integrated Project Delivery for all three Activity Centres,
- Schematic Planning, June
 2025
- Design will continue through to Early 2026.
- Target Fall 2027

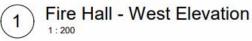


Glenmore Protective Services Campus



- Construction start fall 2025
- Completion 2027
- Cost \$39 million







Parks

PROGRAMMING

LEGEND

- Parking
- 2 Dog Park Small Dogs
- Oog Park
- Community Garden
- Parking Lot
- 6 Maintenance Staging Compound
- Maintenance Storage Garage

RUTLAND RECREATION PARK

- 8 Field User Storage (SeaCan)
- ATF Soccer Primary
- ATF Rubgy Primary
 Shaded Spectator Seating
- Player Benches





VDZ+A December 2024

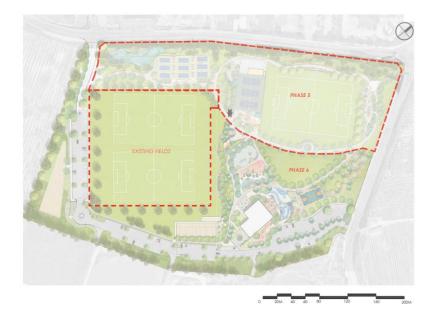
Phase 5 Construction plan

Phase 5

- Entry plazas
- Fitness area
- Tennis & pickleball courts
- Temporary washroom
- Sand turf field
- Skate Spot

Phase 6

- Volleyball
- Splash park
- Playground
- Youth Plaza
- Activity Centre
- Basketball court
- Skate park
- Pump track



GLENMORE RECREATION PARK | DECEMBER 2024





** A

Rutland Sports fields

Glenmore Recreation Park



Parks

City Park Promenade Phase 3













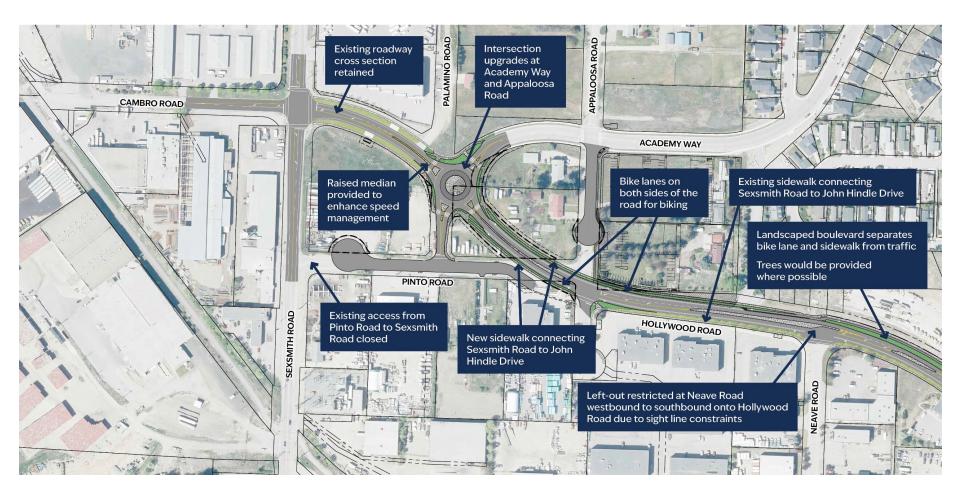
Burtch 3 DCC

Hollywood 7

Burtch 2 DCC







Hollywood Rd





Lakeshore Rd



Clement Avenue Extension (Spall Rd to Hwy 33)



Corridor Map

Clement Avenue Extension Project (Spall to Highway 33) - Preliminary Design

Clement Corridor Clement Avenue Extension (Spall to Highway 33) - New Arterial Roadway Okanagan Rail Trail - Active Transportation Corridor Clement Avenue Extension (Highway 33 to McCurdy) - Future Phase







Construction Phase

PRC Redevelopment

- Project Validation Achieved
- Design and Construction Underway
- Completion Fall 2027
- Project cost \$242.2 M











Facilities Renewal

- Renewal of existing buildings
- Annual program
- Total budget \$20M





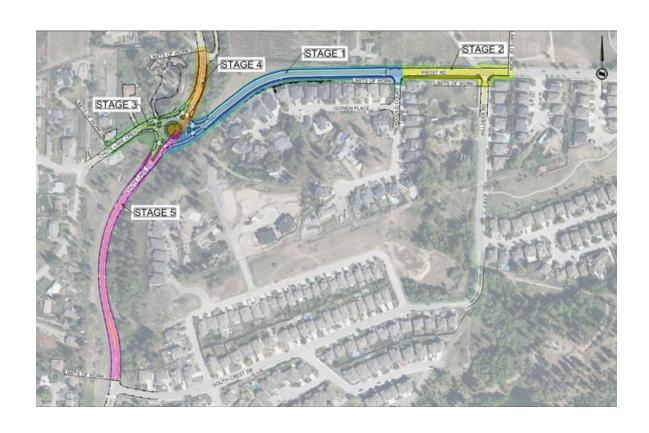
MRP Tennis Dome







Frost Road Extension







KLO Bridge & Roundabout











Utilities

Glenmore Sewer Trunk and Road Widening



Royalview Watermain





Utilities

Neighbourhood Street Urbanization



Water Street Lift Station





Utilities

Turtle Lake Dam Remediation







Operational Phase

Bertram St. Bridge

Opened to the public June 6









Dehart Park

Opened to the public May 3rd











Mission Softball Diamonds

Mission Softball Diamonds









MISSION RECREATION PARK MASTER PLAN September 16, 2022



Kelowna International Airport

Continuing to be Your Link to the World.

- Design
 - Carbon Neutral Initiatives
 - Apron 1 South Expansion (Phase 1)
- ▶ Construction
 - Air Terminal Building
 - Combined Operations Building
 - ► Airport Parkade Development
 - Apron 1 South Expansion Enabling Works
 - Departures Fast Flow exit upgrades
 - Airside Pavement Rehabilitation
 - North Culvert replacement (Mill Creek)
 - General Aviation Parking Upgrades
 - Airside Lighting & Supporting Infrastructure
 - Child Care Facility Expansion
 - ▶ CBSA Secondary Expansion
 - Airport Hotel Development





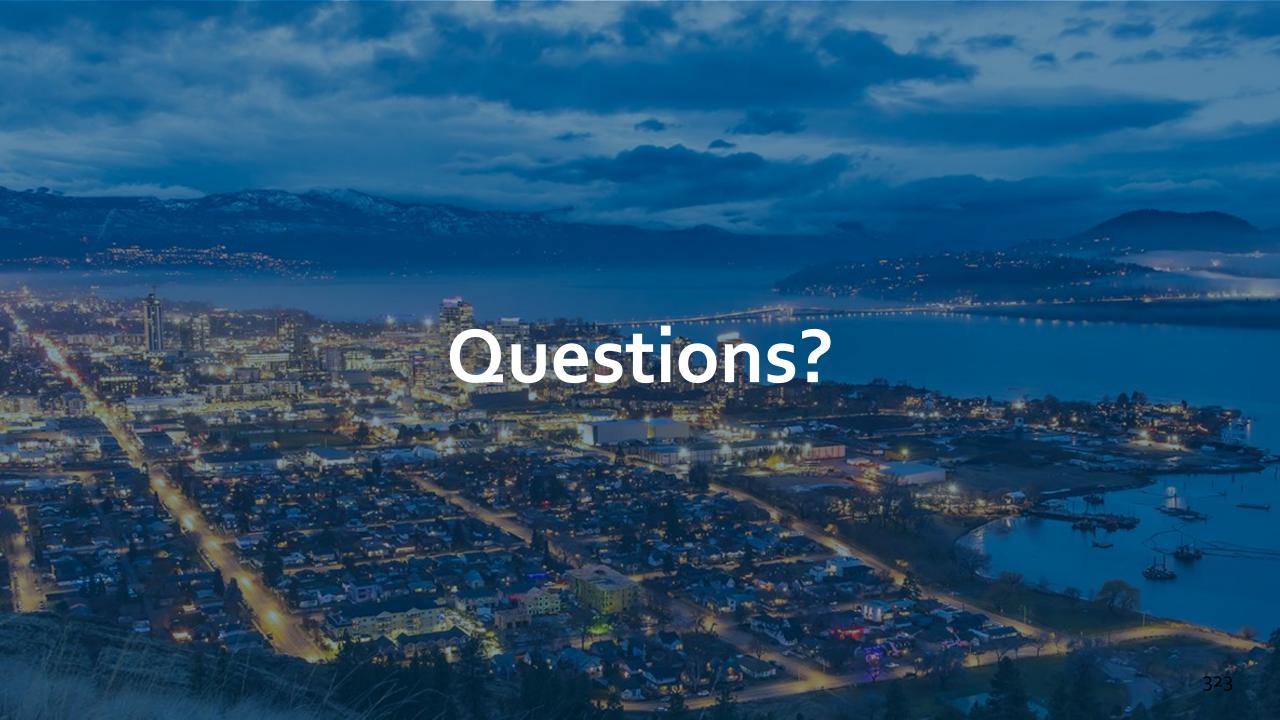
Island Stage





- Completion in late June2025
- *\$1.8 M Budget; \$1M in provincial grant funding





Report to Council



Date: June 23, 2025

To: Council

From: City Manager

Subject: Capital Projects Amendment to the 2025 Financial Plan

Department: Financial Services

Recommendation:

THAT Council receives, for information, the Report from Financial Services dated June 23, 2025 with respect to capital project amendments to the 2025 Financial Plan;

AND THAT the 2025 Financial Plan be amended to include budget amendments and transfers detailed in this report;

AND FURTHER THAT Council approves the design change opportunity for the redevelopment of Parkinson Recreation Centre as part of the Building Stronger Kelowna Initiative.

Purpose:

To amend the 2025 Financial Plan to include capital project budget changes outlined in this report and approve a design change opportunity for the redevelopment of Parkinson Recreation Centre (RPRC).

Background:

Budget amendments and transfers are adjustments to the annual budget that reflect new or updated information, circumstances, or priorities and are frequently required after the City's Financial Plan has been approved by Council. Reasons for adjustments vary and may include confirmed grant funding, emergent events, new Council-directed initiatives, new legislation or regulations, and when unforeseen expenditures are deemed necessary but were not included in the approved Financial Plan.

Budget amendments and transfers are permitted under section 165(1) of the Community Charter (Financial Management). The amendments in all cases do not impact the approved taxation demand but rather result in a shift of funding from one source to another and/or shifts in expenditures within, or from one municipal purpose area to another. Budget transfers and amendments included in the amended financial plan are permitted under Council Policies #262 Financial Plan Amendment Policy, and #261 Financial Plan Transfer Policy.

Discussion:

Financial Plan Amendments

The following capital projects are transfers and amendments recommended to be advanced or requesting additional budget in 2025. The 10 Year Capital Plan update to Council in September will reflect any impacts or changes to future years.

Transit:

Rutland Park & Ride Mobility Hub, Operations Facility: The Rutland Transit Exchange project was developed in partnership between BC Transit and the City of Kelowna. It was originally identified in the 10 Year Capital Plan for completion in 2027, however; most of the project will be constructed in 2025, with a revised completion date in early 2026. Upgrades to the exchange include construction of a driver washroom/admin facility, an additional transit bay, park and ride parking, and a bicycle parking/micromobility hub. The project has an approved 2025 budget of \$992k, with \$134k already spent. Additional budget of \$1.56M is requested to advance work approved in the 10 Year Capital Plan originally planned for 2026-2027, funded from grant funding, reserves and redeployment of existing budget.

Rutland Network Restructuring: As part of the Rutland Network Restructure plan, bus stop construction is currently underway. Originally this project was planned to be delivered over multiple years. However, there is an opportunity to accelerate delivery and complete 15 bus stops as part of the initial phase of this project. The program has an approved 2025 budget of \$490k, with \$83k already spent. An additional budget of \$550k is requested to advance work approved in the 10 Year Capital Plan originally planned for 2026-2028, funded from reserves.

Transportation Capital:

Abbott DCC (Cedar to Gyro), Active Transportation Corridor (ATC): This portion of the project will advance road reconstruction and the ATC between Cedar Ave. and Walnut St. The Abbott St. ATC project has an approved 2025 budget of \$357k, with \$71k already spent in 2025. Additional budget of \$1.10M is requested to advance work approved in the 10 Year Capital Plan originally planned for 2026, funded from redeployment of existing budget, Development Cost Charges (DCC) and reserves. Works are being coordinated with the ATC extension between the new Waterfront Park and Gyro Beach by Movala development.

Kane/Valley Roundabout: As part of the roundabouts program, the required permit and design for the roundabout at Kane/Valley are complete and can be advanced to construction in 2025. Construction would coincide with the planned resurfacing of Valley Road. This project responds to several multi-family developments in the vicinity. Budget of \$2.0M is requested to advance work approved in the 10 Year Capital Plan originally planned for 2028, funded from redeployment of existing budget, Development Cost Charges (DCC) and reserves.

Sidewalk Network Program: This program aims to expand the City's sidewalk network and has a 2025 budget of \$250k. Additional budget of \$970k is requested, funded from redeployment of existing budget and reserve to advance and complete the following sidewalk projects in 2025:

- Raymer Rd Construction (Bellevue Elementary school to McClure Rd)
- Cornwall Rd Construction (Ziprick Rd to cul-de-sac)

- McClure Rd Construction (Lakeshore Rd to east of Doeksen Rd)
- Clifton Rd Design (North of Cara Glen Way to Rio Dr)

Stewart 3 DCC, Road: The North of Bedford to Dehart section of this project was originally identified in 2023. However, construction was delayed due to Agricultural Land Commission (ALC) approvals and land acquisitions. With timeline uncertainty, the project budget was allocated to reserves. ALC approvals are now in place and land acquisitions are nearing completion with the expectation that the process will be finalized concurrently with contractor procurement. Budget of \$3.90M is requested to proceed with work previously approved by Council to complete land acquisitions and begin construction, funded from redeployment of existing budget, Development Cost Charges (DCCs) and reserves. A further \$740k will be requested in the 2026 preliminary budget process with anticipated completion of this project in 2026.

Water Capital:

Cedar Creek Transmission: After consultation with local farms and private property owners, staff have identified improved alignment options for this installation to accommodate current development and future orchard planting. The advancement of work originally planned for 2029 will cover design of the entire mainline and installation of 250 metres of large mainline through the Sports Park along Quilchena Drive. The project has an approved 2025 budget of \$250k. Additional budget of \$1.52M is requested to advance work approved in the 10 Year Capital Plan originally planned for 2029, funded from Development Cost Charges (DCC) and the Water Utility. An updated cost estimate for the entire project will be included in the 10 Year Capital Plan update.

PRV Renewal – Non-Potable System: Following acceptance of a recently completed asset management plan of the aging non-potable water system in Southeast Kelowna, staff shifted the priority of renewal in early 2025 to replace the Reekie pressure reducing valve (PRV). The Reekie PRV is one of the largest in the system, requiring greater building and additional components than typical City installations. The project has an approved 2025 budget of \$250k with \$75k already spent. Additional budget of \$1.40M is requested to advance work approved in the 10 Year Capital Plan, originally planned for 2026, and an additional \$400k from the Water Utility to cover the additional expenses.

Royal View Transmission Mainline - Knox to Gordon: The Royal View Transmission Mainline re-design initiated in 2023 was coordinated with the Knox Mountain Transmission project, leveraging common elements around Knox Reservoir. This project is part of an early contractor engagement process, which facilitated design and lead time management for critical items. To accelerate construction of several phases of pipe in 2025 to take advantage of market and local conditions, budget of \$6.31M is requested to advance work approved in the 10 Year Capital Plan originally planned in 2026-2027, funded from Development Cost Charges (DCC) and the Water Utility.

The following capital projects are transfers and amendments anticipated to be delayed, have reduced spending or will not proceed in 2025. The 10 Year Capital Plan update to Council in September will reflect any impacts or changes to future years.

Transit:

Okanagan College Exchange: Detailed design on Okanagan College (OC) transit hub has been completed and staff recommend construction deferral to 2026 to align with OC construction projects. The hub at Okanagan College is situated directly over top of the utility work that OC plans to install for their new

culinary arts building. Kelowna has agreed to defer construction to 2026 to avoid reconstruction costs. A budget transfer is requested to redeploy \$300k to the Rutland Transit Exchange project.

Mission Recreation Exchange: Staff recommend pausing detailed design work to align with the advancement of the adjacent plaza design and Mission Activity Centre. The Mission transit hub will proceed in 2026 in conjunction with the planned activity centre construction. A budget transfer is requested to redeploy \$400k to the Rutland Transit Exchange project.

Transportation:

Road Network: The Ministry of Transportation has confirmed that certain turning lane work originally required on Highway 97 is not required at this time which will result in savings of \$540k in 2025. A budget transfer is requested to redeploy \$540k to support priority projects requiring funding.

Urban Centre Improvements DCC: This project has been delayed due to resource availability and prioritization of the Transportation Accelerator Program project and is now anticipated to begin in 2026. A budget transfer is requested to redeploy \$200k to support priority projects requiring funding.

Lakeshore 4: Lakeshore 4 project work is progressing and includes ongoing and planned design works and planned land acquisitions. The project has an approved 2025 budget of \$1.86M and current year spending is expected to be \$1.20M. The remaining budget will be required as part of construction in 2026. A budget transfer is requested to redeploy \$664k to support priority projects requiring funding.

Project Design Opportunity

Building Stronger Kelowna – Re-development Parkinson Recreation Centre (RPRC): As the RPRC project progresses through Detail Design, the project team has identified a strategic opportunity that adds significant long-term value for the City. By maintaining the existing roofline in a section of the RPRC, an additional 11, 000 square foot third floor can be constructed in otherwise unused space. Incorporating this additional floor not only optimized construction cost efficiencies but also enhances the facility's overall utility. It will improve the flexibility and functionality of premium spaces on the first and second floors, paving a way for enriched program offerings. The new third floor creates opportunities for initiatives such as partnership collaborations and other innovative uses. This opportunity aligns with the RPRC's Council endorsed guiding principles of good stewards of public resources, people focused, innovative and continuously improving, cultivating partnerships and sustainability with new net zero space.

Approval is requested to proceed with this project design opportunity estimated at \$5.50M, anticipated to be constructed in 2027. Recommended funding is from redeployment of funding for City Hall Renovations planned for 2027. There is no impact to taxation in 2025 and the project design opportunity will be captured in the upcoming 10 Year Capital Plan update in September.

Internal Circulation:

Infrastructure Partnerships & Investments

Considerations applicable to this report:

Legal/Statutory Authority: Community Charter section 165.

Considerations not applicable to this report:

Legal/Statutory Procedural Requirements Existing Policy Financial/Budgetary Considerations External Agency/Public Comments Communications Comments

Submitted by: J. Jean, Budget Supervisor

Approved for inclusion: J. Sass, General Manager, Corporate Services

cc: M. Antunes, Financial Planning Manager



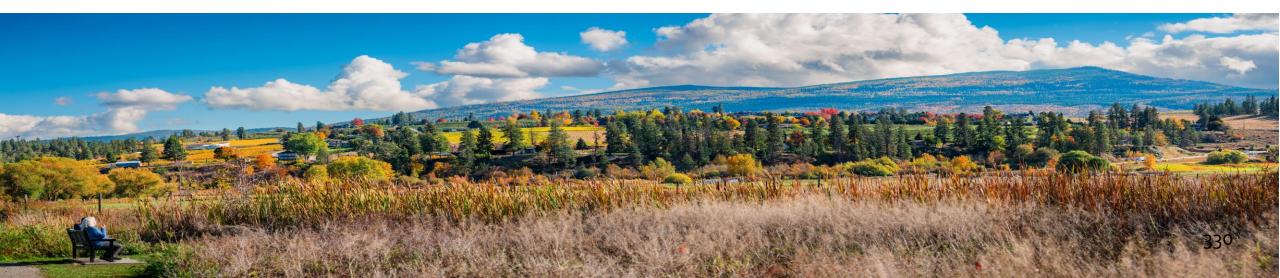
Capital Project Amendment to the Financial Plan

#kelownabudget | June 23, 2025



Capital Project Amendment Report Background

- Detail Requested Changes To Financial Plan
 - Advancement of 10 Year Capital Plan Projects
 - Delays to Current Year Projects
 - Project Scope Changes
 - Cost Escalations



Financial Plan Adjustments

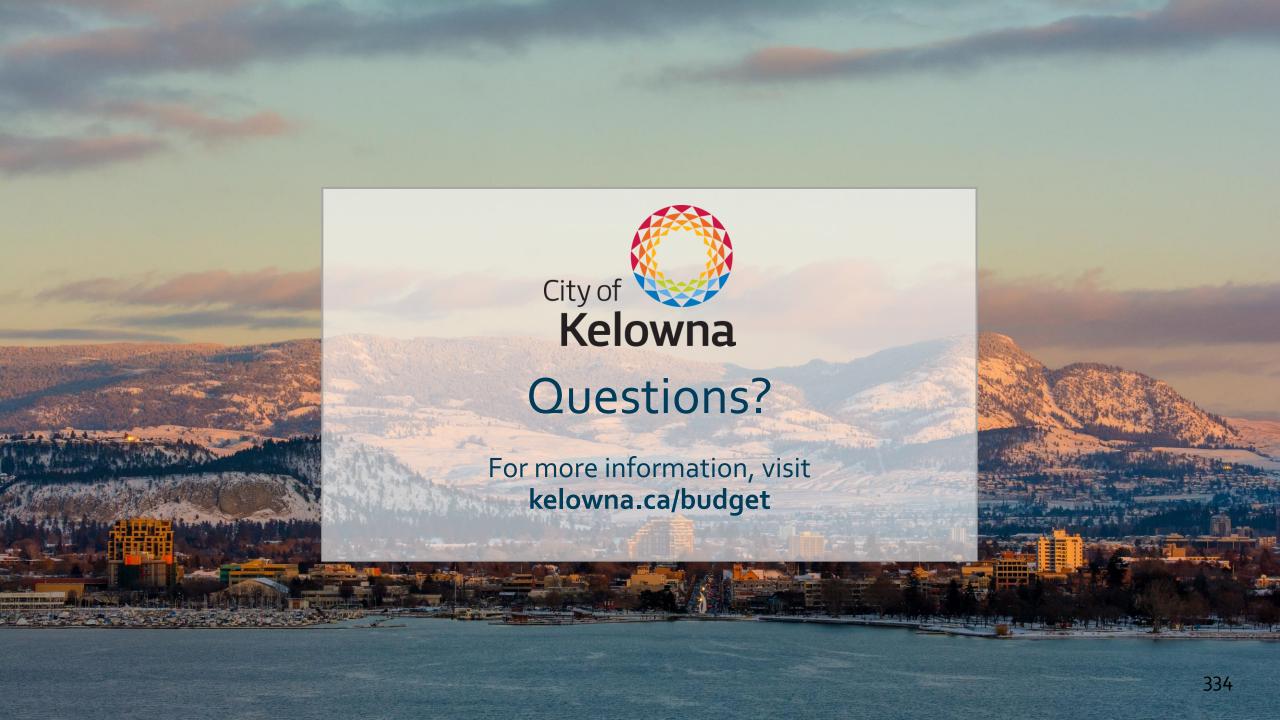
Advancement & Additional Ask Adjustment Request	\$ Amount	Funding Source(s)
Rutland Park & Ride Mobility Hub	\$1,560,000	Grant & Reserve
Rutland Network Restructuring	\$550,000	Reserves
Abbott DCC (Cedar Ave to Meikle (Walnut)) ATC	\$1,100,000	DCC & Reserve
Kane / Valley Roundabout - Traffic Signals and Roundabouts DCC	\$2,000,000	DCC & Reserve
Sidewalk Network Program	\$970,000	Reserve
Stewart 3 DCC	\$3,900,000	DCC & Reserve
Cedar Creek Transmission	\$1,520,000	DCC & Water Utility

Financial Plan Adjustments

Advancement & Additional Ask Adjustment Request	\$ Amount	Funding Source(s)
PRV Renewal – Non-Potable System	\$1,400,000	Water Utility
Royal View Transmission Mainline – Phase 1	\$6,307,000	DCC & Water Utility
*Building Stronger Kelowna - Re-development Parkinson Recreation Centre (RPRC)	\$5,500,000	Redeployment
Total Advancement Adjustment:	\$24,807,000	
Note: * denotes a design change opportunity		

Financial Plan Adjustments

Delayed/Redeployment Adjustment Request	\$ Amount	Funding Source(s)
Okanagan Collage Transit Exchange	\$(300,000)	Grant & Reserve
Mission Recreation Transit Exchange & Mobility Hub	\$(400,000)	Grant & Reserve
Road Network – Hwy 97 Turning Lane Work	\$(540,000)	Taxation
Urban Centre Improvements	\$(200,000)	DCC
Lakeshore 4	\$(664,000)	DCC & Reserve
Total Delayed/Redeployed Adjustment:	\$(2,104,000)	



Report to Council



Date: June 23, 2025

To: Council

From: City Manager

Subject: Strategic Facilities Master Plan Version 1— Final Draft

Department: Facilities Planning & Design

Recommendation:

THAT Council receives, for information, the report from Facilities Planning & Design dated June 23, 2025, regarding the Strategic Facilities Master Plan;

AND THAT Council endorses the Strategic Facilities Master Plan Version 1.

Purpose:

To endorse the Strategic Facilities Master Plan as the framework for guiding municipal facility investment decisions to meet current and future service delivery to the community for the next 15 years.

Background:

The City of Kelowna is rapidly evolving into a more urban and dynamic regional hub and is one of the fastest growing cities in Canada with a projection between 45,000 and 65,000 new residents by 2041. With this growth comes a shifting demographic and increased demands on the services that the City currently provides to the community.

Additionally, inflation and the rising costs of materials and labour present financial constraints. Aging infrastructure requires ongoing maintenance and upgrades, while the capacity of City staff to meet these demands is continually tested. Addressing these challenges requires careful planning and strategic investment to ensure that the City's facilities can meet the community's current and future service expectations.

The Strategic Facilities Master Plan Version 1 (SFMPv.1) is focused on the following objectives:

- Strategic Alignment with the community vision outlined in Imagine Kelowna, the forthcoming 2041 Official Community Plan (OCP) update, Council and Corporate Priorities, departmental facility master plans and facility related initiatives.
- 2. A **Facility Investment Framework** that supports sustainable and resilient services for Kelowna's current and future citizens.

- 3. **Process Improvement** in how we assess, plan, fund, deliver and manage our facilities.
- 4. **Prioritization** of Capital Plan projects that is transparent, consistent, and defensible.
- 5. **Recommendation**s for action plans, implementation timelines and measurable outcomes.

SFMPv.1 is a first step towards charting a path for how the municipal facilities portfolio will support Kelowna "A City of the Future." SFMPv.1 sets the foundation and provides first-stage recommendations that will be assessed, validated, and refined in subsequent SFMPv.2. This path is guided by collaborative governance and a *One Team* approach, with a vision to establish a *Future Ready Facilities Portfolio* that adheres to principles of sustainability, data-driven decision making, people-centric approaches, innovation, fiscal responsibility, and a holistic perspective.

Iterative Process

The SFMP development is divided into three phases:

- Phase 1: Ready SFMPv.1 Establish the Plan (2025-2026)
- Phase 2: Set SFMPv.2 Implement and Validate the Plan (2026-2027)
- Phase 3: Go SFMP+ Continuous Improvement (2027+)

Key elements of SFMPv.1 will facilitate the identification of candidate projects for consideration in the 2026 Capital Plan process. Future iterations of the SFMP will be instrumental in streamlining the process for setting priorities, guiding investment decisions, and shaping strategic actions to develop the next generation of municipal facilities. The development of the SFMP is intended as a measured progression of iterative steps starting with understanding what we have (SFMPv.1), followed by confirming what we need and how we work as *One Team* (SFMPv.2) and thereafter charting a path towards a *Future Ready Facilities Portfolio* (SFMP+). Each step is a commitment towards continuously improving the way we plan, fund, deliver, operate and sustain our current and future generation of municipal facilities and the community services that they support.

The SFMPv.1 Framework



- Governance the structure, hierarchy, and process of decision-making
- Guiding Principles the principles and criteria of decision-making
- Portfolio Assessment- the current state and capability
- Future Vision the desired outcomes
- Strategic Actions the levers to achieve the desired outcomes
- Prioritization Matrix the filter for project evaluation and consideration for inclusion in the Capital Plan

The SFMPv.1 Framework is a system-wide approach for achieving a Future Ready Facilities Portfolio. Modeled on Asset Management BC's "Asset Management for Sustainable Service Delivery Framework for British Columbia," the framework delineates three phases in a

continuous cycle: Assess, Plan, and Implement. Additionally, it addresses the fundamental questions regarding the why, what, where, when and how of facility investment decision making.

Current State

A fundamental consideration for SFMPv.1 is assessing the suitability of the existing facility portfolio relative to its ability to meet ongoing community service requirements and its capacity to accommodate growth and future demands.

Classifying facilities into categories reduces the total number of assets into manageable subsets and serves as a comparative lens for evaluating the significance of the services and facilities to the community, thereby establishing a relative scale to guide the appropriate management strategy.

Category	Services	Quantity	Total Area (SF)
Primary	Protective (Fire, Police & Bylaw) and Major Enabling (Operations, Utilities and Admin)	20	302,600
Core	Major Recreational and Cultural	10	779,200
Support	Non-Primary, Non-Core, Non-Ancillary (small to medium sized Cultural, Recreational and Enabling facilities)	43	272,400
Ancillary	Public Washrooms, Concessions, Pavillions and Storage	65	76,600
	TOTAL	138	1.47 Million

Table 1. Existing Facility Portfolio. Total replacement value \$1.28 billion.

The Facilities Department conducts regular Building Condition Assessments (BCA) of the facility portfolio. The BCAs are monitored and updated to determine the Facility Condition Index (FCI) for each facility. The FCI is an industry standard for expressing facility condition as a ratio of the total deferred renewal costs divided by the current replacement value. This ratio is converted to a condition rating of good, fair, poor, very poor or critical. The Facilities Department has developed a Facilities Maintenance Policy and renewal strategies including modernization programs to manage facilities within the 40% FCI range.



Figure 2. Facility Condition Index.

Although renewal budgets have been increased in recent Capital Plans, maintaining existing service levels across the portfolio will become increasingly difficult as 75% of our existing facilities are 25 years or older (half service life) and 45% are 50 years or older (nearing or past service life). The 5-year and 10-year

condition FCI forecast indicates that the portfolio requires strategic decisions be made in the next five years to proactively address the data showing 75% of the portfolio in the poor to very poor FCI rating over the next 10 years without significant investment.

The development of SFMPv.1 is therefore a timely opportunity to build a solid foundation for a proactive and integrated methodology that can confidently address key questions regarding strategic facility investment decisions:

- Which facilities are ideally suited to continue providing services for a growing and changing community?
- Which facilities should we continue to maintain, which to enhance, which to replace or which to dispose of?
- What future services and facilities will the community need and where should they be in comparison to the existing portfolio?
- How do we balance the risks, benefits and costs associated with the existing and future facilities portfolio?

The analysis provided in the Portfolio Assessment section of SFMPv.1 reveals that funding and resource commitments are vital for the Primary and Core facilities due to their significant contribution to community services. Consequently, these facilities should be prioritized within the Capital Plan. Conversely, the Support facilities, which include a variety of small to medium-sized facilities, offer the best potential for enhancing the overall efficiency of the portfolio.

Based on the Portfolio Assessment FCI methodology, the following facilities are recommended for strategic planning and assessment, some of which have been noted in previous Capital Plans as either P1 or P2 projects:

Category	Facilities
Primary	 Public Works Yards Enterprise Fire Hall 1 Fire Hall 2 Rutland Community Policing Office Kelowna Police Services Building (FCI indicates facility in good condition, however current staffing growth projections exceed available space by 2028)
Core	 Memorial Arena Rutland Arena Partnership Opportunities (Apple Bowl, Prospera & MNP Place)
Support	 Parks Yard Head Office and Foreman Building Facilities Department Headquarters 9 Recreational Facilities
Ancillary	• 11 facilities identified, however the investment decisions relative to these facilities are small in comparison to the other categories.

Table 2. Recommended Prioritized Facilities List by Category

It should be noted that FCI focuses on existing "like for like" building system investment needs and does not consider investments required to address community service gaps related to growth or future demands, which is the distinction between the *maintain* versus the *enhance* strategies of the Capital Plan. These gaps are best addressed by the departmental Facility Master Plans (FMPs), which serve as the foundational documents that define the facility portfolio's Future Vision.

The update and completion of the FMPs will provide a holistic understanding of the entire facilities inventory. It is anticipated that the suite of FMPs will be completed within the SFMPv.2 timeline enabling a portfolio view of the inventory that identifies and forecasts facility needs across all Service Areas. Coupled with the Portfolio Assessment data, the FMPs establish the foundation for an Integrated Facilities Portfolio Planning and Development process to confidently arrive at the "right projects, in the right places at the right time" for Council consideration.

Future Vision

As our community continues to rapidly grow, there will be a need to add new facilities, redevelop and/or replace existing facilities while continuing to manage the remaining portfolio. The strategy must remain adaptable to accommodate new data, technologies and community needs as they emerge, while also considering long-term costs and the City's overall infrastructure priorities.



Figure 3. Asset Management Cycle.

The pathway to success requires collaborative governance and a thorough understanding of the facility planning continuum—a process that includes planning, acquisition, operations, maintenance, and disposal. This lifecycle-centric perspective ensures that decisions are proactive rather than reactive, reducing unnecessary costs and bolstering the community's confidence in the Level of Service provided.

In tandem with this continuum is the necessary alignment with the forthcoming 2041 Official Community Plan (OCP) to evaluate what, where and how services are provided and accessed by the community today compared to the future. Incorporating the OCP Growth Strategy Districts anticipates demographic shifts and infrastructural requirements, being mindful that equity in the distribution of resources and access to services remains a central consideration of the facility

portfolio strategy. This approach ensures that all community members, irrespective of their geographic location, socioeconomic status, or demographic characteristics, can benefit from sustainable and accessible infrastructure.

The realization of this vision symbolizes more than infrastructure— it reflects the community's commitment to innovation, resilience, and sustainable growth. By crafting and executing this vision, the facilities portfolio becomes an enduring asset, capable of inspiring confidence and delivering enhanced services to current and future generations.

Staff Recommendation and Next Steps

Upon the Council's endorsement of SFMPv.1, staff will proceed with validating the recommendations and initiating the development and refinement of SFMPv.2, for completion by Q4 2026. Staff will provide Council with updates at regular intervals throughout the SFMPv.2 development process.

Internal Circulation:

Corporate Services

Infrastructure

Partnership & Investment

Active Living & Culture

People & Protective Services Asset Planning

Planning Climate Sustainability & Development

Financial Planning

Facilities

Partnerships Office

Real Estate

Infrastructure Operations Department

Sports & Events Services

Cultural Services

Community & Neighbourhood Services

Fire Department

Community Safety

Risk

Community Engagement

Considerations not applicable to this report:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

Personnel Implications:

External Agency/Public Comments:

Communications Comments:

Submitted by: P. Reyes, Senior Project Architect, Facilities Planning & Design

Approved for inclusion: D. Edstrom, Divisional Manager, Partnerships & Investments

Attachment: Strategic Facilities Master Plan Version 1

cc: Acting Facilities Planning & Design Manager

Facilities Manager

Asset & Facilities Supervisor Asset Planning Manager Utilities Service Manager

Infrastructure Delivery Manager (Structural/Mechanical)
Corporate Strategy & Performance Department Manager



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The City of Kelowna is rapidly evolving into a more urban and dynamic regional hub and is one of the fastest growing cities in Canada with a projection between 45,000 and 65,000 new residents by 2041*.

With this growth comes a shifting demographic and increased demands on the services that the City currently provides to the community. We will need to consider what, where and how these services can be provided, effectively and efficiently, in the future.

Additionally, inflation and the rising costs of materials and labour present financial constraints. Aging infrastructure requires ongoing maintenance and upgrades, while the capacity of City staff to meet these demands is continually tested. Addressing these challenges requires careful planning and strategic investment to ensure that the City's facilities can meet the community's current and future service expectations.

The Strategic Facilities Master Plan Version 1 (SFMPv.1) combines research, analysis and engagement to develop a framework for guiding municipal facility investment decisions for the next 15 years. The SFMPv.1 is a first step towards charting a path for how the municipal facilities portfolio will support Kelowna "A City of the Future." As the initial step, SFMPv.1 sets the foundation and provides first-stage recommendations that will need validation, testing, and refinement for future iterations.

The vision of SFMPv.1 is to establish a *Future Ready Facilities Portfolio* that adheres to principles of sustainability, data-driven decision making, people-centric approaches, innovation, fiscal responsibility, and a holistic perspective.

SFMP focus

- Strategic Alignment with Community vision, Council and Corporate priorities, facility related policies, master plans and ongoing initiatives.
- **Pacility Investment Framework** that supports sustainable and resilient services for Kelowna's current and future citizens.
- Process Improvement in how we assess, plan, fund, deliver and manage our facilities.
- **Prioritization** of Capital Plan projects that is transparent, consistent, and defensible.
- **Recommendations** for action plans, implementation timelines and measurable outcomes.

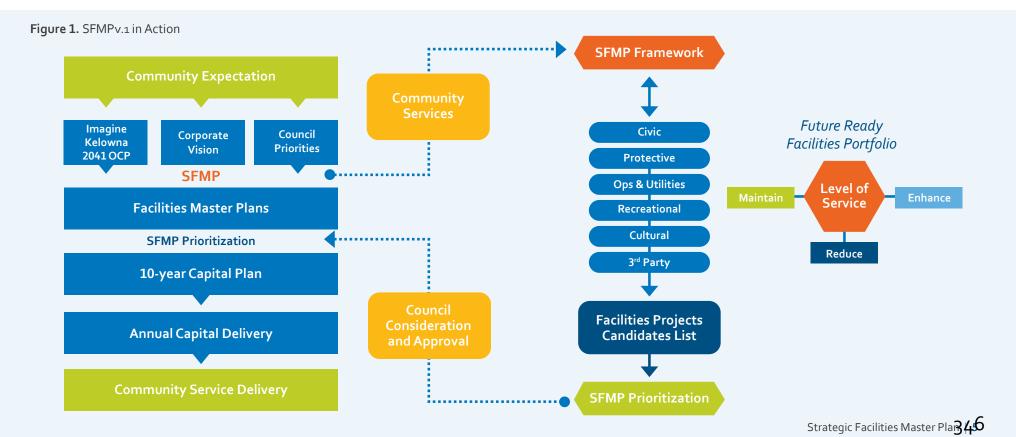
^{*}Population growth projections based on forthcoming 2041 OCP update.



Strategic Alignment

The SFMPv.1 has been developed to align with the community vision as defined by Imagine Kelowna, the 2040 Official Community Plan, and Council and Corporate priorities, ensuring that municipal facilities support the City's strategic objectives and values. SFMPv.1 highlights the role that the facilities portfolio plays in improving community health, safety, and well-being, promoting environmental stewardship, and encouraging economic development. This alignment ensures that facility investments are made transparently and consistently, supporting the city's long-term vision and strategic goals. Additionally, SFMPv.1 provides a basis for measuring and evaluating the ongoing contributions of facilities to strategic objectives, allowing for necessary adjustments to remain aligned with evolving needs.

SFMPv.1 points to departmental Facility Master Plans (FMP) as the fundamental tool for documenting and forecasting the community's facility needs. Once complete, the suite of FMP offers a holistic portfolio view across Service Areas, providing guidance on which facilities should be considered for development, ranging from "shovel worthy" to "shovel ready" projects and the determination of the appropriate strategy to achieve a *Future Ready Facilities Portfolio*.

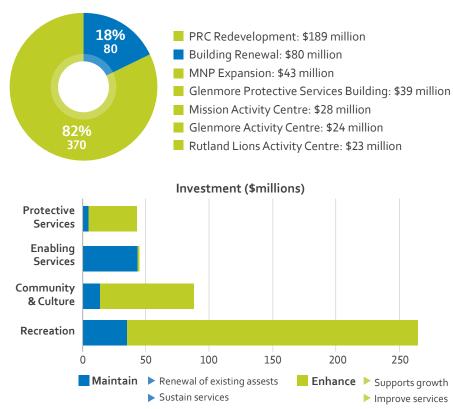


Summary of Forecasted 10-Year Capital Plan Projects (2025-2034)

The key projects identified in the 10-yr Capital Plan for 2025 to 2034 focus on maintaining or enhancing service levels of key facilities to ensure they meet the community's current and future needs. Upon completion, the Building Stronger Kelowna projects (PRC Redevelopment and Mission, Glenmore and Rutland Lions Activity Centres) will provide approximately 233,350 square feet of new recreational and childcare facilities and the Glenmore Protective Services Building an approximate 22,500sf fire hall and multi-agency training facility to support growth and improve services. In addition, \$80million in Building Renewal is planned across the facilities portfolio.

Going forward, SFMPv.1 will be integral in pro-actively identifying future gaps in the facilities portfolio and opportunities for supporting strategic goals. As a first step, key aspects of SFMPv.1 will assist in identifying the list of candidate projects for consideration in the upcoming 2026 Capital Plan process. Future iterations of the SFMP will play a pivotal role in streamlining the process for informing priorities, guiding investment decisions, and shaping strategic actions to advance the next generation of municipal facilities.

Figure 2. Forecasted 10-Year Capital Plan Projects





The redevelopment of **Parkinson Recreation Centre (RPRC)** will serve as a core, future facility, helping to attract major events and tournaments to the city. The new centre will include unique spaces for people of all ages and abilities to be active and social, serving as Kelowna's 'community living room' in the centre of the city.

Advancing opportunities for shared development and use of facilities owned and operated by Okanagan College, University of British Columbia Okanagan, and School District 23 leverages collective amenities to provide the highest Level of Service to the community

SFMP Framework

Governance: the structure, hierarchy, and process of decision-making.

Guiding Principles: the criteria for decision-making.

Portfolio Assessment: the current state and capability.

Future Vision: the desired outcomes.

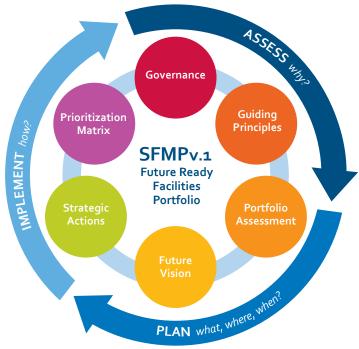
Strategic Actions: the levers for achieving the desired outcomes.

Prioritization Matrix: the filter for project evaluation and consideration for

inclusion in the Capital Plan.

The SFMPv.1 framework is a system wide approach for achieving a *Future Ready Facility Portfolio* and charts the strategic direction for the next generation of municipal facilities. The framework consists of the essential components developed during this stage and will be evaluated and enhanced in future versions. While SFMPv.1 has initially concentrated on Portfolio Assessment, the aim is to advance all other elements to an equivalent level of development as our understanding of the framework improves.

Figure 3. SFMP Framework





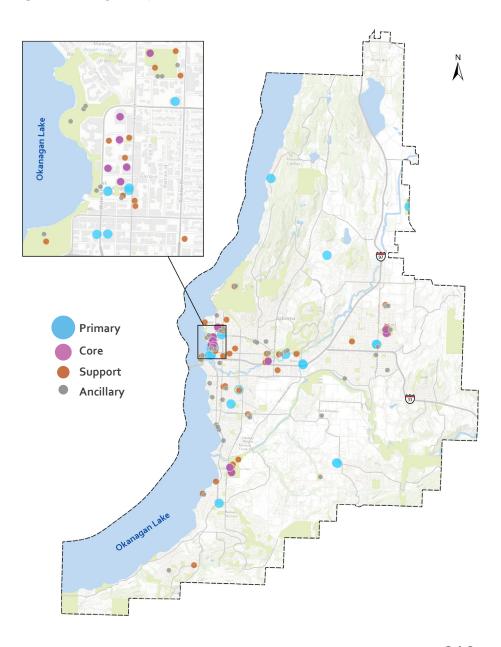
Current State

A fundamental consideration for the SFMPv.1 is assessing the suitability of the existing facility portfolio relative to its ability to meet ongoing community service requirements and its capacity to accommodate growth and future demands. This consideration informs the balance between enhance and maintain strategies as defined in the Capital Plan. The SFMPv.1 must also consider the forecasted 2041 OCP growth projections and growth districts while considering what, where and how services are provided and accessed by the community today compared to the future.

Table 1. Existing Facility Portfolio. Estimated Total Replacement Value \$1.28 billion.

Category	Services	Quantity	Total Area (SF)
Primary	Protective (Fire, Police, Bylaw) and Major Enabling (Operations, Utilities and Administration) Facilities	20	302,600
Core	Major Recreational and Cultural Facilities	10	779,200
Support	Non-Primary, Non-Core, Non-Ancillary (small to medium sized Cultural, Recreational and Enabling facilities)	43	272,400
Ancillary	Public Washrooms, Concessions, Pavilions and Storage Facilities	65	76,600
	TOTAL	138	1.47 million SF

Figure 4. Existing Facility Portfolio



The Facilities Department conducts regular Building Condition Assessments (BCA) of the facilities portfolio. The BCAs are the basis for the Facility Condition Index (FCI) for each facility and is updated regularly to improve data confidence. Although renewal budgets have been increased in recent Capital Plans, maintaining existing service levels across the portfolio will become increasingly difficult as 75% of our existing facilities are 25 years or older (half service life) and 45% are 50 years or older (nearing or past service life). The 5-year and 10-year condition FCI forecast indicates that the portfolio is at cross-roads, with 75% of the portfolio in the poor to very poor FCI rating over the next 10 years without significant investment.

SFMPv.1 is therefore a timely opportunity to strategically plan for and methodically answer key questions:

- Which facilities are ideally suited to continue providing services for a growing and changing community?
- Which facilities should we continue to maintain, which to enhance, which to replace or which to dispose?
- What future services and facilities will the community need and where should they be in comparison to the existing portfolio?
- How do we balance the risks, benefits and costs associated with the existing and future facilities portfolio?

The FCI analysis, an initial risk-based diagnostic, summarized in the Portfolio Assessment section identifies the following facilities for prioritized strategic planning consideration:

Primary Facilities

- Public Works Yards.
- 2 Enterprise Fire Hall 1
- Fire Hall 2
- 4 Rutland Community Policing
 Office
- 5 **KPSB:** FCI indicates facility in good condition, however current staffing growth projections indicate exceeding available space by 2028.

Core Facilities

- Memorial Arena
- 2 Rutland Arena
- Apple Bowl, Prospera, MNP Place. Although not identified via FCI metrics, these facilities should be prioritized based on Partnership Opportunities.

Support Facilities

- Parks Yard Head Office
- 2 Parks Yard Foreman Building
- Facilities Headquarters
- 4 9 Recreational Facilities

Ancillary Facilities

11 facilities were identified, however the investment decisions relative to these facilities are small in comparison to the other categories.



The Primary and Core facilities constitute significant funding and resourcing commitments relative to the services offered to the community and should be regarded as the principal focus of the Capital Plan. The Support facilities represent a cross section of small to medium sized facilities and services and constitute the greatest opportunity for improving the efficiency of the portfolio.

Future Vision

What does a fully realized Future Vision entail?

An Integrated Facility Portfolio Planning and Development process that supports a Capital Plan based on forecasted "shovel ready" projects, with clear rationale, confident scope, budget and schedule: the right facility projects, in the right places at the right time.

Achieving this ambitious vision presents significant challenges, necessitating a carefully mapped sequence of strategic steps to ensure alignment with long-term goals and the effective allocation of resources. SFMPv.1 represents the first step towards the realization of this vision.

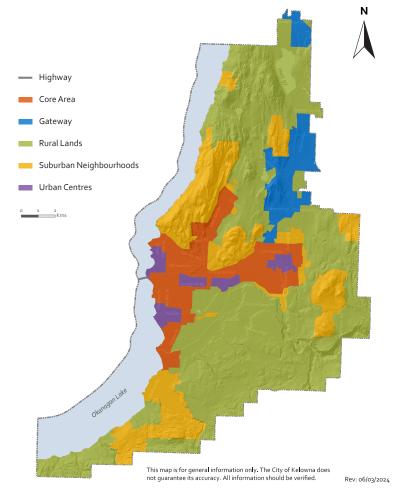
Central to this effort is the commitment to creating a *Future-ready Facilities Portfolio*, one that seamlessly integrates existing and new facilities while adhering to best practices of asset lifecycle management.

Figure 5. Asset Management Lifecycle



The pathway to success begins with a comprehensive understanding of the facility planning continuum—a dynamic process that spans planning, acquisition, operations, maintenance, and disposal. Each phase must be approached with precision, recognizing critical triggers and timeline thresholds to mitigate risks while providing an acceptable Level of Service to the community. This lifecycle-centric perspective ensures that decisions are proactive rather than reactive, reducing unnecessary costs and bolstering the community's confidence in the Level of Service provided.

Figure 6. Growth Strategy Districts



In tandem with this continuum is the alignment with the forthcoming 2041 Official Community Plan (OCP) update, which informs future service needs and facility demands. By incorporating the OCP Growth Strategy Districts, planners can anticipate demographic shifts and infrastructural requirements, being mindful that equity in the distribution of resources and access to services remains a central consideration of the facility portfolio strategy. This approach ensures that all community members, irrespective of their geographic location, socioeconomic status, or demographic characteristics, can benefit from sustainable and accessible infrastructure.

Meeting this tall order requires not only technical precision but also collaborative governance. Interested parties across departments, sectors, and communities must work in tandem, contributing diverse perspectives and expertise to refine the vision and quide its implementation.

The strategy must remain adaptable, allowing for adjustments as new data, technologies, and community needs emerge. The timing for each investment decision must be considered holistically across all facility categories as well as the City's overall infrastructure needs, with an understanding of the long-term cost of ownership and total cost of providing services to the community.

There will be an increasing need to enhance the effectiveness and efficiency of the facilities portfolio thru innovation, alternate approaches and integrated processes compared to how we have delivered facilities and services in the past.

Ultimately, the realization of this vision symbolizes more than infrastructure—it reflects the community's commitment to innovation, resilience, and sustainable growth. By crafting and executing this vision, the facilities portfolio becomes an enduring asset, capable of inspiring confidence and delivering enhanced services to current and future generations.

The formative documents for SFMPv.1 Future Vision are the departmental Facility Master Plans, additional guideposts will be validated and refined during the forthcoming development of SFMPv.2.



Summary of Strategic Actions

The SFMPv.1 includes discrete recommendations for the development of each Framework component. The following table is a summary of SFMPv.1 Strategic Actions and corresponding timelines: • Short term (Immediate to 1yr) • Mid term (1yr to 3yr) • Long term (3 to 10 yr).

Table 2. Summary of Strategic Actions

STRATEGIC ACTION	TIMELINE
Rationalize the Portfolio	
 Prioritize needs assessments for Primary and Core Facilities with highest risk to services 	Short Term
2. Rank each facility within each facility category by Service Area	Short Term
 Establish criteria for renovating, building new or disposing of facilities 	Mid Term
4. Establish Scenario and Portfolio Planning	Mid to Long Term
Forecast Future Needs	
Complete Departmental Facility Master Plans (FMPs) and update existing FMPs	Short Term
2. Assess facility location based on 2041 OCP Growth Districts	• Mid to Long Term
3. Assess co-located or multi-use vs single service facilities	Short to Mid Term
4. Assess centralized vs decentralized facilities	Short to Mid Term

_		
	STRATEGIC ACTION	TIMELINE
(-) p	Pursue Alternate Approaches	
	1. Enable Partnership opportunities	Short to Mid Term
	2. Establish service delivery options and criteria	• Mid to Long Term
	3. Establish lease vs own criteria	Short to Mid Term
(6	Enable Capital Planning	
	1. Distinguish between shovel worthy vs shovel ready projects	Short Term
	2. Establish business case / stage gate process	Short to Mid Term
	3. Establish Integrated Facility Portfolio Planning and Development process	Short to Mid Term
_	4. Coordinate pro-active land acquisition	Mid to Long Term
	5. Bundle projects	Short to Mid Term

Support Strategies —

<u>'</u> Q	Investigate Municipal Benchmark Metrics	
	Establish criteria for defining and measuring acceptable Levels of Service (LoS)	Short to Mid Term
	2. Establish criteria for defining and measuring total cost of facility ownership and cost for providing services including on-going staffing costs	• Mid to Long Term
	3. Investigate criteria for defining and measuring facilities portfolio allocation by Service Area	Mid to Long Term

Establish Facility Related Guidelines and Policies	
Establish Facility Level of Service framework	Short to Mid Term
2. Establish Facility Design Standards framework	Mid Term
3. Establish Integrated Facility Planning and Delivery Proceduress	Mid Term
4. Establish Facility Data Governance Procedures	Mid to Long Term

Implementation and Summary of Recommendations

SFMPv.1 is considered a living document divided into three implementation phases:

Phase 1: Ready
SFMPv.1 Establish the Plan (2025 to 2026)

- Enable Existing Capital Plan Commitments
- Assess key Primary and Core Facilities
- Complete Departmental Facility Master Plans
- Rank Facilities and Investigate Portfolio Scenarios
- ✓ Identify 2026 Capital Plan Candidate Projects
- Explore facility benchmarks, quidelines and policies
- Establish Business Case and Stage Gate-based Capital Plan
- Initiate Integrated Facility Portfolio Planning and Development workflow
- Stress Test the SFMPv.1 framework

Phase 2: Set SFMPv.2 Implement the Plan (2026-2027)

- Monitor Business Case and Stage gate-based Capital Plan
- Update the Capital Plan based on Portfolio Planning
- Establish Levels of Service and Facility Standards by Service Area
- Formalize process for Integrated Facility
 Portfolio Planning and Development

Phase3: Go SFMP+ Improve the Plan (2027+)

- Deliver the Capital Plan based on forecasted projects and comprehensive Portfolio Planning
- Continuous Improvement



The development of the SFMP is intended as a measured progression of iterative steps starting with understanding what we have (SFMPv.1), followed by confirming what we need and how we work as One Team (SFMPv.2) and thereafter charting a path towards a *Future Ready Facilities Portfolio* (SFMP+). Each step is a commitment towards continuously improving the way we plan, fund, deliver, operate and sustain our current and future generation of municipal facilities and the community services that they support.



The framework consists of the key components established in SFMPv.1 and will be assessed and refined in subsequent versions.

Governance: the structure, hierarchy, and process of decision-making.

 $\label{lem:Guiding Principles: the criteria for decision-making.}$

Portfolio Assessment: the current state and capability.

Future Vision: the desired outcomes.

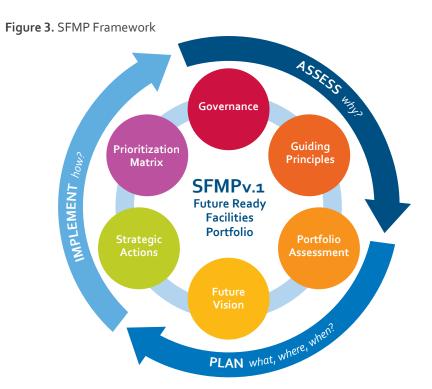
Strategic Actions: the levers for achieving the desired outcomes.

 $\textbf{Prioritization Matrix:} \ the \ filter \ for \ project \ evaluation \ and \ consideration \ for$

inclusion in the Capital Plan.

The SFMPv.1 Framework is modeled on Asset Management BC's "Asset Management for Sustainable Service Delivery Framework for British Columbia" which incorporates current best practices within the province and aligns with internationally recognized standards such as the International Infrastructure Management Manual and the ISO 55000 Standard for Asset Management. It delineates three phases for asset management practice to occur in a continuous cycle: Assess, Plan, and Implement.

The SFMPv.1 Framework addresses the fundamental questions regarding the why, what, where, when and how with respect to municipal facility investment decision making. It is a system wide approach for achieving the vision of a "Future Ready Facility Portfolio" and charts the strategic direction for the next generation of municipal facilities.



The following sections provide a detailed description of each component, including recommendations pertinent to each. As a first step, SFMPv.1 has focused on Portfolio Assessment, with the intention to develop other elements to the same level as our understanding of the framework improves.



Governance

Roles and Responsibilities

The key to effective decision making is good governance. The purpose of the SFMPv.1 Governance structure is to clarify the roles, responsibilities, authorities and accountabilities of individuals and departments to achieve the following:

- Promote and cultivate a culture that supports the implementation of the SFMPv.1.
- Integrate the relevant functions, departments, and partners in implementing the SFMPv.1.
- Facilitate coordinated decision-making aligned with SFMPv.1 objectives.
- Oversee, prioritize, and direct the program of work necessary to implement SFMPv.1 recommendations.

- Ensure consistent implementation and integration of the SFMPv.1 into daily operations.
- Maintain oversight and control over the development, implementation and enhancement of the SFMPv.1.
- Evaluate the ongoing contribution of the SFMPv.1 to Council and Corporate priorities and adjust as needed.

SFMPv.1 is a future centric, planning focused framework lead by the Facilities Planning & Design department. The goal of SFMPv1 Governance is an Integrated Facility Portfolio Planning and Development process (Refer to **Appendix B**) that is rooted in *OneTeam* approach: a collaborative integration of the forward planning processes led by Facilities Planning & Design, operations and maintenance led by Facilities, the Capital budget processes led by Capital Planning and the construction activities led by Infrastructure Delivery. Risk, Partnerships Office and Real Estate departments provide key supporting roles. Ultimately, the SFMPv.1 is driven by the facility needs of the various Service Areas to provide the acceptable Levels of Services required by the community today and in the future.

Community
Vision

City Manager

Senior Leadership Team

Director Partnerships & Investments

Facilities Steering Committee

Facilities Planning & Design

Facilities Capital Planning Infrastructure Delivery

Community Services

Risk Partnerships Real Estate

Service Providers & Partners

Figure 7. SFMPv.1 Governance Structure

SFMPv.1 Governance Recommendations:



Short term |



Short term •





Guiding Principles

The SFMPv.1 Guiding Principles provide a foundation for unified and coherent decision-making, ensuring that every action supports the strategic goals while allowing for ongoing evaluation and adjustments to meet the community vision outlined in Imagine Kelowna, the upcoming 2041 OCP update as well as evolving Council and Corporate priorities.

The SFMPv.1 guiding principles answers a key question: What defines a Future Ready Facilities Portfolio?



Sustainable

This principle ensures that facilities and the services provided thru them are delivered in a manner that meets current community needs without compromising the ability of future generations to meet theirs. It emphasizes the importance of long-term planning, resource efficiency, and adaptability to changing circumstances, ensuring that facilities and services remain robust and effective in the face of challenges such as climate change, economic shifts, and evolving community expectations.



Data Driven

Data and evidence-based decision making is a cornerstone of the SFMP. It involves systematically collecting, analyzing, and utilizing facility related data to guide strategic decisions and future policy development and implementation. By grounding decisions in robust evidence, we ensure that our actions are aligned with factual insights and real-world outcomes. This approach not only enhances transparency and accountability but also forms the foundation for measuring the progress and implementation of the SFMP.



People-Centric

A people-centric approach ensures that facilities focus on the health, safety, and well-being of the community and City staff who provide services. It prioritizes inclusivity, transparency, and community engagement, ensuring diverse voices are acknowledged and facilities adapt to feedback. By fostering collaboration, empowerment, and accessibility, facilities strengthen community bonds, create vibrant focal points, and continuously improve services to meet evolving needs.



Innovative

Innovation is key to ensuring facilities are future-ready and open to new possibilities. By fostering partnerships, leveraging advanced technologies, and embracing creative problem-solving, we aim to build adaptable facilities. Continuous integration of emerging trends ensures improved quality and efficiency, benefiting the entire community.



Fiscally Responsible

Fiscal stewardship centers on strategic investments to ensure sustainable and efficient facilities. This involves balancing costs, risks, and benefits with a focus on long-term ownership, including maintenance and improvements. Partnerships, diverse funding sources, and innovative revenue models enhance service delivery and support community needs. This comprehensive approach is essential to achieve a right-sized portfolio capable of meeting the evolving needs of the community and delivering high-quality services.



Holistic

Holistic and long-term thinking requires viewing the facility portfolio as a network of interconnected community services. The focus is on optimizing the entire portfolio rather than individual buildings. This involves addressing immediate needs alongside long-term goals and fostering partnerships with government agencies, non-profits, private entities, and community members. Cross-departmental collaboration streamlines processes and ensures facilities are functional, sustainable, and culturally resonant. This integrated approach leverages diverse strengths for outcomes that benefit all.



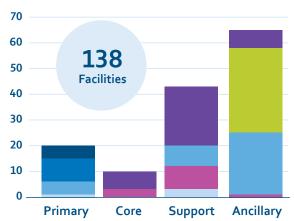




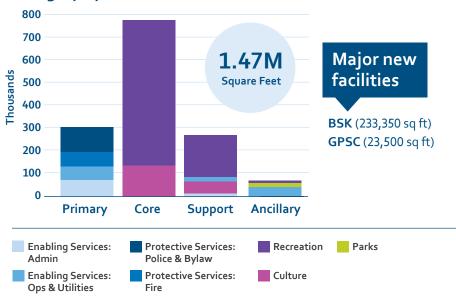
Portfolio Assessment

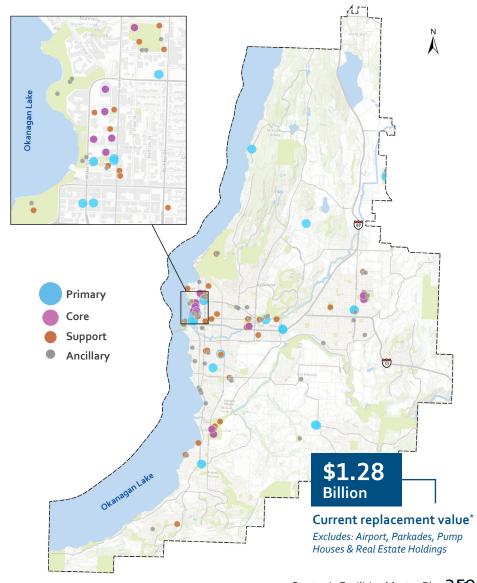
The SFMPv.1 charts a path from our current state towards a future state: future ready facilities for Kelowna "A City of the Future". The starting point of this journey involves a comprehensive evaluation of our current portfolio, assessing its capabilities, its strengths and weaknesses and using this information to make data-driven and evidence-based decisions for managing our existing portfolio and planning for future facilities.

Category by Service - Count



Category by Service - Floor Area





The portfolio comprises 138 assets, approximately 1.47 million square feet and replacement value of approximately\$1.28 Billion. The inventory excludes Airport facilities, Parking facilities, Real Estate rental properties, pump stations and facilities operated and maintained exclusively by 3rd party partners e.g. Curling Club.

Facility Categories and Services

Classifying facilities into categories reduces the total number of assets into manageable subsets and serves as a comparative lens for evaluating the significance of the services and facilities to the community, thereby establishing a relative scale to guide the appropriate management strategy as follows:



It is anticipated that this lens may be adjusted in subsequent versions of the SFMP to re-assign facilities to the appropriate categories or to address changes in policy or community priorities that may arise as the community continues to grow and evolve.

To understand the facility portfolio allocation, the focus should be on total area rather than total count. For instance, 11 Core Facilities make up 8% of the total count but 60% of the total area, while 65 Ancillary Facilities account for 48% of the count but only 5% of the area.

Viewed from the lens of Service Area allocation (combined categories per Service) the portfolio is weighted towards Recreation at 61%, followed by Cultural and Protective Services Facilities at 12% each, Operations & Utilities Facilities at 8%, Administration at 6% and Parks related facilities at 1%.

Facility Condition Index (FCI)

The Facilities Department conducts regular Building Condition Assessments (BCA) of the facilities portfolio. The BCAs assess each facility by building system component to determine condition, remaining service life, and associated renewal costs.

The BCAs are the basis of the Facility Condition Index (FCI) for each facility and are updated regularly to improve data confidence. FCI is an industry standard for expressing facility condition as a ratio of the total deferred maintenance cost divided by the current replacement value. This ratio is converted to a condition rating of good, fair, poor, very poor or critical.

FCI as a metric for building condition is focused primarily on renewal cost and the *maintain* strategy in our Capital Plan. The bubble charts below illustrate the entire facility portfolio condition forecast in 5- and 10-year increments. These charts depict the portfolio's deferred renewals for 5 years or for 10 years and excludes future capital renewal investment. The deferred renewal estimates are expected to increase over time as buildings continue to age and as data maturity improves.

Figure 8. Facility Condition Index (FCI) Calculation



Figure 9. 5-year FCI forecast by Facility Area

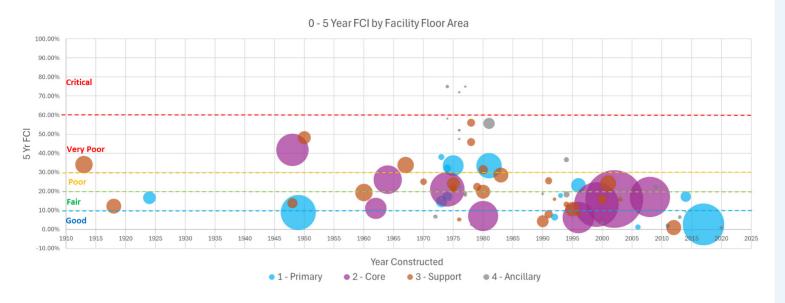
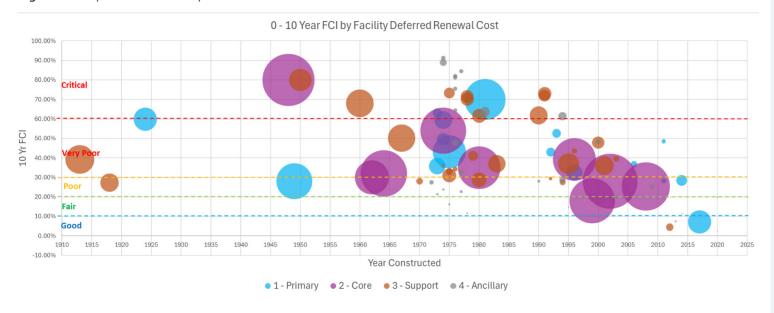
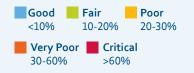


Figure 10. 10-year FCI forecast by Deferred Renewal Cost









The 5-year and 10-year FCI charts are a diagnostic tool that poses the following questions:

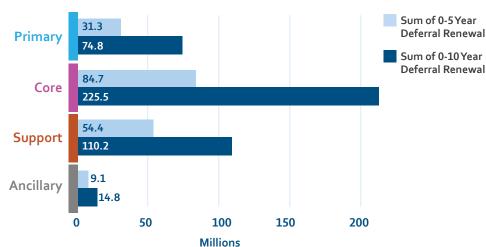
- Where should we allocate renewal investment to maintain existing facilities at current service levels?
- What additional funding is required to enhance or modernize these facilities to anticipate future growth?
- When should these investments be made?
- What is the appropriate FCI target for the portfolio in total and by category?

The 5-year and 10-year condition FCI forecast indicates that the portfolio is at cross-roads with approximately 75% of the portfolio in the poor to very poor condition over the next 10 years without significant investment.

The SFMPv.1 is an opportunity to strategically plan and methodically answer key questions:

- Which facilities are ideally suited to continue providing services for a growing and changing community?
- Which facilities should we continue to maintain, which to replace or which to dispose?
- What services and facilities will the community need and where should they be in comparison to the existing portfolio?
- How do we balance the risks, benefits and costs associated with the existing and future facilities portfolio?

Figure 11. 5 and 10-year Deferred Renewal Cost

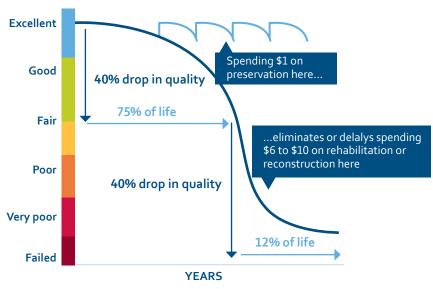


Maintain Enhance Reduce

The average life expectancy of buildings is 50 years and can be extended with regular maintenance and renewal regimes. This can vary from facility to facility depending on use and construction quality, for example an office building will have a relatively slower degradation curve compared to a recreation facility with significant foot traffic and public use or a firehall that is in operation 24 hours a day 7 days a week.

As buildings age, their condition naturally deteriorates. As they approach the end of their service life, the costs associated with operating and maintaining these aging facilities increase significantly. Maintenance shifts from scheduled proactive activities in the early stages of service life to reactive maintenance in the latter stages. The latter stage may involve major building systems failures, resulting in decreased building condition and service quality. This process can be expedited when funding is redirected away from aging facilities towards newer ones. This highlights the need for ensuring that budgets are maintained in the initial phase for proactive maintenance to avoid substantial deferred costs in the later stages of service life.

Figure 12. Facility Degradation and Service Life



Maintaining existing service levels across the portfolio will become increasingly difficult as 75% of our existing facilities are 25 years or older (half service life) and 45% are 50 years or older (nearing or past service life).

Secondly, renewals budgets do not include cost associated with addressing capacity, modernization, improvements or growth. These aging facilities constructed under different building codes, energy targets, accessibility and operational criteria will require significant upgrades to meet the growing and changing demands of the community. These require the *enhance* strategy in our Capital Plan for expansion or major renovation to improve the performance and service level provided by the facility and thereby resetting its FCI and significantly extending its service life.

When gaps between current and future capabilities are too large, it may be better to allocate investment elsewhere. In such cases, it may be necessary to consider disposal of the facility and replacing it with a modern one or potentially reducing or ceasing services in outdated facilities in favour of alternative delivery methods. This can also allow consolidation and co-location of services in a new, cost-effective facility built to modern standards.

Our existing portfolio has served the community well; however, we now need to carefully navigate the balance between *maintain* and *enhance* strategies and consider a new strategy: *reduce*, as we chart a path towards a future vision that ensures sustainable service delivery and a *Future Ready Facilities Portfolio*.

SFMPv.1 Portfolio Assessment Recommendations

The SFMPv.1 Priority Assessment recommendations are based on a per Category FCI data analysis, identifying facilities with the highest 5-10 year FCI delta, facilities with 10yr FCI >40% and facilities with high deferred renewal costs relative to the services being provided. These recommendations serve as an initial risk-based diagnostic and are recommended for short-term needs assessments, feasibility studies, business case development, and integration with departmental Facility Master Plans.

Refer to **Appendix C** Current Prioritized List of Facility Needs for Strategic Capital Planning

Facilities Department have developed robust Facilities Maintenance Policy (Refer to **Appendix E**) and renewal strategies for facilities based on FCI Protocols (Refer to **Appendix D**) including modernization programmes to manage facilities within the 40% FCI range. The SFMPv.1 Future Vision, as discussed in the next section, will guide recommendations for both midterm and long-term strategic capital planning for facilities greater than 30% FCI.



Primary facilities

These facilities represent the essential services required for community safety, health and administration. These facilities are prioritized based on service criticality and constitute significant funding and resource commitments relative to the services offered to the community and should be considered as a principal focus for the Capital Plan.

Recommended prioritized facilities for strategic planning review:

Operations Facilities:

1. Public Works Yards:
This facility will be assessed as part of the upcoming Infrastructure & Utilities
Operations Facilities Master Plan

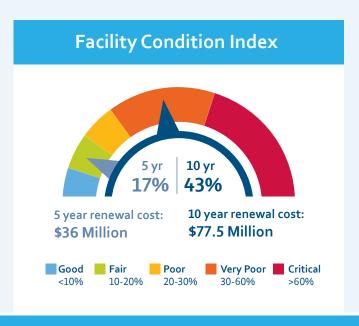
Protective Facilities: Fire:

- 1. Enterprise Fire Hall 1
- 2. Fire Hall 2

These facilities have been assessed as part of the recently completed Fire Department Facilities Master Plan.

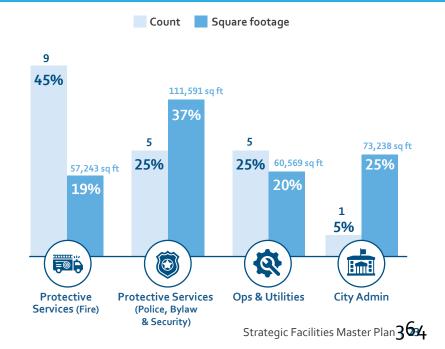
Protective Facilities: Police:

- *KPSB: FCI indicates facility in good condition, however current staffing growth projections indicate exceeding available space by 2028. A Police & Bylaw Services Master Plan is being undertaken to determine recommendations and next steps.
- 2. Rutland CPO



Facility Condition by Count Facility Condition by Sq Ft 30 800,000 700,000 25 600,000 20 500,000 15 400,000 300,000 10 10 200,000 5 100,000 **5YEAR** 10 YEAR **5YEAR** 10 YEAR Poor Very Poor Critical

Services Breakdown by Count and Sq Ft



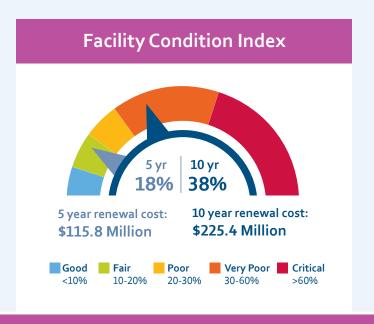
Core facilities

These facilities represent the major recreational and cultural facilities providing services for the entire community and in certain instances, the region, and are prioritized based on significant community and economic benefit. Like Primary facilities, these facilities constitute substantial funding and resource commitments relative to the services offered to the community and should be considered as a principal focus for the Capital Plan.

Recommended prioritized facilities for strategic planning consideration:

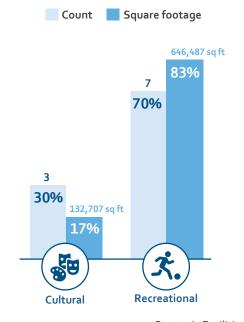
Recreational Facilities

- 1. Memorial Arena
- 2. Rutland Arena
- 3. Apple Bowl, Prospera, MNP Place. Although not identified via FCI metrics, these facilities should be prioritized based on Partnership Opportunities.



Facility Condition by Count Facility Condition by Sq Ft 30 800,000 700,000 25 600,000 20 500,000 15 400,000 300,000 10 200,000 5 100,000 **5YEAR** 10 YEAR **5YEAR** 10 YEAR Very Poor Critical Poor

Services Breakdown by Count and Sq Ft



Support facilities

The support facilities represent a cross section of small to medium sized facilities and services and constitute the greatest opportunity for improving the efficiency of the portfolio.

Recommended prioritized facilities for strategic planning consideration:

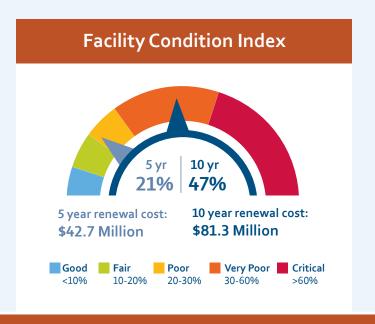
Operations Facilities

- 1. Parks Yard Head Office
- 2. Parks Yard Foreman Building
- 3. Facilities Headquarters

All three facilities are to be included in the upcoming Infrastructure & Utilities Operations Facilities Master Plan

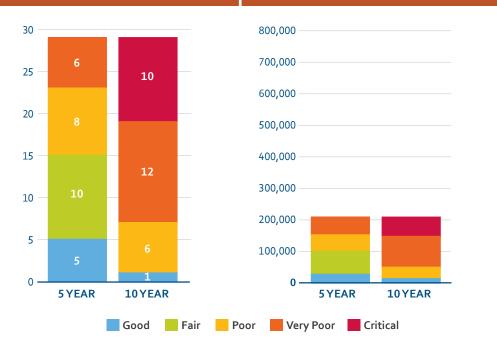
Recreational Facilities:

9 facilities were identified and are to be reviewed based on upcoming facility ranking, updates to the existing FMP and completion of 3rd Party Facility Master Plan.

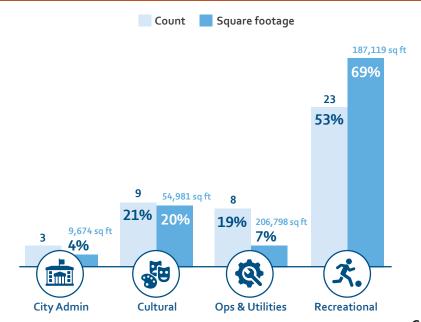


Facility Condition by Count

Facility Condition by Sq Ft



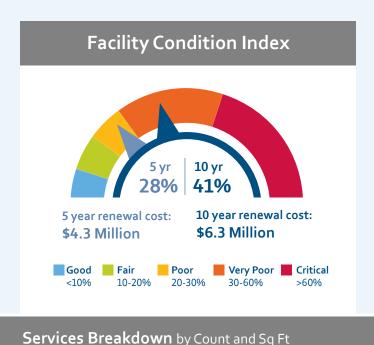
Services Breakdown by Count and Sq Ft



Ancillary facilities

Recommended prioritized facilities for strategic planning consideration:

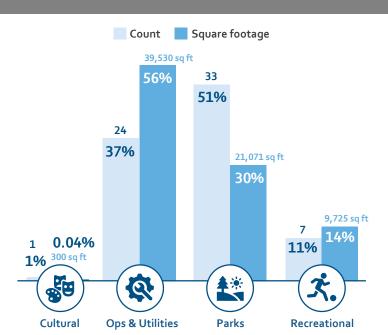
11 facilities were identified, however the investment decisions relative to Ancillary facilities are relatively small in comparison to the other categories. This facility category can be managed based on standard operation procedures for renewal, replacement or disposal over the next 10 years.



Facility Condition by Count Facility Condition by Sq Ft 30 800,000 700,000 25 9 600,000 6 20 500,000 15 400,000 300,000 10 200,000 5 100,000 **5YEAR** 10 YEAR 10 YEAR **5YEAR** Very Poor Critical

Poor

Good



Future Vision

What does a fully realized Future Vision entail?

An Integrated Facility Portfolio Planning and Development process that supports a Capital Plan based on forecasted "shovel ready" projects, with clear rationale, confident scope, budget and schedule: the right facility projects, in the right places at the right time.

Achieving this ambitious vision presents significant challenges, necessitating a carefully mapped sequence of strategic steps to ensure alignment with long-term goals and the effective allocation of resources. The SFMPv.1 represents the first step towards the realization of this vision.

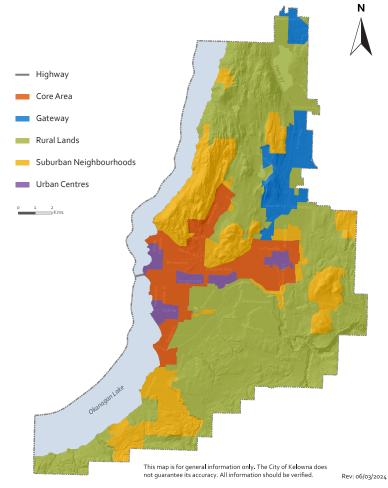
Central to this effort is the commitment to creating a *Future-ready Facilities Portfolio*, one that seamlessly integrates existing and new facilities while adhering to best practices of asset lifecycle management.

Figure 5. Asset Management Lifecycle



The pathway to success begins with a comprehensive understanding of the facility planning continuum—a dynamic process that spans planning, acquisition, operations, maintenance, and disposal. Each phase must be approached with precision, recognizing critical triggers and timeline thresholds to mitigate risks while providing an acceptable Level of Service to the community. This lifecycle-centric perspective ensures that decisions are proactive rather than reactive, reducing unnecessary costs and bolstering the community's confidence in the Level of Service provided.

Figure 6. Growth Strategy Districts



In tandem with this continuum is the alignment with the forthcoming 2041 Official Community Plan (OCP) update, which informs future service needs and facility demands. By incorporating the OCP Growth Strategy Districts, planners can anticipate demographic shifts and infrastructural requirements, being mindful that equity in the distribution of resources and access to services remains a central consideration of the facility portfolio strategy. This approach ensures that all community members, irrespective of their geographic location, socioeconomic status, or demographic characteristics, can benefit from sustainable and accessible infrastructure.

Meeting this tall order requires not only technical precision but also collaborative governance. Interested parties across departments, sectors, and communities must work in tandem, contributing diverse perspectives and expertise to refine the vision and quide its implementation.

The Future Vision must remain adaptable, allowing for adjustments as new data, technologies, and community needs emerge. The timing for each investment decision must be considered holistically across all facility categories as well as the City's overall infrastructure needs, with an understanding of the long-term cost of ownership and total cost of providing services to the community. There will be an increasing need to enhance the effectiveness and efficiency of the facilities portfolio thru innovation, alternate approaches and integrated processes compared to how we have delivered facilities and services in the past.

Ultimately, the realization of this vision symbolizes more than infrastructure—it reflects the community's commitment to innovation, resilience, and sustainable growth. By crafting and executing this vision, the facilities portfolio becomes an enduring asset, capable of inspiring confidence and delivering enhanced services to current and future generations.

Facility Master Plans

Departmental Facility Master Plans (FMP) are the foundational information that forecasts the community's service needs and outlines the necessary facility projects required to anticipate future growth, mitigate risks, identify opportunities and ensures efficient and effective service delivery.

The FMPs are categorized based on the various services supported by these facilities and the expected timeline for updates or completion, as detailed below:

Table 3. FMP Completion Timeline

Service	Completion Year	Update Required	Anticipated Completion Timeline
Indoor Recreation Services	2023	Align with SFMP _{V.1}	Q4 2025
Cultural Services	2020	Align with SFMP _{V.1}	Q4 2025
Fire Services			Q1 2025
Infrastructure Operations and Utilities			Q3 2025
Civic Accommodation			Q3 2025
Police and By Law Services			Q4 2025
3rd Party Leased Facilities			Q1 2026

The update and completion of departmental FMPs will provide a holistic understanding of the entire facilities portfolio and will establish the foundation for the Integrated Facilities Portfolio Planning and Development process. The suite of FMPs will enable a portfolio view of the inventory and the identification of facility needs across all Service Areas.

The main goal of each Facility Master Plan is to evaluate capacity and functionality gaps to meet the changing needs of the community. It also aims to provide a timeline for project business case development to inform investment decisions and considerations for the Capital Plan.

The FMPs will provide the following key indicators for the facility inventory in each Service Area:

- Assess the quality and reliability of the Service Area's facility inventory using information as outlined in the SFMPv.1 Portfolio Assessment section.
- Assess site, facilities and operations Regulatory and/or Statutory requirements, including safety.
- A "Fit for Purpose" analysis to determine the inventory's capacity, utilization and functionality to support current and future Level of Service targets.
- **Assess** opportunities for modernizing operations and innovative approaches for facility space program and design, including accessibility, inclusivity and environmental sustainability and resiliency.
 - FMPs should be reviewed annually and updated every 5 years or as determined by the needs of the Service Area.



- Assess applicability of SFMPv.1 Strategic Actions and recommendations to improve the SFMP Framework.
- Guide the determination of the Capital Plan facility strategy to maintain, enhance, or reduce based on the anticipated impact to the Level of Service.



Guideposts for SFMPv.2 Future Vision

SFMPv.1 identified additional Future Vision principles in shaping the city's approach to facilities planning.

Some elements like the Facility Technical Standard V.1 have recently been completed, while others remain in various stages of development. To build upon the progress made in SFMPv.1, focused attention will be required to complete and refine the outstanding components. SFMPv.2 is intended to address these gaps and enhance the framework established by its predecessor.

The details of these next phase aspects of the Future Vision have been collected in an Appendix F. and summarized as follows:



Level of Service

Level of Service (LoS) is a developing concept within the organization, requiring a uniform understanding and implementation across all Service Areas. Secondly, a correlation between the Community Level of Service as defined by each Service Area requires a corresponding facilities metric, known as the Technical Level of Service. Developing a Facilities Level of Service framework will be an important initiative for SFMPv.2. A guide for development is the AMBC LoS Template. The template provides a methodology for local governments to use in documenting and assessing LoS that can be applied incrementally and tailored to the individual needs and capacity of each local government.



Risk

Identifying and mitigating risks to services is crucial in defining the acceptable Level of Service. It is important to consider whether our facilities provide services at the level expected by the community, the likelihood of a service interruption, the known consequences of service failure, and the costs associated with mitigating these risks. In this context, risk to the Future Vision involves concepts for Service Criticality and Financial Balance, both of which require significant input from the Risk Department, the Finance Department and the various Service Area representatives to define uniform metrics and criteria.



Facility Standards

Design and Technical Standards are intended to guide City staff, consultant design teams, and service partners, leveraging insights from the construction, operation and maintenance of existing facilities, along with best practices and exemplar facilities from other municipalities. These guidelines aim to set expectations, standards, and performance targets for future projects, ensuring consistency and avoiding "one-off" or "first principle" approaches. Additionally, these standards are intended to provide guidance on estimated costs for specific building typologies.



Guidelines and Policy

Creating facility-specific policies and guidelines will help ensure consistent and streamlined decision-making processes. These will include formalized definition of Levels of Service as well as procedures for acquiring, maintaining, and disposing of facilities. Additionally, the guidelines and policies aim to establish strategies for reducing carbon emissions in new buildings, support climate action initiatives, and address upcoming requirements from the Accessibility Plan.

The SFMPv.1 Future Vision is a summary of outcomes and the guidepost for a Future Ready Portfolio. These outcomes are reliant on Strategic Actions outlined in the following section.

Strategic Actions

This section focuses on the strategic actions developed during the SFMPv.1, which can be implemented singularly or in combination to ensure that municipal facilities are sustainable, efficient, and aligned with the community's needs.

Selecting the most effective combination of strategic actions to achieve the desired outcomes will depend on the circumstance. It is envisioned that these Strategic Actions be validated, tested and refined to verify effectiveness and that additional strategic actions be developed and adopted in the future iterations of the SFMP. The Strategic Actions also present opportunities for Digital Transformation.



Rationalize the Portfolio

The strategic approach to managing facilities involves evaluating the current portfolio to determine underutilized or outdated assets while identifying opportunities for enhancement or divestiture. By systematically forecasting future facility needs, this strategy ensures resource optimization and alignment with long-term objectives. It emphasizes proactive planning to improve service delivery, equitable resource distribution, and the efficient allocation of investments towards sustainable infrastructure that meets community demands.

FCI Protocol and Risk Rating – Existing Facilities

The Facilities Condition Index (FCI) protocol provides a standardized method for assessing the condition of facilities, while the risk rating helps prioritize investments based on the criticality of services and systems. Combining these two approaches ensures that resources are allocated effectively, focusing on existing facilities that require immediate attention and those that pose the highest risk to the services that the community depend on. The key principle is to prioritize existing Primary and Core facilities with high risk to service delivery. A secondary principle is the ranking of facilities within each facility category.

Renovate - Build New - Dispose

The choice between renovating existing facilities and constructing new ones is vital. Renovations can often extend a facility's life, improve functionality, and enhance service delivery at a lower cost. However, new construction may be more appropriate when existing facilities cannot meet future demands or standards. Building new facilities enables the adoption of modern standards, boosts efficiency, and offers opportunities to colocate services, which can prove cost-effective and impactful for long-term community benefits. Conversely, by disposing of underperforming assets,

resources and space can be freed up and put towards modern, efficient facilities that align with the community's needs. The goal is to ensure that investments are directed towards future-ready infrastructure, ultimately enhancing service delivery and community satisfaction.

Scenario and Portfolio Planning

Scenario Planning is a strategic method to create flexible long-term plans by considering possible future outcomes. It tests strategies and assesses their impact on the portfolio. For example, which combination of budget allocations for maintenance, enhancement, replacement, or disposition across the facilities portfolio would yield optimal results. This method tests investment decisions and their corresponding impact on the Level of Service.

Portfolio Planning is the key result of the SFMP, holistically balancing the management of current facilities and planning future ones to deliver an acceptable Level of Service to community. It evaluates and recommends the optimal mix of projects and timelines, considering factors such as risk tolerance, lifecycle costs, investment timelines, and expected returns. This aims to balance community benefits, operational efficiency, and the costs of developing and maintaining the next generation of municipal facilities.



Forecast Future Needs

Forecasting is crucial for the SFMPv.1, allowing the city to plan and allocate resources efficiently. This strategy identifies future facility needs and analyzes optimal locations based on population growth, accessibility, land use regulations, service models, and opportunities for strategic co-location of services. A key consideration is ensuring equitable distribution of resources and access to services so that that all community members, regardless of location, socioeconomic status, or demographics, benefit from sustainable infrastructure. The approach also seeks synergies and economies of scale for optimal investment in future service delivery to meet the community's evolving needs.

Facility Master Plan Forecasts

The various departmental Facilities Master Plans (FMPs) are intended to proactively anticipate the future demand for facilities, guiding decisions on maintenance, upgrades, and new construction. As the basis for future facility related Capital Plan requests, regular review of the suite of FMPs is crucial to ensure that facilities not only remain functional and relevant but also prepared to meet future requirements effectively.

2041 OCP Growth Districts

This involves strategic planning and scenario planning to ensure that facilities and services are optimally located to meet the future needs of the community as envisioned in the forthcoming 2041 OCP Growth Districts. The SFMPv.1 emphasizes the importance of location analysis, network planning, and coverage to identify the optimal locations for facilities.

Centralized or De-centralized Facilities

Centralized services refer to a model where services are concentrated in a single location or a few locations within the community, making it easier to manage and coordinate. This approach can lead to cost savings, improved efficiency, and better resource allocation. On the other hand, decentralized services involve distributing services across multiple locations throughout the community, which can enhance accessibility and responsiveness to local needs. This model can provide more tailored services to different communities and reduce the risk of service disruption.

Oc-located or Single Service Facilities

Co-located facilities refer to a model where multiple services are provided in a single location. This approach can lead to cost savings, improved efficiency, and better resource allocation by sharing infrastructure and resources. It also enhances convenience for users, as they can access multiple services in one place. On the other hand, single-service facilities provide a specific service in a single location. This model can offer specialized services tailored to specific needs and may be more effective for certain types of services that require focused attention.



Pursue Alternate Approaches

This strategy is intended to challenge how we can most efficiently and effectively deliver services to the community. This is an opportunity to innovate across the facility continuum to consider alternate approaches for the planning, design and construction of facilities including alternate service delivery models.

Partnership

Partnerships provide opportunities for cost-sharing, resource optimization, and enhanced service delivery. Collaborating with other organizations, leverages external expertise, funding, and resources to improve the efficiency and effectiveness of facilities development and service delivery. This approach can also assist in addressing community needs more comprehensively and sustainably. SFMPv.1 encourages the pro-active exploration of various partnership models, including public-private partnerships, collaborations with non-profit organizations, and joint ventures with other governmental agencies. The 10-year Capital Plan should be pro-actively assessed to anticipate Partnership opportunities.

Lease vs Own

Leasing facilities offers flexibility and reduces upfront capital expenditures, making it an attractive option for short-term needs or when long-term requirements are uncertain. It enables adaptation to changing demands and serves as an ideal interim solution, allowing time for planning and determining a long-term strategy without being bound by long-term commitments. On the other hand, owning facilities can be more cost-effective in the long run, as it eliminates ongoing lease payments and provides greater control over the property. Ownership is beneficial for facilities that are expected to be in use for an extended period and where stability and control are important.

Service Delivery Options

This strategy considers various service delivery options, depending on the service area needs to meet strategic goals. These options include:

- City-Managed Services: This involves the city directly managing and operating the facilities. It provides greater control and oversight but may require significant resources and expertise over the service life of the facility.
- 2. Partnered Services: This option involves collaborating with external organizations, such as public-private partnerships or joint ventures with non-profit organizations. It allows for cost-sharing and leveraging external expertise and resources.
- 3. Externalized Services: In this model, the city outsources the management and operation of facilities to external service providers. It can lead to cost savings and access to specialized expertise but may reduce direct control over the services.
- **4. Digitized Services:** As we transition toward digital based services there are opportunities for services to be accessed by residents remotely via their mobile phone or home computer or at dedicated municipal facilities across the city.
- 5. Discontinued Services: This involves discontinuing services that are no longer needed or economically viable. This strategy has not been implemented in the past, however SFMPv.1 anticipates optimizing resources and focusing on essential services will be an essential strategy in the future.



Enable Capital Planning

This approach is focused on providing clarity and confidence in the projects recommended for inclusion in the 10-year, 5-year Capital Plan and Annual Financial Plan. This involves the development of project business cases to provide the necessary analysis and documentation of the financial viability, benefits, and risks associated with a project and providing a clear rationale for why a particular investment is necessary and how it aligns with the city's strategic goals. This method facilitates informed decision-making regarding facility investments by assessing both the feasibility and the impact on services of the proposed projects.

Shovel Ready / Shovel Worthy

This strategy distinguishes between projects that are ready for immediate implementation (shovel ready) and those that are deemed valuable and necessary but may require further planning and preparation (shovel worthy). This distinction allows for projects to be prioritized based on their readiness and significance.

Business Case / Stage Gate

This strategy provides a structured process for developing, evaluating and approving projects at various stages of development. The business case is intended to document the development of shovel worthy projects into shovel ready projects and ensures that only projects that meet specific criteria and demonstrate clear benefits move forward for Council consideration for inclusion in the Capital Plan.

> Integrated Facility Portfolio Planning and Development

Project enabling requires an integrated and collaborative One Team approach. Early engagement with internal and external resources to identify synergies, leverage capacity, capability and expertise to prepare projects for implementation by ensuring that all necessary resources, approvals, and plans are in place. This step is essential for minimizing risks and ensuring that projects are ready for execution. Refer to **Appendix B** Integrated Facility Portfolio Planning and Development Workflow.

Project Bundling

Bundling projects is a strategic methodology that involves integrating similar projects or combining multiple smaller initiatives into a singular larger endeavor. This approach can result in substantial cost savings, enhanced efficiency, and improved project management. By aggregating like projects or addressing other programmatic or facility needs concurrently, we can capitalize on economies of scale, minimize redundancy, and optimize resource allocation. Furthermore, merging smaller projects into a comprehensive one can facilitate better coordination, reduce disruptions, and ensure more cohesive and streamlined delivery of facilities and services. This strategy not only maximizes investment impact but also supports a more sustainable and resilient facilities portfolio.

Land Acquisition

The nature of strategic land acquisition is opportunistic. Land is a scarce commodity and is largely dependent on market availability, but it is often the first enabling project for the delivery of a new facility. Land acquisition should be integrated into a proactive and holistic facility planning strategy.

Support Strategies



Investigate Municipal Benchmark Metrics

In 2024, the City initiated its participation in the Municipal Benchmarking Network Canada. Municipal benchmarking is a strategic approach for measuring and comparing various metrics across different municipalities. This comparative analysis improves in understanding how Kelowna's facilities portfolio measures up and identifies areas for improvement and best practices. By benchmarking against other municipalities, we can set realistic goals, measure progress, and make informed decisions about our facilities portfolio allocation, the associated costs and the metrics for Level of Service.



Establish Facility Related Guidelines and Policies

Policy development is an important future aspect as we advance our processes and strategies for decision-making and maintaining consistency in the development and management of facilities. Future guidelines and policies will establish standards for the quality of our facilities and outline how they are planned, funded, and managed to align with Corporate and Council priorities. Facility related policies will be created to guide procedures for acquisition, maintenance, and disposition of facilities, as well as define criteria for Level of Service associated with facilities. This ensures that the City's facilities portfolio is managed transparently, equitably, and defensibly, while streamlining facilities-related decision-making in the future.



Summary of Strategic Actions

The following table is a summary of SFMPv.1 Strategic Actions and corresponding timelines:

● Short term (Immediate to 1yr) ● Mid term (1yr to 3yr) ● Long term (3 to 10 yr).

Table 2. Summary of Strategic Actions

	STRATEGIC ACTION	TIMELINE
(!	Rationalize the Portfolio	
	 Prioritize needs assessments for Primary and Core Facilities with highest risk to services 	Short Term
	Rank each facility within each facility category by Service Area	Short Term
	Establish criteria for renovating, building new or disposing of facilities	Mid Term
	4. Establish Scenario and Portfolio Planning	Mid to Long Term
	Forecast Future Needs	
	Complete Departmental Facility Master Plans (FMPs) and update existing FMPs	Short Term
	2. Assess facility location based on 2041 OCP Growth Districts	Mid to Long Term
	3. Assess co-located or multi-use vs single service facilities	Short to Mid Term
	4. Assess centralized vs decentralized facilities	Short to Mid Term

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	STRATEGIC ACTION	TIMELINE
- 0	Pursue Alternate Approaches	
	1. Enable Partnership opportunities	Short to Mid Term
	2. Establish service delivery options and criteria	• Mid to Long Term
	3. Establish lease vs own criteria	Short to Mid Term
S	Enable Capital Planning	
	1. Distinguish between shovel worthy vs shovel ready projects	Short Term
	2. Establish business case / stage gate process	Short to Mid Term
	3. Establish Integrated Facility Portfolio Planning and Development process	Short to Mid Term
	4. Coordinate pro-active land acquisition	Mid to Long Term
	5. Bundle projects	Short to Mid Term

Support Strategies –

Q	Investigate Municipal Benchmark Metrics	
	Establish criteria for defining and measuring acceptable Levels of Service (LoS)	Short to Mid Term
	2. Establish criteria for defining and measuring total cost of facility ownership and cost for providing services including on-going staffing costs	Mid to Long Term
	3. Investigate criteria for defining and measuring facilities portfolio allocation by Service Area	Mid to Long Term

Ů	Establish Facility Related Guidelines and Policies	
	1. Establish Facility Level of Service framework	Short to Mid Term
	2. Establish Facility Design Standards framework	Mid Term
	3. Establish Integrated Facility Planning and Delivery Proceduress	Mid Term
	4. Establish Facility Data Governance Procedures	Mid to Long Term

Prioritization Matrix

The optimal outcome of the prioritization matrix is to arrive at recommendations for "the right facility projects, in the right places, at the right time" for Council's consideration and approval for inclusion in future Capital Plans.

The development of the Prioritization Matrix will require a two staged approach:

Projects for consideration should be developed by applying the insights gathered from previous SFMPv.1 Framework components: Guiding Principles, Portfolio Assessment, Future Vision and Strategic Actions.

It is important to note that the prioritization matrix is not intended to determine which projects should be included in the Capital Plan, it is primarily a lens for comparing the relative importance and feasibility of candidate projects to guide Council's consideration.

The development and implementation of the SFMPv.1 Prioritization Matrix considers our current capital planning processes and organizational capability to collect, analyze and interpret readily available data and to determine the appropriate level of granularity necessary to inform decision making.



Prioritization Stage 1: Capital Plan 2026

Pre-Established Prioritization:

These are the projects that have been included in the current 5 and 10 YCP and the current year Financial Plan and are the result of previous prioritization methodologies. As pre-existing priorities, these should be the focus for delivery efforts unless the scope or budget are not well defined.

Emergent Prioritization:

These are projects selected by Council and City Manager to address emergent opportunities, initiatives prioritized for strategic importance or regulatory compliance and risk mitigation identified by City staff. The impact of emergent projects to pre-established projects or other prioritized projects should be acknowledged and presented to Council for consideration.

Shovel Ready Prioritization:

This criterion considers the probability of the successful delivery of a given project within acceptable budgets and timelines. Projects that do not meet these project fundamentals should be de-prioritized.

- Scope Confidence: This criterion assesses the clarity and certainty of the candidate project. It evaluates how well-defined and understood the project's objectives, deliverables, and boundaries are relative to scope, budget and schedule.
- Level of Effort: This measures the amount of work and resources required to develop the project. It considers factors such as time, resource capacity and financial investment needed.
- **Delivery Capacity:** This criterion evaluates the ability to successfully deliver the project. It considers the availability of resources, expertise, and infrastructure necessary for project execution.

Risk Prioritization:

This criterion evaluates the potential risks that are being mitigated by the project. It considers factors such as project complexity, uncertainties, and the probability and consequences that are being addressed by the project.

- Service Criticality: This measures the importance of the project in maintaining or enhancing critical services to the community. It evaluates how essential the project is to essential functions and service delivery.
- ✓ Building Systems Risk: This assesses the risk associated with the building systems for facilities providing critical services to the community. It considers factors such as the condition, reliability, and performance of the systems relative to the criticality of the service provided to the community.

- Enterprise Risk Management (ERM): This criterion evaluates the project's alignment with the City's overall risk management strategy. It considers how the project contributes to mitigating or managing enterprise-level risks.
- Financial Risks: This measures the financial implications of the project. It evaluates factors such as cost, funding sources, and potential financial benefits or savings.

It is foreseen that Stage 1 will be sufficient to recommend Capital Projects for review and consideration by Council. Stage 2 can be investigated should Stage 1 strategies prove insufficient; however, this will require a significant investment in the level of effort, resourcing and data collection.





Prioritization Stage 2: Capital Plan 2027 and onward

Stage 2 requires the collection and analysis of data not presently available to the SFMPv.1, but in future can become the criteria used to systematically evaluate and prioritize projects of competing importance, ensuring that decisions are made based on a comprehensive and balanced assessment of pre-determined factors.

Multi-Criteria Prioritization:

This involves simultaneously evaluating projects based on multiple criteria. It considers the combined impact of various factors on the project's overall value and feasibility. Developing a multi-criteria prioritization matrix will require formalizing levels of service, the selection of cross-departmental qualitative and quantitative values, as well as the criteria for measuring strategic alignment across services.

- Level of Service: This criterion evaluates the project's impact on the Level of Service. It considers how the project can measurably improve or maintain service quality and efficiency.
- Quantitative Values: This measures the quantitative aspects of the project. It evaluates factors such as measurable outcomes, performance metrics, and data-driven assessments.
- Qualitative Values: This criterion assesses the qualitative aspects of the project. It considers factors such as stakeholder perceptions, community impact, and alignment with organizational values. Examples of qualitative values are Social (community safety, social equity, vibrancy or health and wellness of the community) Environmental (Climate Lens, Resiliency and Waste Reduction) and Economic (Financial Prudence, Economic Benefit)
- Strategic Alignment: This criterion evaluates the project's ability to further council and corporate priorities.

Cost-Benefit Analysis:

This assesses the project's cost-effectiveness relative to other competing projects. It evaluates the balance between the project's costs and the expected benefits or returns. Developing a cost- benefit criteria will require the selection of cross-departmental metrics for measuring social return on investment and balance across services.

- Social Return on Investment: This measures the social impact of the project. It considers factors such as community benefits, social equity, and contributions to societal well-being relative to other projects for consideration. This methodology requires the development of financial proxy for the service or benefit
- ✓ Balance Across Services: This measures the project against other projects
 or previous investments across the asset portfolio to address perceived
 over or under investment across the portfolio.

SFMPv.1 Prioritization Recommendations

SFMPv.1 acknowledges the difficulty and complexity of assessing the relative importance of various priorities and that not all projects are equally defined. Currently, there are no precise criteria for comparing different types of projects, therefore comparing a fire hall project to a recreational project should be avoided unless staffing or funding limitations necessitate such a comparison. However, existing priorities from the current Capital Plan, the concepts of "shovel-worthy" versus "shovel-ready," and risk mitigation based on FCI should provide sufficient criteria for recommending facility projects at this stage of SFMP development.



Facilitate current Capital Plan 2024 –2025 projects:

- Enable projects with well-defined scope, budget and schedule.
- Defer projects with insufficient information to deliver the project within the stated budget or timeline.
- Develop a plan for incorporating deferred projects into future Capital Plan until the project is "shovel ready".



Facilities identified based on SFMPv.1 Portfolio Assessment section:

Primary Facilities

- Public Yards Main Building
- Fire Hall 1
- Fire Hall 2
- KPSB
- Rutland CPO

Core Facilities

- Memorial Arena
- Rutland Arena
- Prospera, MNP and Apple Bowl (Partnership Opportunities)

Support Facilities

- Parks Operations Admin and Foreman Building
- Facilities Department (Building)
- 9 Recreational Facilities



Facility Category + Facility Condition Index + Risk Prioritization, using current available data:

- Prioritize strategic planning and needs assessments for Primary and Core facilities with FCI >40%
- Rank short-, mid- or long-term projects by Category
- Develop a divest criteria and develop a plan for facilities that meet the divest criteria.



Assess emergent projects based on Council referrals, partnership opportunities, or as identified thru new or updated departmental facility master plans.





Updating the Plan

The SFMP should be reviewed annually alongside the development of each year's Capital Plan. Each annual review will outline the objectives and initiatives to be implemented in that calendar year, organized to align with the Capital Plan Service Based Budget. The annual review will also report on the effectiveness of the current SFMP version through a summary of key measures to be developed at a later stage.

The SFMPv.1 recommended implementation timeframes are as follows:

- Short term (Immediate 1 year)
- Medium term (1-3 years)
- Long term (3-10 years)

Besides annual reviews, this Plan should include two updates: one in Q4 2026 at the end of the "short term" period, and another in Q4 2027 at the conclusion of the "medium term" period. Thereafter the SFMP should be updated every 5 years.

Strategic objectives and initiatives may be adjusted during annual reviews and sequenced updates. Engaging with residents, community interested parties, and Service Area managers during planned updates can effectively address evolving needs. Furthermore, cost forecasts should be refined to account for inflation, construction escalation, or other relevant cost considerations.

Measurement

Developing a comprehensive evaluation program has been deferred to SFMPv.2, as several dependencies must be addressed to ensure the uniform application of key asset management concepts across the organization. These include reliable data collection for all asset classes, ongoing maintenance efforts, clearly defined performance measures for services, and the consistent application of Level of Service principles. SFMPv.1 acknowledges the interdependent relationship between facilities and the services they deliver, which emphasizes the importance of collaborating with other Service Areas to maintain consistency in our measurement methodologies.

Creating a unified approach across Service Areas will ensure strategic alignment and allow for effective evaluation of facility investments towards a *Future Ready Facilities Portfolio*. Clear and consistent metrics are needed to measure the impact of facility programs and projects, documenting conditions before and after implementation to assess benefits and monitor progress.

Despite the complexity of services and the diversity of facilities, overall progress must be demonstrated across all City facilities. Measurement metrics that reflect this progress will be developed as part of SFMPv.2, culminating in a Facilities Report Card to be developed in collaboration with the Corporate Strategies and Performance department.

Insights gained during the planning, development and delivery of facility projects will aid in the long-term enhancement and refinement of the SFMPv.1 framework and subsequent iterations.





Implementation and Summary of Recommendations

SFMP is considered a living document divided into three implementation phases:

Phase 1: Ready
SFMPv.1 Establish the Plan (2025 to 2026)

- Enable Existing Capital Plan Commitments
- Assess key Primary and Core Facilities
- Complete Departmental Facility Master Plans
- Rank Facilities and Investigate Portfolio Scenarios
- Identify 2026 Capital Plan Candidate Projects
- Explore facility benchmarks, quidelines and policies
- Establish Business Case and Stage Gate-based
 Capital Plan
- Initiate Integrated Facility Portfolio Planning and Development workflow
- Stress Test the SFMPv.1 framework

Phase 2: Set SFMPv.2 Implement the Plan (2026-2027)

- Monitor Business Case and Stage gate-based Capital Plan
- Update the Capital Plan based on Portfolio Planning
- Establish Levels of Service and Facility Standards by Service Area
- Formalize process for Integrated Facility Portfolio Planning and Development

Phase3: Go SFMP+ Improve the Plan (2027+)

- Deliver the Capital Plan based on forecasted projects and comprehensive Portfolio Planning
- Continuous Improvement



The development of the SFMP is intended as a measured progression of iterative steps starting with understanding what we have (SFMPv.1), followed by confirming what we need and how we work as One Team (SFMPv.2) and thereafter charting a path towards a *Future Ready Facilities Portfolio* (SFMP+). Each step is a commitment towards continuously improving the way we plan, fund, deliver, operate and sustain our current and future generation of municipal facilities and the community services that they support.

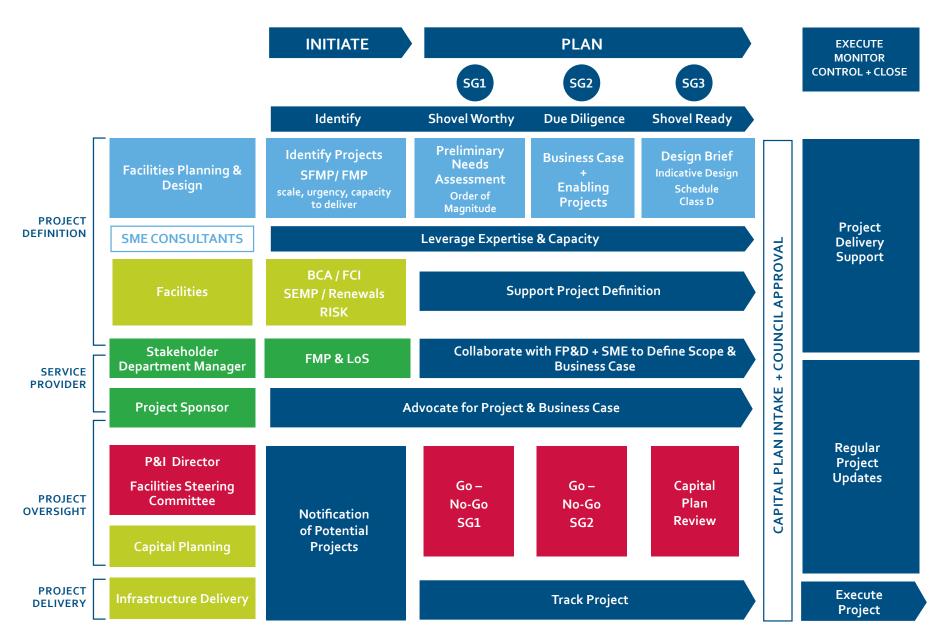


SFMPv.1 Roadmap



The SFMPv1 was developed in 2025, via a cross-departmental core working group from, Facilities, Asset Management and Capital Planning, Infrastructure Delivery and Corporate Strategy and Performance, led by Facility Planning and Design. The core working group undertook a series of best practice research, departmental surveys, 1:1 interviews, gap analysis and workshops to arrive at SFMPv.1.

Integrated Facilities Planning & Development Workflow



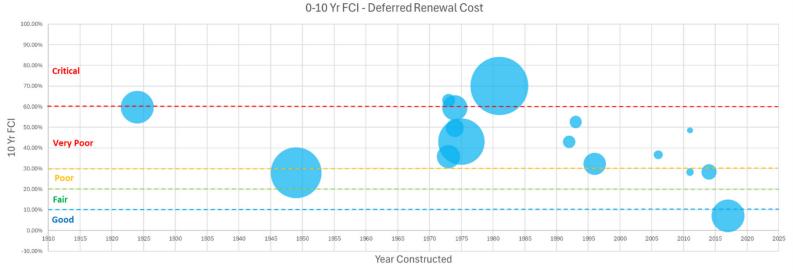
Current Prioritized List of Facility Needs for Strategic Capital Planning

The following charts illustrate the 5 and 10 year FCI by Deferred Renewal Cost and the prioritized list of facilities based on 10 yr FCI (>39%) by Category

FCI Prioritized Inventory List - Primary









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Service	Facility Name	Built	Area (sq ft)	Owner Type	Capital Resp.	O & M Resp.	5 Year FCI	5Year Condition Score	10 Year FCI	10 Year Condition Score
Ops & Utilities	Construction Yard Admin Building	1973	2,099	City	City	City	38.00%	Very Poor	63.10%	Critical
Ops & Utilities	Public Works Yard Main Building	1981	37,954	City	City	City	33.40%	Very Poor	70.00%	Critical
Protective Services (Fire)	Enterprise Firehall No. 1	1975	² 5,553	City	City	City	33.40%	Very Poor	43.10%	Very Poor
Protective Services (Fire)	South East Kelowna Firehall	1974	3,251	City	City	City	32.10%	Very Poor	49.60%	Very Poor
Protective Services (Fire)	McKinley Landing Firehall	1993	1,442	City	City	City	17.80%	Fair	52.60%	Very Poor
Protective Services (Fire)	Mission Firehall No. 4	1974	5,457	City	City	City	17.30%	Fair	59.50%	Very Poor
Protective Services (Fire)	Water St. Firehall No. 2	1924	9,160	City	City	City	16.60%	Fair	59.80%	Very Poor
Protective Services (Fire)	Enterprise Communications Centre	2011	377	City	City	City	1.20%	Good	48.50%	Very Poor
Protective Services (Police, Bylaw & Security)	Kelowna Police Services Building*	2017	102,688	City	City	City	2.70%	Good	7.10%	Good
Protective Services (Police, Bylaw & Security)	Rutland Community Policing Office	1992	2,895	City	City	City	6.50%	Good	43.00%	Very Poor

SFMPv.1 Recommendations for Strategic Capital Planning review:

Operations Facilities:

- 1. Public Works Yard Main Building
- 2. Construction Yard Admin Building

Protective Facilities: Fire:

- 3. Enterprise Fire Hall 1 $\,$
- 4. Fire Hall 2

Protective Facilities: Police:

- 5. *KPSB: -FCI indicates facility in good condition, however current staffing growth projections indicate exceeding available space by 2028. A Police & Bylaw Services Master Plan is being undertaken to determine recommendations and next steps.
- 6. Rutland CPO

FCI Prioritized Inventory List - Core









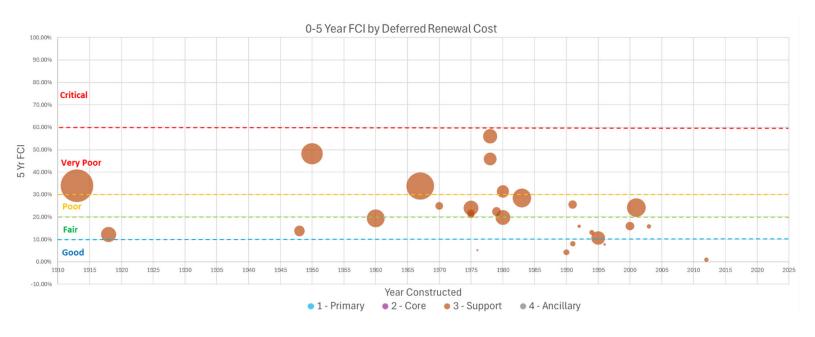
Service	Facility Name	Built	Area (sq ft)	Owner Type	Capital Resp.	O & M Resp.	5 Year FCI	5Year Condition Score	10 Year FCI	10 Year Condition Score
Cultural	Kelowna Library	1996	58,792	City	City	3rd Party	6.20%	Good	39.20%	Very Poor
Recreational	Memorial Arena	1948	61,279	City	City	City	41.80%	Very Poor	80.00%	Critical
Recreational	Rutland Arena	1974	70,288	City	City	City	21.00%	Poor	54.00%	Very Poor

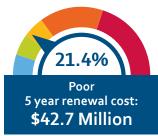
${\bf SFMPv.1}\ Recommendations\ for\ Strategic\ Capital\ Planning\ review:$

Recreational

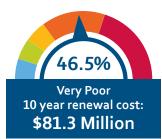
- 1. Memorial Arena
- 2. Rutland Arena
- 3. Partnership Opportunities (Apple Bowl, Prospera, MNP Place)

FCI Prioritized Inventory List – Support









5 APPENDICES

Service	Facility Name	Built	Area (sq ft)	Owner Type	Capital Resp.	O & M Resp.	5 Year FCI	5 Year Condition Score	10 Year FCI	10 Year Condition Score
Ops & Utilities	Simpson House / Caretaker House	2003	1,302	City	City	City	15.80%	Fair	39.60%	Very Poor
Ops & Utilities	Facilities Headquarters	1990	8,148	City	City	City	4.30%	Good	61.80%	Critical
Ops & Utilities	Jack Brow Building	1996	915	City	City	City	7.70%	Good	43.60%	Very Poor
Recreational	Badminton Club	1950	10,000	Leased	City	3rd Party & City	48.20%	Very Poor	80.00%	Critical
Recreational	Downtown Boys & Girls Club	1913	17,943	Leased	City	3rd Party & City	34.00%	Very Poor	39.20%	Very Poor
Recreational	King's Stadium Beer Gardens	1980	5,005	Leased	City	3rd Party & City	31.40%	Very Poor	61.50%	Critical
Recreational	Cedar Creek Community Centre	1975	2,616	City	City	City	21.80%	Poor	73.30%	Critical
Recreational	Elks Stadium Grandstand/ Changerooms	1979	3,714	City	City	City	22.40%	Poor	41.10%	Very Poor
Recreational	Kinsmen Field House	1991	2,982	City	City	City	25.50%	Poor	71.90%	Critical
Recreational	Ben Lee Multi-use Building	2000	4,844	City	City	City	15.90%	Fair	47.90%	Very Poor
Recreational	Martin Education Centre	1960	17,674	Leased	City	3rd Party & City	19.40%	Fair	68.00%	Critical
Recreational	Kinsmen Quadplex	1991	3,843	City	City	City	8.00%	Good	73.00%	Critical

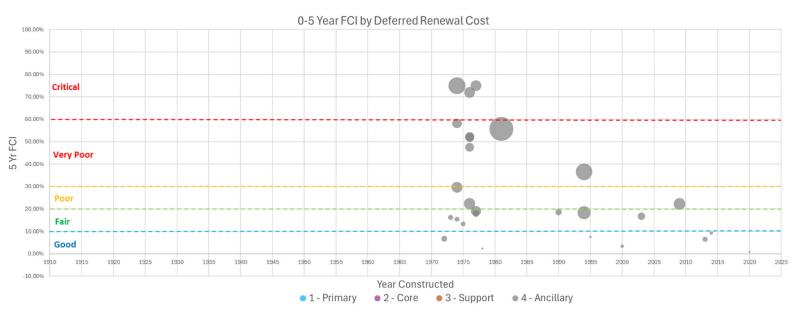
SFMPv.1 Recommendations for Strategic Capital Planning review:

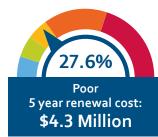
Operations Facilities:

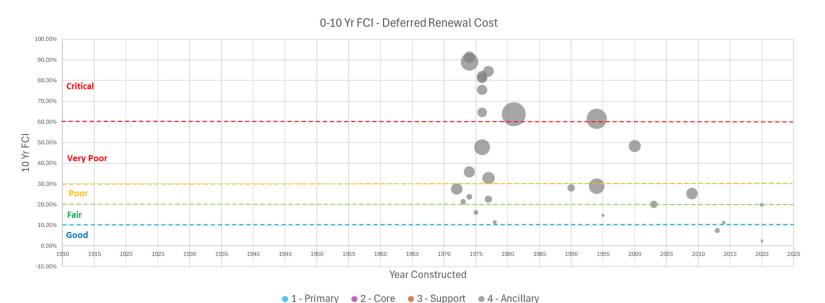
- 1. Parks Yard Head Office
- 2. Parks Yard Foreman Building
- 3. Facilities Headquarters

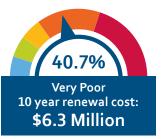
Recreational Facilities: To be reviewed with Active Living and Culture facility ranking and 3rd Party Facility Master Plan.

FCI Prioritized Inventory List – Ancillary









Service	Facility Name	Built	Area (sq ft)	Owner Type	Capital Resp.	O & M Resp.	5 Year FCI	5Year Condition Score	10 Year FCI	10 Year Condition Score
Ops & Utilities	Public Works Truck Storage Building	1981	7,373	City	City	City	55.70%	Very Poor	63.70%	Critical
Parks	Rutland Lions Park Washroom	1977	312	City	City	City	75.00%	Critical	84.50%	Critical
Parks	Sarsons Beach Park Washroom	1976	312	City	City	City	72.00%	Critical	82.00%	Critical
Parks	King's Stadium Concession/ Washroom	1974	764	Leased	City	3rd Party & City	75.00%	Critical	89.00%	Critical
Parks	Belgo Park Washroom	1976	312	City	City	City	52.00%	Very Poor	81.30%	Critical
Parks	Kinsmen Park Washroom	1974	312	City	City	City	58.20%	Very Poor	91.30%	Critical
Parks	Strathcona Park Washroom	1976	312	City	City	City	52.20%	Very Poor	75.50%	Critical
Parks	Sutherland Bay Park Washroom	1976	312	City	City	City	47.50%	Very Poor	64.50%	Critical
Parks	Waterfront Park Washroom	1994	1,496	City	City	City	36.60%	Very Poor	61.40%	Critical
Parks	High Noon Washrooms and Concession	1976	1,141	City	City	City	22.40%	Poor	47.70%	Very Poor
Parks	Southeast Kelowna Stadium Washroom	2000	753	City	City	City	3.40%	Good	48.30%	Very Poor

SFMPv.1 Recommendations for Strategic Capital Planning review:

The investment decisions relative to Ancillary facilities are relatively small in comparison to the other categories.

These facilities should rely on Standard Operation Procedures for renewal, maintenance or replacement.

FCI Protocol

An FCI protocol has been developed to describe the facility condition relative to FCI scale with a corresponding management strategy.

FCI Scale	Condition Description	Management Strategy			
Critical (>60%)	 The facility is in critical condition, with widespread system failures and substantial safety risks. Major building systems are beyond their service life and no longer viable for repair, requiring extensive rehabilitation or full replacement. Routine operations and maintenance are no longer effective in sustaining functionality. 	 Obtain detailed demolition and decommissioning estimates, including environmental remediation and disposal costs. Develop contingency plans to address service continuity due to imminent facility closure, including alternative service locations or temporary solution Evaluate long-term strategic needs and determine whether continued investment aligns with organizational priorities. Ensure transparency in decision-making by communicating risks, costs, and 			
	 The facility may no longer be suitable for its intended purpose, necessitating serious consideration of decommissioning, demolition, or replacement. 	timelines to all stakeholders.			
Very Poor (30-60%)	 The facility is in severely deteriorated condition, with numerous building systems at or beyond the end of their expected service life. Frequent system failures and ongoing maintenance issues are significantly impacting operations. Safety concerns, regulatory non-compliance, and operational inefficiencies are prominent, requiring immediate intervention. 	 Develop an urgent response plan to address immediate safety and operational concerns. Perform a cost-benefit analysis to assess major rehabilitation versus replacement. Engage stakeholders to communicate service delivery implications, explore funding opportunities, and ensure transparency in decision-making. Plan temporary mitigation measures to maintain service delivery while long-term solutions are implemented 			
Poor (20-30%)	 The facility is showing significant deterioration, with multiple building systems at or near the end of their expected service life, requiring urgent repair or renewal. Safety risks or operational disruptions are becoming more likely due to system failures. The facility is struggling to maintain compliance with regulatory, safety, or operational standards. 	 Implement a risk-based approach to address critical deficiencies immediately. Develop a comprehensive rehabilitation or replacement plan based on condition assessment findings. Engage with stakeholders to discuss operational impacts, service delivery, and funding requirements. Perform cost-benefit analysis of rehabilitation versus replacement to guide decision-making. Review Facility Master Plans relative to Level of Service recommendations and forecasted facility enhancements. 			

FCI Scale	Condition Description	Management Strategy
Fair (10-20%)	 The facility exhibits noticeable wear and tear, with some building systems approaching the end of their expected service life and requiring rehabilitation or renewal. Deficiencies are beginning to impact operational efficiency, user satisfaction, or regulatory compliance. Deferred maintenance is becoming evident, leading to increasing future repair or renewal costs. 	 Continue regular preventive maintenance while prioritizing emerging deficiencies. Identify and address key systems requiring rehabilitation or renewal to prevent further deterioration. Conduct detailed system-focused condition assessments as needed to refine maintenance planning. Update the asset management plan to include short-term lifecycle replacement projects and funding strategies.
Good (0-10%)	 The facility is in good working order, with minor deficiencies that do not affect operations. All major building systems are within their expected service life and functioning as intended, with minimal wear and no significant repairs anticipated. Some building systems may require minor repairs or proactive upgrades to extend service life. Fully complies with operational, health, safety, and environmental standards. 	 Continue regular preventive maintenance to sustain the condition. Evaluate opportunities for proactive upgrades to extend lifecycle performance. Address minor repairs to avoid escalation into costly issues. Update the asset management plan to include mid-term lifecycle replacement projects.

Facilities Maintenance Policy

Facilities maintenance is a critical component of the facilities lifecycle, ensuring the longevity and efficiency of the infrastructure. It involves inspections, various types of maintenance, and timely repairs of base building systems to meet levels of service and maintain optimal functionality and safety. By prioritizing maintenance, the City will reduce operational and capital costs, reduce energy consumption, minimize downtime, and preserve asset life. Maintenance activities are conducted under the constraints of available resources and at an acceptable lifecycle cost.

Maintenance Statements

The Facilities Department will:

- Maintain facilities in a manner that adheres to health, safety and environmental standards mandated by applicable laws, codes, regulations and City of Kelowna policies.
- 2. Maintain facilities that support delivery of City services and a productive work environment for City staff.
- Maintain efficient facilities by adopting practices that optimize their service life and operational performance at an acceptable lifecycle cost, consistent with corporate financial planning for the benefit of the community, the environment, and staff.
- 4. Enable effective and evidence-based decision making by providing necessary and sufficient information on facilities and facility maintenance activities in a timely and effective manner.

Guiding Principles

The fundamental facility maintenance principles are:

1. Proactive Maintenance Approach

Prioritize preventative and predictive maintenance strategies to minimize unplanned downtime, extend asset life, and optimize operational efficiency. Ensure maintenance schedules are based on asset lifecycle analysis, usage patterns, and industry best practices to reduce long-term costs and maintain service continuity.

2. Safety and Compliance Focus

Maintain all facilities in full compliance with applicable safety regulations, building codes, and environmental standards. Regularly assess and mitigate risks to ensure the health, safety, and well-being of employees, contractors, and the community. Promote a culture of

safety by adhering to protocols and providing ongoing training for maintenance staff.

3. Sustainability and Energy Efficiency

Continually review maintenance activities and incorporate sustainability and energy-efficient solutions where suitable. Focus on reducing energy consumption, water usage, and waste while adopting environmentally friendly materials and systems to support the building's long-term sustainability and compliance with climate goals.

4. Data-Driven Decision-Making

Utilize maintenance management software and other facility data to track building performance, monitor maintenance activities, and analyze trends. Use data to prioritize repairs, allocate resources effectively, and make informed decisions about upgrades or replacements, ensuring cost-efficiency and improved building operations.

5. Prioritization Based on Resources and Risk Evaluation

Allocate maintenance efforts by evaluating the criticality of facilities and building systems, the impact of potential failures, and available resources. Use a risk-based approach to prioritize tasks, focusing on safety, regulatory compliance, operational continuity, and cost-effectiveness. Ensure high-risk and high-impact issues are addressed promptly.

6. Collaboration, Communication, and Information Foster collaboration between Facilities staff, contractors, consultants, and stakeholders to ensure efficient service delivery. Provide clear communication channels for reporting issues, sharing updates, and discussing planned activities. Generate, retain, and share maintenance records and facility documentation to support current and future work activities.

Levels of Service

Three levels of service – Mandated Maintenance, Lifecycle Maintenance, and Extended Lifecycle Maintenance are strategically applied across the portfolio through the Facilities Maintenance Plan. This approach ensures effective maintenance by balancing fiscal stewardship, Council and Corporate priorities, and community needs. Maintenance activities are performed utilizing a combination of internal staff and external service providers to optimize efficiency, manage lifecycle costs, and ensure operational excellence while mitigating risk.

Mandated Maintenance - Level 1

Focuses on essential maintenance tasks required to address critical safety, compliance, regulatory or functionality issues. Minimal preventative measures are performed, and most activities are reactive.

Lifecycle Maintenance – Level 2

Includes mandated maintenance. Lifecycle maintenance aims to achieve the expected service life of the assets; it is a combination of reactive, routine, preventative, and predictive maintenance to ensure reasonable performance, reliability, and facility operations.

Extended Lifecycle Maintenance – Level 3

Includes mandated maintenance and lifecycle maintenance. Extended lifecycle maintenance emphasizes extending asset life beyond expected service life and maximizing asset performance through reliability centered maintenance and predictive data-driven maintenance strategies to further protect the value of the assets.

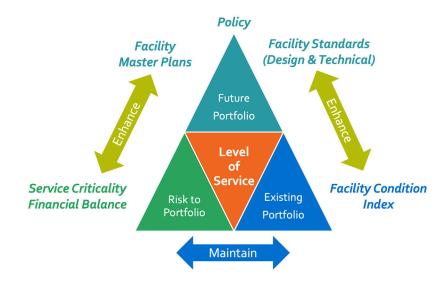
Guideposts for Development of Future Vision SFMPv.2

Level of Service

At the core of Future Vision is the Facility Level of Service (LoS). A correlation between the level of services being provided to the community and the corresponding facilities associated with these services will need to be developed for each Service Area. Levels of Service can be grouped into three categories:

- **1. Operational:** Is the facility in good condition, safe and code compliant? Is the asset accessible to the people who need it?
- **2. Service Provision:** Is the facility large enough to deliver the services? Are there enough of these facilities available for the community? Is it fit for purpose?
- **3. Implementation:** When redeveloping an existing facility or constructing a new one, will its capacity adequately meet future demands? Is the service being provided cost effectively?

Developing an acceptable facility LoS will need to consider the suitability of the existing portfolio, the forecast for the future portfolio and the risks associated with the portfolio. The metrics for measuring the service level target and the analytics to determine if a facility is, below the LoS target level, meets the LoS target level or exceeds the LoS target should be developed for each Service Area as part of the FMP development. This calibration guides the balance of maintain versus enhance strategies in the Capital Plan, where maintain focuses on the risk associated with the renewal of the existing portfolio and sustaining existing services versus enhance which addresses the risk associated with future portfolio growth and improving services.



Facility Standards

Design and Technical Standards are created to provide City staff, consultant design teams, and service partners with comprehensive guidance based on insights from the construction and operation of existing facilities, as well as best practices and exemplary facilities from other municipalities. These guidelines set forth expectations, standards, and performance targets that future projects should consistently and uniformly meet, thus avoiding "one-off" or "first principles" approaches.

The standards aim to facilitate communication and understanding between the City's planning, maintenance, and operational teams, and the design and construction teams responsible for delivering future facilities. Furthermore, these standards offer guidance on the estimated costs associated with specific building typologies.

5 APPENDICES

Technical Standards

The Facilities department completed the Facilities Technical Standards V.1 in May 2024. The Facilities Technical Standard aims to establish comprehensive building standards for the delivery, addition, and renewal of city-owned facilities, providing guidance to consulting teams preparing project documentation. It ensures quality control and consistent project delivery by considering the total Life Cycle Cost from concept to operation and disposal. Additionally, the standard seeks to mitigate long-term operational and maintenance costs by promoting the use of durable and efficient building systems and ensuring adaptability for future expansion needs to enhance the longevity of facilities over time.

Design Standards

The City currently lacks formal guidelines for facility design. The future Facility Design Guidelines aim to complement the Technical Standards by providing objectives, criteria, and guidance on the following:

General Design Considerations

- Sustainability (see Policy Below)
- Accessibility (see Policy below)
- Diversity Equity and Inclusivity
- Indigeneity
- Architectural Design
- Facility Specific Guidelines
 - Recreational
 - Cultural
 - Childcare
 - Protective (Fire, Police, Bylaw)
 - Civic
 - Public Washrooms (in-progress)
- Order of Magnitude Cost
 - Construction

Facility design plays a crucial role in creating vibrant focal points, inspired workplaces, and buildings that embody community values and instill civic pride. Thoughtfully designed facilities not only enhance the aesthetic appeal of a community but also foster a sense of belonging and identity among its residents. By incorporating elements that reflect indigeneity, local culture and history, these buildings can become landmarks that instill pride and unity. Moreover, well-designed workplaces can inspire creativity and productivity, providing environments where employees feel motivated and valued. The integration of sustainable and innovative design practices ensures that these facilities are not only functional but also resilient and adaptable to future needs. Ultimately, facility design that prioritizes community engagement and inclusivity can transform spaces into dynamic hubs of activity, fostering social connections and enhancing the overall quality of life for all members of the community.

Risk to the Portfolio

Identifying and mitigating risks to services is crucial in defining the acceptable Level of Service. It is important to consider whether our facilities provide services at the level expected by the community, the likelihood of a service interruption, the known consequences of service failure, and the costs associated with mitigating these risks. In this context, risk to the Future Vision involves Service Criticality and Financial Balance:

Service Criticality

Determining the service criticality of facilities, ensures that consideration is appropriately allocated relative to the service provided to the community. Primary services, like fire, police, public works, utilities and administration are essential to the health, safety, resilience and the stable governance of the community. Core services, like recreation centers, cultural facilities and libraries, play a crucial role in community well-being, while Support services, such as activity centres, enhance the quality of life. Understanding service criticality helps allocate resources effectively to maintain and enhance vital services, ensuring uninterrupted service delivery.

Prioritizing investments based on service criticality in combination with identifying and addressing high-risk facilities, ensures that resources are allocated efficiently to maintain and enhance vital services.

Risk rating of facilities based on service criticality is a key factor in prioritizing investments. Facilities providing critical services are given higher priority for maintenance and renewal to ensure uninterrupted service delivery. For example, facilities with an FCI greater than 60% are considered high risk and may require immediate action, such as initiating a replacement or divest plan. Prioritizing critical services and pro-actively addressing facility conditions, capacity and suitability ensures that municipal facilities remain resilient, sustainable, and capable of meeting the community's needs now and in the future. Refer to **Appendix I** Draft Risk Rating Matrix.

Financial Balance

Financial balance involves carefully weighing costs, benefits, and risks to determine the facility portfolio's future vision and selecting optimal investment strategies to guide the decision to maintain, enhance, replace, or dispose. By understanding the total cost of ownership and service costs, we can make informed decisions for long-term financial stability. Prioritizing investments based on service criticality and addressing high-risk facilities ensures that resources are allocated effectively.

Guidelines and Policy

Developing and establishing facility-specific policies and guidelines will ensure a uniform, consistent, and reliable source for direction to streamline decision-making and thereby accelerate the delivery of renewal and capital facility projects. In today's rapidly evolving urban landscape, municipalities must adopt comprehensive guidelines and policies that address Council and Corporate priorities.

For example, Council has declared a climate emergency; by implementing robust climate action strategies, such as the Climate Resilient Kelowna Strategy and the Strategic Energy Management Plan, we can significantly reduce greenhouse gas emissions and foster resilience against climate impacts. Prioritizing accessibility within public facilities is essential to guarantee equitable access for all community members, reflecting our commitment to inclusivity. Furthermore, maintenance policies are crucial to preserving the functionality and longevity of municipal infrastructure, thereby safeguarding the delivery of vital services to the community.

Below are three examples of facility related policies that address these concerns:

Taking Action on Climate Change

Climate action and environmental stewardship is a Council priority, and the City supports this priority by working towards reducing greenhouse gas emissions in line with community and corporate targets. On the community front, the *Climate Resilient Kelowna Strategy* (CRKS) was adopted in September 2024 and outlines actions to put us on a path to reduce community greenhouse gas (GHG) emissions while helping us become more resilient to climate change impacts. On the corporate side, *The Strategic Energy Management Plan* (SEMP) is the City's comprehensive guide to enhancing energy efficiency, reducing corporate GHG emissions, and fostering a sustainable future. Both strategies aim to reduce emissions by 40% below 2007 levels by 2030 and reach net zero emissions by 2050.

Buildings significantly contribute to greenhouse gas (GHG) emissions and energy consumption at both community and corporate levels, accounting for 40% of community emissions and over half of corporate emissions. Consequently, achieving reductions in this sector is essential for the City to meet its GHG emissions reduction targets. As a rapidly growing city, renovations and new construction provides an opportunity to establish low-emission, energy-efficient, and resilient buildings that will benefit future generations.

Recognizing the importance of decarbonizing new buildings and demonstrating leadership through climate action initiatives, stringent performance standards and climate resilience factors must be incorporated into the design and construction of new civic facilities.

The following are the recommendations for new civic facilities with a conditioned gross floor area of 10% or more:

- Achieve the Zero Carbon Building Design Standard and LEED Gold certification or higher, including pursuing credits for 'Bicycle Facilities' and 'Electric Vehicles', climate resilience design credits, and ensuring building commissioning with operator training and recommissioning within 6-12 months of occupancy.
- Comply with the highest required Step of the BC Energy or Zero Carbon Step Code.

5 APPENDICES

- Align with the 2040 Official Community Plan.
- Utilize the Zero Carbon Building Design Standard workbook for embodied carbon design.
- Include primary energy measuring devices and sub-metering infrastructure.

Accessibility Plan

In accordance with the Accessible British Columbia Act, City staff is in process of finalizing the City of Kelowna Accessibility Plan in collaboration with the Accessibility Advisory Committee. The Committee consists of community members and is an advisory committee of Council that will make recommendations on how the City can identify, remove and prevent barriers to the full and equal participation of people with disabilities. The committee is responsible for the following:

- Advise the City in the development of and updates to its Accessibility Plan;
- Advise Council as it establishes priorities, develops policies and plans, and implements programs related to accessibility;
- Assist the City with identifying barriers related to civic infrastructure including municipal services and online resources;
- Advise the City on a process for receiving comments from the public on the City's accessibility plan and barriers to individuals in or interacting with the organization; and
- Accessibility related matters as referred by Council.

In developing and updating the Accessibility Plan, the following principles must be considered:

- inclusion;
- adaptability;
- diversity;
- collaboration;
- self-determination;
- universal design.

Facilities Maintenance Policy

The Facilities department has developed a Facilities Maintenance Policy to be applied to all base building systems of municipal facilities managed by the department. The purpose of the policy is to ensure that all maintenance activities of municipal facilities are carried out in a proactive manner to meet levels of service, ensure safety, minimize downtime, reduce energy usage, and improve asset longevity within the constraints of available resources and at an acceptable life-cycle cost. Refer to **Appendix E**.

The policy is founded on three guiding principles:

- Pro-active Maintenance and Risk Based Prioritization
- Safety, Compliance and Sustainability
- Data Driven Decision-making and Collaboration

The SFMPv.1 is committed to exploring facility related guidelines and policy frameworks for future consideration. It must be noted that there are implicit cost premiums as well as potential cost savings associated with implementing these guidelines and policies and will be integral in their development.

Data Governance

The Future Vision will rely on the collection, analysis and interpretation of facilities related data. At present, this is primarily the Facility Condition Index data and associated renewal costs. In future, other data collection relative to facility use, capacity and costs will be integrated to arrive at a comprehensive data-driven decision-making process.

Key components of data-driven decision making include:

- Access Data is a corporate asset and the sharing of data is a keystone of data driven decision making. Establishing a "one source of truth" approach will enable the integration of effort across the organization.
- Comprehensive data collection Gathering accurate and relevant facilities data from various sources and the commitment to keep data accurate, relevant, and valuable.
- Rigorous analysis- Employing statistical and qualitative methods to interpret data.
- Evidence synthesis Integrating findings to form a coherent basis for decisions.
- Continuous monitoring Tracking outcomes to refine and adapt strategies as needed.

 Strategic Facilities Master Plan 4€3

Community Survey

SFMPv.1 considered the results of community engagement conducted in the preparation of the Cultural Facilities Master Plan, the Indoor Recreation Facilities Framework and most recently the results from the 2024 Citizen Survey which revealed that 86% of respondents were satisfied with the overall level and quality of services provided by the city. Additionally, 81% of respondents described the community as being safe.

The survey highlighted that citizens prioritize renewing existing infrastructure over building new infrastructure, with 56% favoring renewal. Top issues identified by respondents included social concerns (40%), transportation (39%), and growth and development (15%).

Insights gained from the Citizen survey are gathered every two years and guide the City to make important decisions regarding planning, budgeting, and service improvements.

2024 Citizen Survey

86%

SAY "RISING COST OF LIVING" IS #1 REASON

TOP CONTRIBUTORS TO QUALITY OF LIFE





6% PARKS & OUTDOOR SPACES

TOP 3 ISSUES FOR CITIZENS

SOCIAL ISSUES TRANSPORTATION **CRIME**



TOP 5 PRIORITIES FOR INVESTMENT



- 1. ADDRESSING SOCIAL ISSUES
- 2. ROAD MAINTENANCE
- 3. PUBLIC TRANSIT
- 4. TRAFFIC FLOW MANAGEMENT
- 5. BIKE LANES & PEDESTRIAN SIDEWALKS

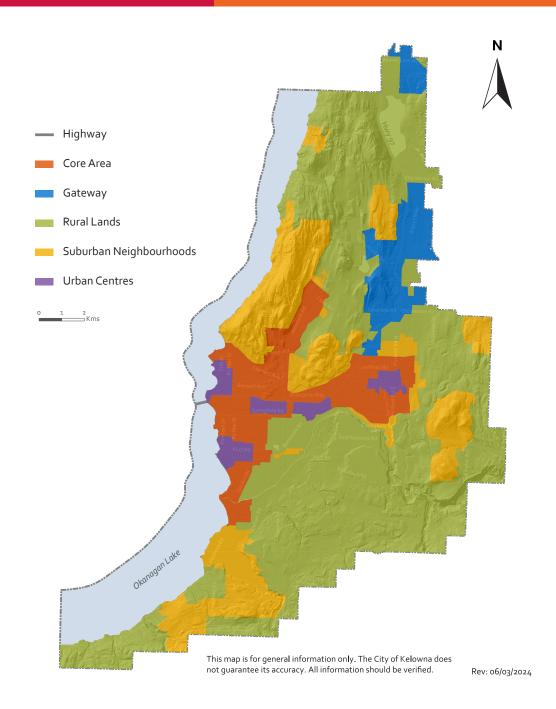
2041 OCP Growth Strategy

The facility portfolio and the services provided thru them contribute to the shaping of our community and support strategic outcomes. Pro-actively aligning the SFMPv.1 with the forthcoming 2041 Official Community Plan (OCP) and the Growth Strategy Districts update is essential for ensuring that municipal facilities are optimally located to anticipate future service needs and support the goal for a compact and complete community.

SFMPv.1 must evaluate the suitability of the existing facility portfolio relative to its ability to accommodate growth and future demands. This integration will assist in identifying the optimal locations for future facilities and services within the forecasted 2040 OCP growth districts. By considering how services are provided and accessed by the community today, and how they may be provided or accessed in the future, by doing so we can make informed decisions that align with the community's vision and growth strategy.

SFMPv.1 presents opportunities to strategically locate and colocate services, and to achieve synergies and economies of scale in determining the optimal investment strategy for future service delivery that meets the needs of a growing and dynamic community.

This approach ensures that investments are directed towards facility strategies that support sustainable and resilient service delivery, ultimately enhancing the quality of life for all residents.

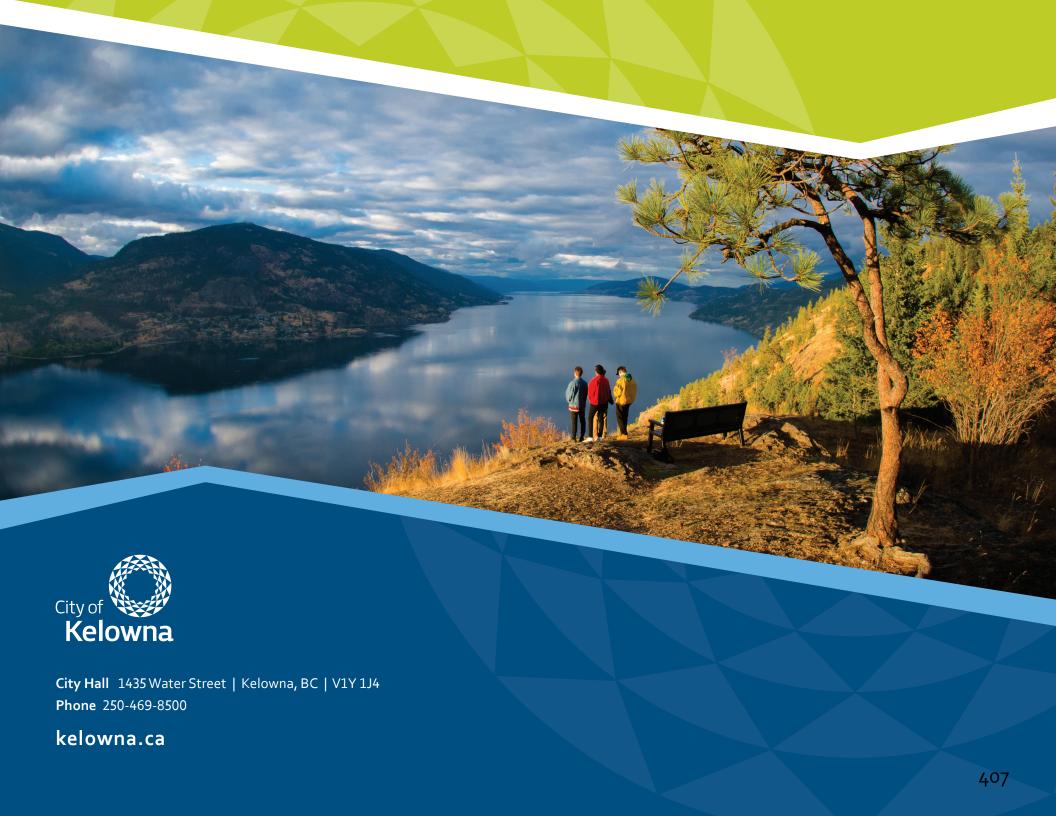


Draft Facilities Risk Rating Template

Facility	Risk	Likelihood	Impact	Risk Level	Comment
	Major Earthquake	4	16	64	Service disruption certain and immediate - depending on severity potential to be prolonged
	Major Fire	4	16	64	Service disruption immediate and lasting weeks
	Severe Weather	4	8	32	Crew deployment may be slightly delayed but assumed manageable
	Health (mold/vermin/etc)	5	8	40	Disruption due to staff re-location
	Envelope Failure	4	4	16	Recurring but manageable, dispuptions localized
XYZ	Systems Failure	3	8	24	Renewals mitigated, but major systems require significant investment
	Equipment / Vehicle Failure	3	8	24	Inadequate requires managed mitigation
	Personal Injury (layout)	4	8	32	Requires constant monitoring due to congested site, improvements required
	Limit to Productivity / Flexibility to Change	5	8	40	Increased staffing and service level expectations impacting operations
	Staff morale / engagement	4	8	32	Management required
	Financial	4	8	32	FCI indicates significant degradation and renewal costs
	Average	4	9.09	36.36	High Risk

		1.		-				
	Impact							
Likelihood		Insignificant		Critical	Catastrophic			
		2	4	8	16			
Frequent	5	10	20	40	80			
Probable	4	8	16	32	64			
Occasional	3	6	12	24	48			
Remote	2	4	8	16	32			
Improbable	1	2	4	8	16			
	Frequent Probable Occasional Remote	Frequent 5 Probable 4 Occasional 3 Remote 2	1 2 Frequent 5 10 Probable 4 8 Occasional 3 6 Remote 2 4	1 2 4 Frequent 5 10 20 Probable 4 8 16 Occasional 3 6 12 Remote 2 4 8	1 2 4 8 Frequent 5 10 20 40 Probable 4 8 16 32 Occasional 3 6 12 24 Remote 2 4 8 16			

Average	Risk Rating
40 to 80	Critical
17 to 39	High
10 to 16	Medium
3 to 9	Low
1 to 2	Negligible





Agenda

03

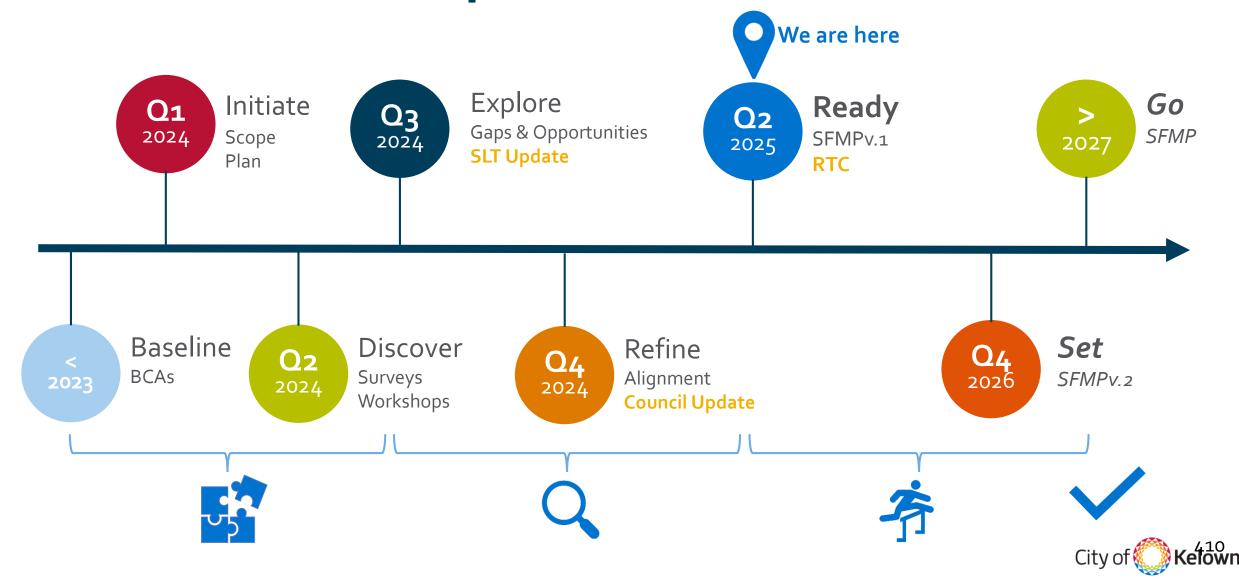
O1 SFMPv.1 Overview

O2 SFMPv.1 Final Draft Highlights

SFMPv.1 Recommendations



SFMP Roadmap



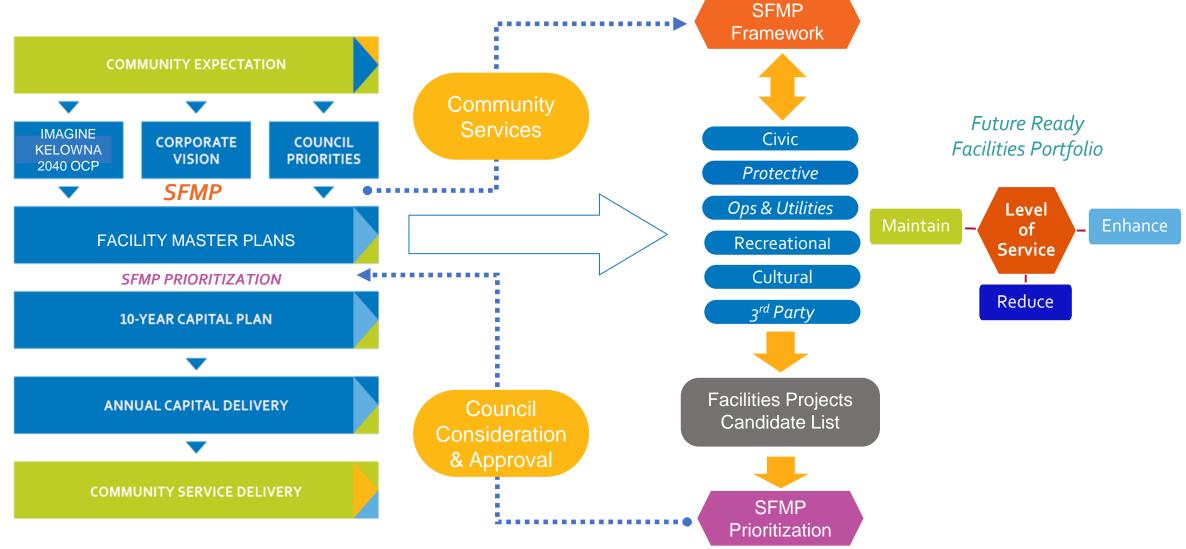
SFMPv.1 Focus



- Strategic Alignment with Community vision,
 Council and Corporate priorities, facility related
 policies, master plans and ongoing initiatives.
- Facility Investment Framework that supports sustainable and resilient services for Kelowna's current and future citizens.
- Process Improvement in how we assess, plan, fund, deliver and manage our facilities.
- **Prioritization** of Capital Plan projects that is transparent, consistent, and defensible.
- Recommendations for action plans, implementation timelines and measurable outcomes.

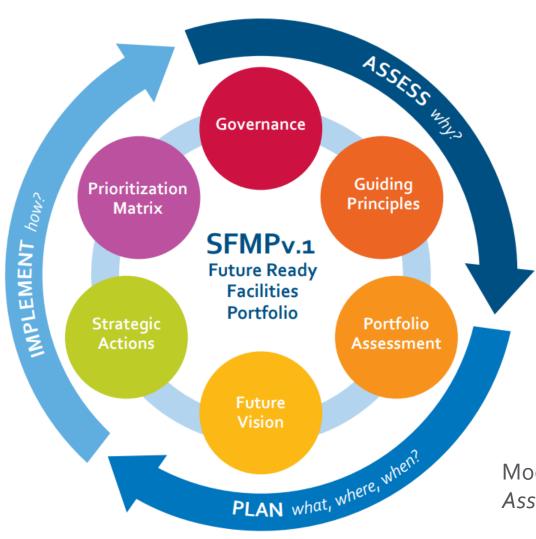


SFMPv.1 in Action





SFMPv.1 Framework



Governance – *Accountability*

Guiding Principles – *Criteria*

Portfolio Assessment – Capability

Future Vision – Desired Outcomes

Strategic Actions – *Levers*

Prioritization Matrix – *Projects*

Model: Asset Management BC
Asset Management for Sustainable Service Delivery Framework



Governance





Guiding Principles



Sustainable

Meet the needs of the present without compromising the needs of future generations



Data Driven

Data and evidencebased decision making



People Centric

Promote community health, safety and well being.



Innovative

Challenge and improve processes and approaches.



Fiscally Responsible

Balance costs, benefits and risks.



Holistic

Focused on the Big Picture

Future Ready Facilities Portfolio



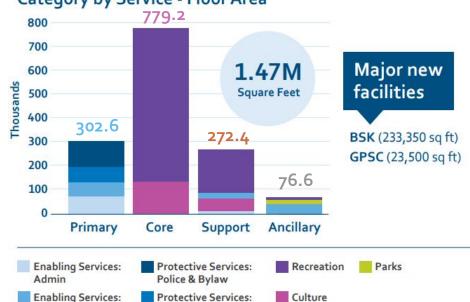
Portfolio Assessment - At

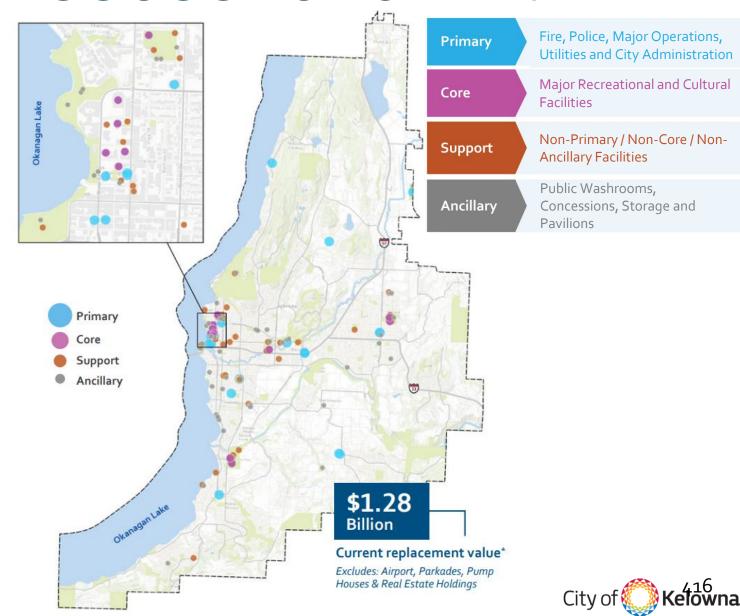
Category by Service - Count



Category by Service - Floor Area

Ops & Utilities

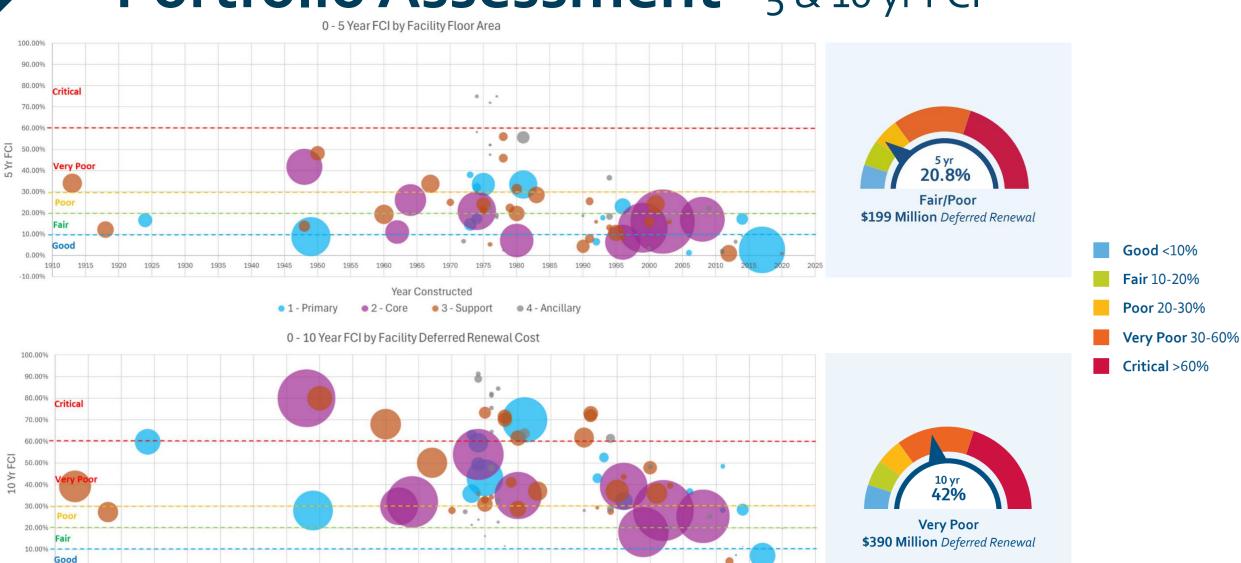




Portfolio Assessment - 5 & 10 yr FCI

Year Constructed

0.00%



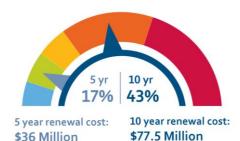
Portfolio Assessment - Recommendations

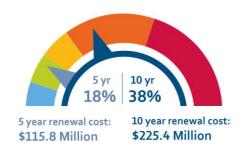
Facility Condition Index

Facility Condition Index

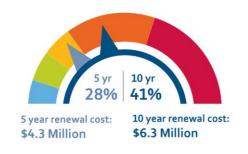
Facility Condition Index

Facility Condition Index





















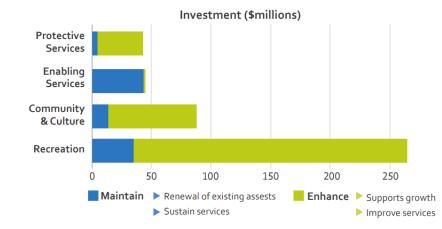




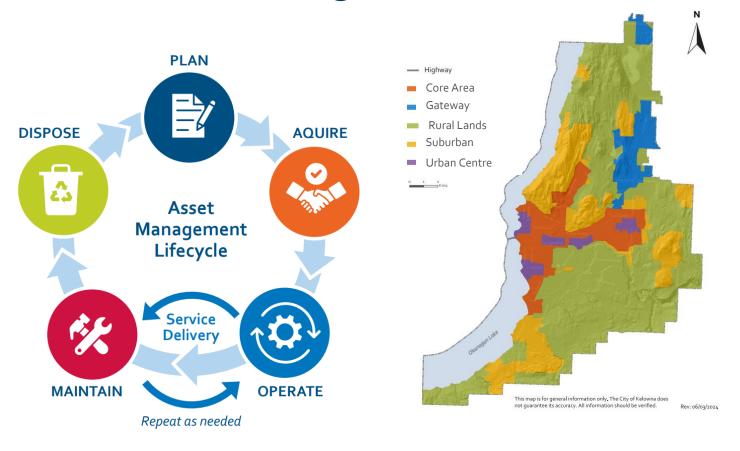


Future Vision Redeveloped Parkinson Recreation Centre





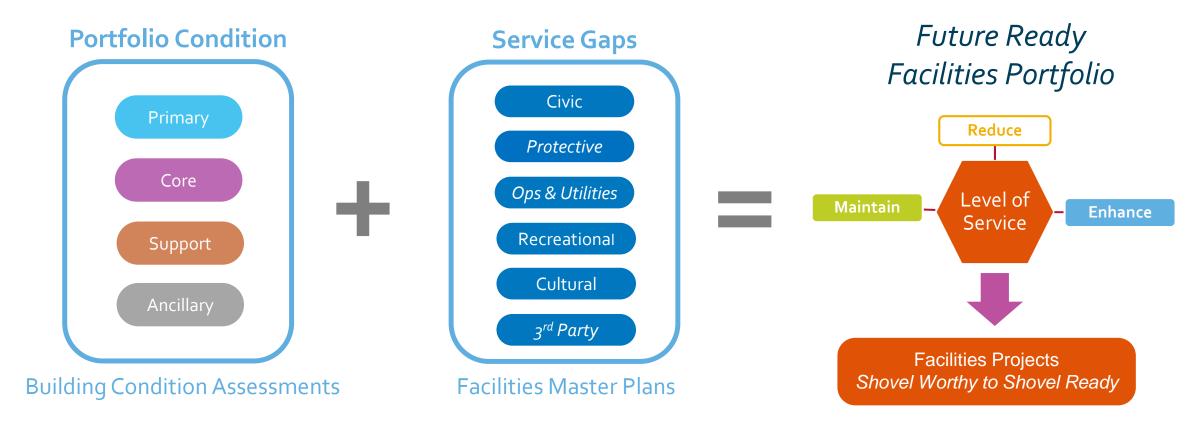
Facilities Planning Continuum



An Integrated Facility Portfolio Planning and Development process that supports a Capital Plan based on forecasted "shovel ready" projects, with clear rationale, confident scope, budget and schedule: the right facility projects, in the right places at the right time



Future Vision – Guideposts



Integrated Facilities Portfolio Planning & Development



Strategic Actions

STR	ATEGIC ACTION	TIMELINE					
	Rationalize the Portfolio						
	ize needs assessments for Primary and Core Facilities ighest risk to services	Short Term					
	each facility within each facility category by te Area	Short Term					
	 3. Establish criteria for renovating, building new or disposing of facilities 						
4. Estab	lish Scenario and Portfolio Planning	• Mid to Long Term					
	Forecast Future Needs						
1 . Con	nplete Departmental Facility Master Plans (FMPs) and ate existing FMPs	Short Term					
2. Asse	ess facility location based on 2041 OCP Growth Districts	Mid to Long Term					
3. Asse	ess co-located or multi-use vs single service facilities	Short to Mid Term					
4. Ass	ess centralized vs decentralized facilities	Short to Mid Term					

	STRATEGIC ACTION	TIMELINE		
	Pursue Alternate Approache	es		
	1. Enable Partnership opportunities	Short to Mid Term		
	2. Establish service delivery options and criteria	• Mid to Long Term		
	3. Establish lease vs own criteria	Short to Mid Term		
(19	Enable Capital Planning			
	1. Distinguish between shovel worthy vs shovel ready projects	Short Term		
	2. Establish business case / stage gate process	Short to Mid Term		
	3. Establish Integrated Facility Portfolio Planning and Development process	Short to Mid Term		
	4. Coordinate pro-active land acquisition	Mid to Long Term		
	5. Bundle projects	Short to Mid Term		

Support Strategies

Investigate Municipal Benchmarks					
Establish criteria for defining and measuring acceptable Levels of Service (LoS)	Short to Mid Term				
Establish criteria for defining and measuring total cost of facility ownership and cost for providing services including on-going staffing costs	• Mid to Long Term				
Investigate criteria for defining and measuring facilities portfolio allocation by Service Area	• Mid to Long Term				

Ů	Establish Facility Related Guidelin	es & Policies				
	Establish Facility Level of Service framework	Short to Mid Term				
	2. Establish Facility Design Standards framework • Mid Term					
	3. Establish Integrated Facility Planning and Delivery Proceduress	Mid Term				
	4. Establish Facility Data Governance Procedures	• Mid to Long Term				



Prioritization Matrix - Recommendations



- Facilitate current Capital Plan 2024 –2025 projects:
 - Enable projects with well-defined scope, budget and schedule.
 - Defer projects with insufficient information to deliver the project within the stated budget or timeline.
 - Develop a plan for incorporating deferred projects into future Capital Plan until the project is "shovel ready".
- Facilities identified based on SFMPv.1 Portfolio Assessment section:

Primary Facilities

- Public Yards Main Building
- Fire Hall 1
- Fire Hall 2
- KPSB
- Rutland CPO

Core Facilities

- Memorial Arena
- Rutland Arena
- Prospera, MNP and Apple Bowl (Partnership Opportunities)

Support Facilities

- Parks Operations Admin and Foreman Building
- Facilities Department Building
- 9 Recreational Facilities
- Facility Category + Facility Condition Index + Risk Prioritization, using current available data:
 - Prioritize strategic planning and needs assessments for Primary and Core facilities with FCI >40%
 - Rank short-, mid- or long-term projects by Category
 - Develop a divest criteria and develop a plan for facilities that meet the divest criteria.
- Assess emergent projects based on Council referrals, partnership opportunities, or as identified thru new or updated departmental facility master plans.



Implementation

Ready SFMP v.1

2025



- Enable / Confirm Capital Plan Commitments
- Assess key Primary and Core Facilities
- Complete Facility Master Plans
- Rank Facilities
- Identify 2026 Candidate Projects
- Establish Business Case / Stage Gate process
- Initiate Integrated Facilities Portfolio Planning & Development
- Explore facility benchmarks and policies

Set SFMP v.2

2026



- Update the Capital Plan based on Portfolio Planning
- Establish Facility LOS, Standards & Policies
- Formalize Integrated

 Facilities Portfolio Planning
 Development process



2027+

- Deliver Capital Plan based on Portfolio Planning & forecasted projects
- Monitor & Measure
 Continuous Improvement





Questions?

For more information, visit **kelowna.ca**.

Report to Council



Date: June 23, 2025

To: Council

From: City Manager

Subject: Road Closure Adjacent to 463 & 475 O'Keefe Court

Department: Real Estate

Recommendation:

THAT Council receives, for information, the report from the Manager, Real Estate Services, dated June 23, 2025, recommending that Council adopt the proposed road closure of a walkway adjacent to 463 and 475 O'Keefe Court, for consolidation with the adjacent land;

AND THAT Bylaw No. 12792, being a proposed road closure of a walkway adjacent to 463 and 475 O'Keefe Court, be given reading consideration;

AND FURTHER THAT the Mayor and City Clerk be authorized to execute all documents necessary to complete the above-mentioned road closure.

Purpose:

To consider the closure of the excess road adjacent to 463 and 475 O'Keefe Court for consolidation with the adjacent parcel at 463 O'Keefe Court.

Background:

The proposed road closure (shown as "Walkway to be Closed" on the attached Schedule 'A') is an existing dead-end walkway that was determined to be excess road by staff. Once closed, the proposed road closure will be consolidated with the adjacent property at 463 O'Keefe Court.

Legal/Statutory Authority:

Community Charter, SBC 2003, c. 26 s. 26 and s. 40

Council Report June 23, 2025 Page 2 of 2

Considerations not applicable to this report:

Existing Policy:
Financial/Budgetary Considerations:
Consultation and Engagement:
Communications Comments:

Submitted by: W. Purvis, Property Officer Specialist

Approved for inclusion: J. Säufferer, Real Estate Department Manager

Attachments: Schedule A – Survey Plan

cc: C. Eaton, Development Planning Manager

C. Williams, Senior Transportation Planning Engineer

N. Chapman, Development Engineering Manager

SURVEY PLAN CERTIFICATION PROVINCE OF BRITISH COLUMBIA

PAGE 1 OF 2 PAGES

Your electronic signature is a representation that you are a British Columbia land surveyor and a subscriber under section 168.6 of the Land Title Act, RSBC 1996 c.250. By electronically signing this document, you are also electronically signing the attached plan under section 168.3 of the act.

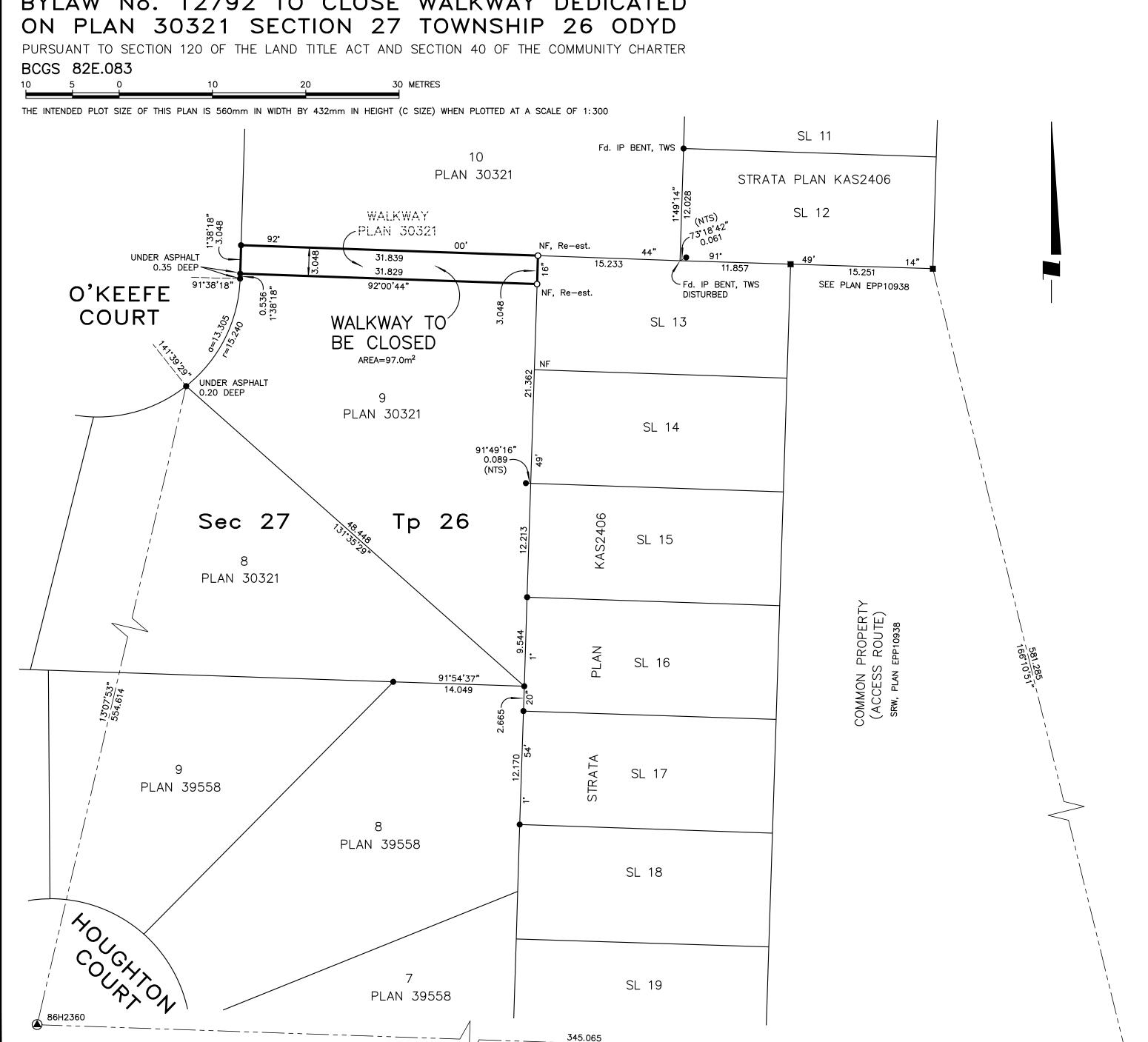
Cameron C=CA, cn=Cameron Henry V411TQ, o=BC Land Surveyor, ou=Verify ID at www.juricert.com/LKUP.cfm? id=V411TQ

Cameron Henry V411TQ

 BC LAND SURVEYOR: (Name, address, phone number) Cameron Powell Henry Ferguson Land Surveying & Geomatics Ltd. #404 - 1630 Pandosy Street Kelowna BC V1Y 1P7 Surveyor General Certification [For Surveyor General Use Only] 			Tel: (250) 763-3115 Fax:(250) 763-0321 Job #: 23798-CLOSURE						
2. PLAN IDENTIFICATION: Plan Number: EPP146386						Cont	rol Number:	174-907	-2859
3. CERTIFICATION:					Form 9	O Ex	planatory Pla	n O For	m 9A
I am a British Columbia land surveyor and are correct.	d certify th	nat I was pi	resent at and	persona	lly superintended	d this surv	vey and that t	the survey ar	nd plan
The field survey was completed on: The plan was completed and checked on:	2025 2025	May June		29 04	(YYYY/Mont		The checkli 292633		under ECR#:
								• None	O Strata Form S
					None None	OStr	ata Form U1	O Stra	ata Form U1/U2
Arterial Highway									
Remainder Parcel (Airspace)									
4. ALTERATION:									

PLAN EPP146386

REFERENCE PLAN TO ACCOMPANY CITY OF KELOWNA BYLAW No. 12792 TO CLOSE WALKWAY DEDICATED ON PLAN 30321 SECTION 27 TOWNSHIP 26 ODYD



91**°**57'12"

(BEARING DERIVATION)

TABLE OF GEODETIC CONTROL MONUMENTS

NAD83(CSRS) 4.0.0.BC.1 UTM ZONE 11 COORDINATES							
GCM	TESTIMATED ABOUT						
86H2354 5529063.466 327057.182		0.01					
86H2360	5529075.226	326712.348	0.01				

LEGEND

THIS PLAN LIES WITHIN INTEGRATED SURVEY AREA NO. 4, CITY OF KELOWNA, NAD83 (CSRS) 4.0.0.BC.1

GRID BEARINGS ARE DERIVED FROM OBSERVATIONS
BETWEEN GEODETIC CONTROL MONUMENTS 86H2354 AND
86H2360 AND ARE REFERRED TO THE CENTRAL MERIDIAN
OF UTM ZONE 11.

THE UTM COORDINATES AND ESTIMATED ABSOLUTE ACCURACY ACHIEVED ARE DERIVED FROM MASCOT PUBLISHED COORDINATES AND STANDARD DEVIATIONS FOR GEODETIC CONTROL MONUMENTS 86H2354 AND 86H2360.

THIS PLAN SHOWS HORIZONTAL GROUND—LEVEL DISTANCES UNLESS OTHERWISE SPECIFIED. TO COMPUTE GRID DISTANCES, MULTIPLY GROUND—LEVEL DISTANCES BY THE AVERAGE COMBINED FACTOR OF 0.9999101 WHICH HAS BEEN DERIVED FROM GEODETIC CONTROL MONUMENTS 86H2354 AND 86H2360.

- DENOTES CONTROL MONUMENT FOUND
- DENOTES STANDARD IRON POST FOUND
- O DENOTES STANDARD IRON POST PLACED
- DENOTES LEAD PLUG FOUND

NTS DENOTES NOT TO SCALE

TWS DENOTES TIED WHERE STRAIGHT

Re-est. DENOTES RE-ESTABLISHED

SL DENOTES STRATA LOT

THE FIELD SURVEY REPRESENTED BY THIS PLAN WAS COMPLETED ON THE 29th DAY OF MAY, 2025 CAMERON HENRY, BCLS 857

Ferguson Land Surveying & Geomatics Ltd.

B.C. AND CANADA LAND SURVEYORS

404-1630 PANDOSY STREET, KELOWNA, B.C. TELEPHONE (250) 763-3115 FAX (250) 763-0321

JOB No 23798-CLOSURE

86H2354

S:\Shared (Aug 10, 2006)\Job_Files\237XX\23798\23798-CAD\23798-ROAD CLOSURE.DWG DRFTD BY: CH FB/PG: SEE FILE







CITY OF KELOWNA

BYLAW NO. 12792

Road Closure and Removal of Highway Dedication Bylaw (Portion of Road Adjacent to 463 & 475 O'Keefe Court)

A bylaw pursuant to Section 26 and 40 of the Community Charter to authorize the City to permanently close and remove the highway dedication of a portion of highway Adjacent to 463 & 475 O'Keefe Court

NOW THEREFORE, the Municipal Council of the City of Kelowna, in open meeting assembled, hereby enacts as follows:

- 1. That portion of highway attached as Schedule "A" comprising 97.0 m² shown in bold black as Road to be Closed on the Reference Plan prepared by Cameron Henry, B.C.L.S., is hereby stopped up and closed to traffic and the highway dedication removed.
- 2. The Mayor and City Clerk of the City of Kelowna are hereby authorized to execute such conveyances, titles, survey plans, forms and other documents on behalf of the said City as may be necessary for the purposes aforesaid.

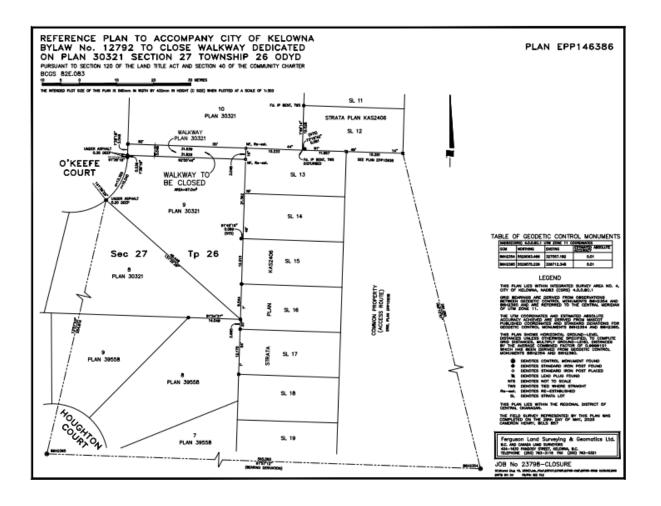
Read a first, second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

Mayor
City Clerk

Bylaw No. 12792 - Page 2

Schedule "A"



CITY OF KELOWNA

Tenant Protection Bylaw No. 12780

WHEREAS the *Community Charter*, Section 63, allows a municipality via bylaw to protect tenants, rental units, and residential property, as they are defined in the *Residential Tenancy Act*, that are subject to a tenancy agreement, as defined in that Act;

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

- 1. This bylaw may be cited as "Tenant Protection Bylaw No. 12780".
- 2. Application
 - 2.1. This bylaw does not apply to land affected by the *Manufactured Home Park Tenancy Act*; or residential property for which a building permit was issued for a hotel or motel; or residential property with four or less rental units.
 - 2.2. This bylaw applies to redevelopment land designated as being within a 'Tenant Protection Development Permit Area', as established by Kelowna 2040 Official Community Plan Bylaw No. 12300.

3. Definitions

3.1. In this bylaw:

"Building Permit" means 'Permit' as defined in Building Bylaw, 1993, No. 7245.

"Financial assistance" means a lump sum payment.

"Financial compensation" means a lump sum payment or free rent.

"Hotel" means 'Hotel' as defined in City of Kelowna Zoning Bylaw No. 12375.

"Motel" means 'Motel' as defined in City of Kelowna Zoning Bylaw No. 12375.

"Owner" means 'Owner', as defined in City of Kelowna Zoning Bylaw No. 12375, of residential property that is the subject of a proposed redevelopment.

"Redevelopment" means to demolish a residential property for the purpose of constructing a new structure on the parcel on which the property was located; or to partially demolish residential property to the extent that one or more rental unit within the residential property is completely and irreversibly destroyed.

"Rental unit" means a living accommodation rented or intended to be rented to one or more tenants. May include associated common areas, services, facilities or other amenities to which a tenant of the rental unit has access.

"Residential property" means a building or part of a building that is or contains a rental unit.

"Tenancy" means a tenant's right to possession of a rental unit under a tenancy agreement.

"Tenancy agreement" means a written agreement between a landlord and tenant respecting possession of a rental unit.

"Tenant" means an individual or individuals whose tenancy agreement is terminated in relation to a proposed redevelopment.

"Vacancy rate" means the most recent primary market vacancy rate for City of Kelowna published by the Canada Mortgage and Housing Corporation.

4. Redevelopment Requirements

- 4.1. Prior to redevelopment of a residential property containing 5 or more rental units, an owner must provide to a tenant affected by the redevelopment of a rental unit:
 - 4.1.1. Written notice that includes details of the financial compensation and financial assistance available to the tenant a minimum of 120 days prior to the last day of tenancy;

- 4.1.2. Financial compensation a minimum of 90 days prior to the last day of tenancy equivalent to the cost of the final 3 months' rent for each rental unit being redeveloped.
- 4.1.3. Financial assistance of \$1,000.00 a minimum of 90 days prior to the last day of tenancy to assist with tenant relocation for each rental unit being redeveloped.
- 4.2. Section 4.1.2 does not apply if a tenant enters into a new tenancy agreement with the owner that commences on or before the last day of tenancy for the residential property that is the subject of redevelopment.
 - 4.2.1. The rental rate will not be more than 10% higher than the rate for the rental unit that is the subject of redevelopment.
- 5. Severability
 - 5.1. If a portion of this Bylaw is held invalid by a Court of competent jurisdiction, then the invalid portion must be severed and the remainder of this Bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause or phase.
- 6. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first, second and third time by the Municipal Council this 12th day of May, 2025.

Adopted by the Municipal Council of the City of Kelowna this

 Mayo		
 City Clerk		

CITY OF KELOWNA

Bylaw No. 12784

Amendment No. 6 to Development Application and Heritage Procedures Bylaw No. 12310

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts that the Development Application and Heritage Procedures Bylaw No. 12310 be amended as follows:

- 1. THAT **Section 2.4 Development Approval Information** is amended by deleting Subsection 2.4.2.c in its entirety and replacing with the following:
 - "Socio-economic impacts that may affect the day-to-day quality of life of people and communities, including, but not limited to, demographics, housing, tenant protection, local services, socio-cultural issues, and direct and indirect economic impacts;"
- 2. THAT Schedule '1' Application Requirements is amended by adding the following to be required for applications:
 "• Tenant Protection Plan including necessary Tenant Protection Bylaw No. 1278o redevelopment requirements and voluntary measures related to tenant protection or relocation."
- 3. THAT Schedule '3' Development Permit Applications is amended by adding the following new Section 3.0:
 - "3.0 TENANT PROTECTION DEVELOPMENT PERMITS
 - 3.1 Restriction on Delegation

As a restriction on Section 2.3.5(a), the **Department Manager, Development Planning** may only issue or amend a Tenant Protection **Development Permit** that meets the following criteria:

- a) The proposed development is generally consistent with OCP Development Permit Guidelines; and
- b) An associated Form and Character **Development Permit** is delegated to the **Department Manager**, **Development Planning**, or there is no associated Form and Character **Development Permit**.
- 3.2 Application Requirements
 - a) The following information is required for Tenant Protection **Development Permit** applications. See Schedule '1' of this bylaw for a description of each application requirement.

Application Form	Owner's Authorization Form
State of Title	Tenant Protection Plan

- b) Additional Development Approval Information may be required by the **Department Manager**, **Development Planning** in accordance with Section 2.4 of this bylaw to adequately evaluate, issue, or deny a **Development Permit** application.
- 3.3 Processing Procedures
- 3.3.1 A Tenant Protection Direct **Development Permit** submitted in accordance with this bylaw will be processed as follows:
 - a) Upon receipt of an application package submitted to the **City** in accordance with the requirements of this bylaw, staff will issue a fee receipt to the applicant.

- b) **Development Planning** will review the application for completeness. If the application is incomplete, it will be processed in accordance with Section 2.11 Incomplete Applications.
- c) **Development Planning** will refer the application to all relevant **City** departments, as well as applicable government and external agencies.
- d) **Development Planning** will evaluate the proposal for compliance with relevant **City** bylaws and policies.
- e) Relevant referral agency comment will be considered by the **Department Manager, Development Planning**.
- f) **Development Planning** will notify the applicant in writing of the decision of the **Department Manager**, **Development Planning**.
- g) If authorized for issuance by the **Department Manager, Development Planning,** staff will prepare the required **Development Permit** and related schedules for signature.
- h) Upon sign-off of the **Development Permit** by the **Department Manager, Development Planning**, the **Development Permit** will be issued and then registered against the title of the property(s) at the Land Title Office.
- 3.3.2 A Tenant Protection Council **Development Permit** application submitted in accordance with this bylaw will be processed as follows:
 - a) Upon receipt of an application package submitted to the **City** in accordance with the requirements of this bylaw, staff will issue a fee receipt to the applicant.
 - b) **Development Planning** will review the application for completeness. If the application is incomplete, it will be processed in accordance with Section 2.11 Incomplete Applications.
 - c) **Development Planning** will refer the application to all relevant **City** departments, as well as applicable government and external agencies.
 - d) **Development Planning** will evaluate the proposal for compliance with relevant **City** bylaws and policies. **Department Manager, Development Planning** may require the application to be processed in accordance with Schedule '15' **Early Consideration** Applications.
 - e) **Development Planning** will prepare a staff report and refer the application to any relevant Council Committee(s). The applicant is encouraged to attend any Council committee meeting(s) at which the application is being considered. The Council committee will provide a recommendation to Development Planning staff.
 - f) Upon receipt of the recommendation of the Council committee and comments from other referral agencies, Development Planning will prepare a staff report and draft **Development Permit** for consideration by Council. The applicant is encouraged to attend the Council meeting at which the application is being considered.
 - q) The Office of the City Clerk will notify the applicant in writing of the decision of Council.
 - h) If authorized for issuance by Council, **Development Planning** will prepare the required **Development Permit** and related schedules for signature.
 - i) Upon sign-off of the **Development Permit** by the **Department Manager, Development Planning** and receipt of the required security, the **Development Permit** will be issued and then registered on the State of Title of the subject property(s).".

4.	This bylaw may be cited as "Bylaw No. 12784, being Amendment No. 6 to Development Application and Heritage
	Procedures Bylaw No. 12310".

This bylaw shal					

Read a first, second and third time by the Municipal Council this 12th day of May, 2025.

Adopted by the Municipal Council of the City of Kelowna this

Mayo	
City Cler	

CITY OF KELOWNA

Bylaw No. 12800

Amendment No. 1 to Freedom of Information and Protection of Privacy Bylaw No. 9682

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts that the Freedom of Information and Protection of Privacy Bylaw No. 9682 be amended as follows:

- 1. THAT Section 6 be amended by deleting in its entirety and replacing with the following:
 "The Legislative Coordinator Confidential (FOI) or Corporate Records and Information Coordinator is authorized to perform the duties and functions of the Head.".
- 2. This bylaw may be cited as "Bylaw No. 12800, being Amendment No. 1 to Freedom of Information and Protection of Privacy Bylaw No. 9682".
- 3. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first, second and third time by the Municipal Council this 16th day of June, 2025.

Adopted by the Municipal Council of the City of Kelowna this

 Mayor	
Mayor	
City Clerk	