

2022

Financial Plan

Kelowna, British Columbia

Preliminary Budget - Volume 1





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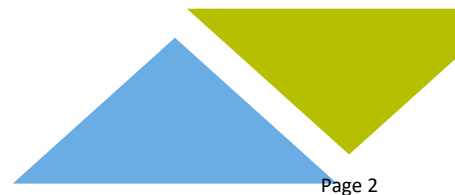




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Operating budget	TBD
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Summary of Utility operating budgets	TBD
Operating request details	TBD
Capital budget	TBD
Summary of capital budgets	TBD
Summary of Utility capital budgets	TBD
Capital request details.....	TBD

FINAL BUDGET

Report to Council	TBD
Financial summaries.....	TBD
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Analysis of total revenues	TBD
Analysis of total expenditures	TBD
Use of tax dollar by service area	TBD
Ongoing budget impacts	TBD
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Operating & Capital budgets	TBD
Summary of Operating budgets	TBD
Operating request details	TBD
Summary of Utility operating budgets	TBD
Utility operating request details	TBD
Summary of capital budgets	TBD
Capital request details	TBD

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Five-Year Financial Plan summary.....	TBD
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About this document

About this document is intended to provide a basic understanding of the Financial Plan and briefly describe the contents of each major section of this document.

2022 Council changes

The Financial Plan Volumes are presented to Council as a recommendation from the City Manager. During budget deliberations, Council may choose to make changes to the presented budget resulting in a revised gross taxation demand and property owner impact for the year. This page summarizes all changes made by Council.

Introduction & overview

This section provides an introductory message from the City Manager outlining the priorities for the 2022 Financial Plan while highlighting issues that matter to our residents. An overview of *Our Community*, *Our City*, and *Our Citizens* tells the story of what makes Kelowna a desirable place to live. *Delivering on Council Priorities*, *City-wide accomplishments in 2021*, and *Budget highlights*, provide a summary of how we budget for and deliver on Council priorities.

Strong financial management

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

Financial summaries

This section provides financial analysis of the tax demand, revenues and expenditures. The Financial Plan is made up of three main parts; General Revenues which are revenues not specifically attributable to or generated by any particular division, Operating Budgets which represent the total cost of operation offset by any direct revenues recognized in each division, and Capital Budgets which include capital requirements for the year summarized by capital cost centre and funding source.

Operating budget

This section starts with an overview of the City's operating program and a full summary of all operating requests, followed by individual Division/Department sections that include organization charts and department descriptions; activities planned for the budget year; and performance measures and a budget overview presenting information for the completed 2020 year, the estimated/revised 2021 year and the proposed/Preliminary 2022 year. Next in these sections is a summary and then the details of all operating requests. Priority one (included in budget totals) requests are presented first, followed by Priority two (not included in budget totals) if applicable. Requests are shown in maintain,

growth and new categories and contain a justification and the one- to three-year financial impact. Operating requests related to capital are included in the associated capital request and are marked on the operating summary with CAP. Operating requests with a capital impact are marked with a V&E on the summary sheet to indicate which operating requests have vehicle and equipment impacts.

Capital budget

This section starts with financial analysis of the capital program and a full summary of all capital requests. Each capital cost centre is then presented in its own section starting with a summary sheet listing the annual Priority one capital requests, followed by the detailed requests. Capital requests are separated into the three categories: renew, growth and new and are in order of the Capital Plan reference number. A summary of Priority two requests is included at the end of the section if applicable. The operating impact is included in each capital request and are marked with an O&M on the summary sheet to indicate which capital requests have operating impacts. In cases where a vehicle or equipment is requested as part of a new position, the capital cost is presented in the operating request and marked on the capital summary with OP.

Carryovers & Final Budget

Projects not completed in the previous year are presented to Council in March, as part of the Carryover Budget – Volume 2. Final Budget – Volume 3 is presented in April and includes final adjustments to the Financial Plan.

Five-Year Financial Plan

This section includes the consolidated Five-Year Financial Plan. This plan is mandated by the Community Charter to be adopted annually by bylaw before May 15 of the following year. The plan contains current year operating and capital costs approved as part of Volumes 1, 2 and 3, along with projected operating costs, revenues, and capital spending for the next four years.

Appendix

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



2022 Council Changes

The Financial Plan Volumes are presented to Council as a recommendation from the City Manager. During budget deliberations, Council may choose to make changes to the presented budget resulting in a revised gross taxation demand and property owner impact for the year. This page summarizes all changes made by Council in the three budget volumes.

This page will be updated after each Financial Plan Volume is approved by Council.

Analysis of tax demand – Preliminary Budget – Volume 1 (\$ thousands)

Information to be added after the December 9, 2021 Council Budget Deliberation meeting.

Items added/deleted by Council – Preliminary Budget – Volume 1

Information to be added after the December 9, 2021 Council Budget Deliberation meeting.

Analysis of tax demand – Carryover Budget – Volume 2 (\$ thousands)

Information to be added after the March 21, 2022 Council meeting.

Analysis of tax demand – Final Budget – Volume 3 (\$ thousands)

Information to be added after the April 25, 2022 Council meeting.

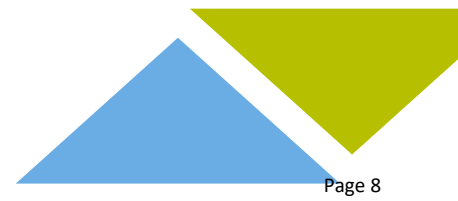


Introduction & Overview





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Territory Acknowledgement

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



MESSAGE FROM THE CITY MANAGER

Navigating our way through the pandemic has shown us that Kelowna continues to be an adaptable and resilient community. As a City we continue to be innovative in delivering services, we embrace virtual solutions for doing business and we strategically invest in infrastructure that best serves our community. Our financial decisions are guided by a strong *Imagine Kelowna* vision, sound master plans and well-defined *Council Priorities*. This ensures we focus our limited resources on items that matter most to our residents.

While 2020 was a shock and impacted our daily lives, our economy, and the way we did business, 2021 saw us cautiously rev back up. We are seeing a slow rebound from the unprecedented last couple of years, and we are confident Kelowna is well positioned for a full post-pandemic recovery.

The 2022 Financial Plan prioritizes investments today as a foundation towards building a strong future for our community. We remain fiscally responsible, ensuring we are prepared to be home to 45,000 additional people over the next 20 years.

We are well positioned for a strong economic recovery and significant advancement of our community goals in 2022.

As a highly desirable place to live, we continue to be one of Canada's fastest growing municipalities. With our four-season lifestyle, it's no surprise that nearly all residents (92 per cent) say they have a good or very good quality of life. Kelowna continues to be a great place to live, work, play and invest in. In 2021 we saw more than \$1 billion in building permits and inspections issued, the most ever in our history, clearly demonstrating that Kelowna continues to be a city people want to invest in. This development surge helped keep us financially buoyant during a year where other revenues were challenged.

However, even with our sense of optimism, we recognize that the pandemic remains our current reality and still holds an element of uncertainty for 2022.

Some of our citizens also continue to face their own financial hardships, inflation is on the rise and affordability is a growing concern.

Rising construction costs and supply chain impacts, coupled with reduced airport, transit and gaming revenues have influenced many of our financial plans and decisions. In addition, we are wrestling with the multi-million-dollar impact of the recent RCMP collective agreement.

These are all factors we consider in our balanced approach to annual budgeting and financial planning. This year's budget will see us keep moving forward on key projects and priorities while also being sensitive to our citizens' wallets. I've always said that our biggest responsibility is managing public funds responsibly and making the right decisions to safeguard our great community both for today and tomorrow.

Our budget decisions are also guided by what our citizens have to say. We heard in our [Citizen Survey](#) that residents favor a City with a low crime rate, good recreational opportunities and great parks.

The 2022 financial plan will:

- **Demonstrate continued investments in safety** with the proposed addition of 15 public safety related resources, including RCMP officers. The 2019 Griffith Report recommended the need to invest in police resources to close the staffing gap within the Kelowna detachment.
- **Enhance vibrancy and community spaces** including: expanding the Capital News Centre, moving Kelowna Community Theatre box office in-house, and advancing the design for both the rebuilding of the Parkinson Recreation Centre (named the Kelowna Community Campus) and for the Island Stage in Waterfront Park.
- **Prioritize investing in parks as green spaces for all to enjoy for years to come.** This year DeHart park will begin development at a cost of \$6.4 million, flood protection along Mill Creek Linear Park will be funded through the \$22 million federal grant the City received, and design for phase 3 of the Glenmore Recreation Park will be conducted.

As a municipality we need to be a leader in addressing climate change. Investments we make today will impact the quality of life of our future generations. In 2022 we will invest further in Electric Vehicle charging stations, renew our Community Energy Specialist position, invest in a

GHG emissions reporting software and continue on with many environmental protection and energy reduction programs. In addition, a roadmap to a more sustainable future is being built to give guidance and priority to future investments that will help Kelowna be a leader in climate response.

We will continue to invest in active and alternative transportation modes to support the reduction of community GHG emissions. Projects this year will connect our city through trails and active transportation corridors (ATC), making it easier for residents and visitors to get from point A to B without cars. Important projects include:

- The Houghton ATC from Hollywood to Rutland Roads.
- The Abbott Street ATC corridor from Rose to Cedar Avenues.
- The Casorso Road ATC corridor from KLO to Lanfranco Roads to continuously connect the Pandosy urban centre with downtown Kelowna.
- Improved lighting along the Rail Trail to connect Dilworth Drive to Leathead Road and the Houghton ATC.

We are headed into the new year with excitement and optimism. We are well positioned for a strong economic recovery and significant advancement of our community goals in 2022. It's the purposeful steps and decisions we make through the likes of this budgeting process that prepare us for a resilient and prosperous future.

Strong financial management and clear direction has served our community well for many years and I am confident that we have built a budget that reflects this culture. I invite you to read the financial plan to see our vision and commitments for making Kelowna a city of the future.



DOUG GILCHRIST

City Manager, Kelowna



As a municipality we need to be a leader in addressing climate change. Investments we make today will impact the quality of life of our future generations.



Award for Financial Reporting



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

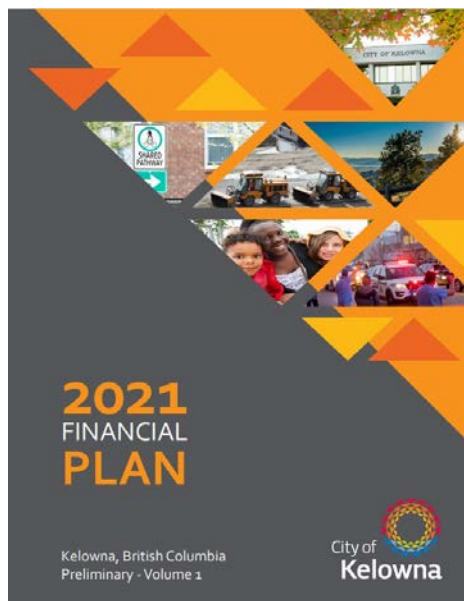
PRESENTED TO

**City of Kelowna
British Columbia**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill
Executive Director



Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Kelowna, British Columbia, for its Annual Budget for the fiscal year beginning January 01, 2021.

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

This award is valid for a period of one year only. We believe our 2022 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The City of Kelowna has received the GFOA Distinguished Budget Presentation Award for 20 consecutive years.



Our community

Lifestyle

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

Nearly all citizens (92 per cent) rate the quality of life in Kelowna as good or very good thanks to active/recreational opportunities, safety, its accessible location, job opportunities, and great weather.

Growth

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

Jobs

Our economy is strong and resilient, with employment keeping pace with population growth. The technology sector has been dubbed the Silicon Valley of the north and is a pillar of the regional economy. Dynamic tourism, post-secondary education, construction, healthcare and deep-rooted agriculture sectors are also economic drivers.

Airport

With sights on a post-pandemic Canada, Kelowna International Airport (YLW) has been one of Canada's fastest recovering airports, nearing 850,000 annual passengers in 2021 (58 per cent pre-COVID travellers) and offering more than 60 daily non-stop commercial flights with seven airlines. YLW was permitted to receive international travelers once again in late 2021. The closure to international travel to YLW since April 2020 resulted in a direct \$2.5 million impact to revenues. For up-to-date information on airport operations, visit ylw.kelowna.ca.

Education

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

Health

With Interior Health Authority headquartered in downtown Kelowna and the Kelowna General Hospital serving as the leading health centre for the B.C. Interior and a teaching hospital for the UBCO medical school, our residents receive leading patient-care.





Our City

The City of Kelowna is open to opportunities, open for business and open to new ideas from diverse residents. The organization is led by our dedicated City Manager, Mayor and Council. More than 1,000 employees deliver quality services to ensure our City is safe, vibrant and sustainable. As a fiscally responsible municipality, the City provides core services, maintains existing infrastructure and builds new amenities when needed.

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

Mayor and Council

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



Mayor Colin Basran



Maxine DeHart



Ryan Donn



Gail Given



Charlie Hodge



Mohini Singh



Brad Sieben



Luke Stack

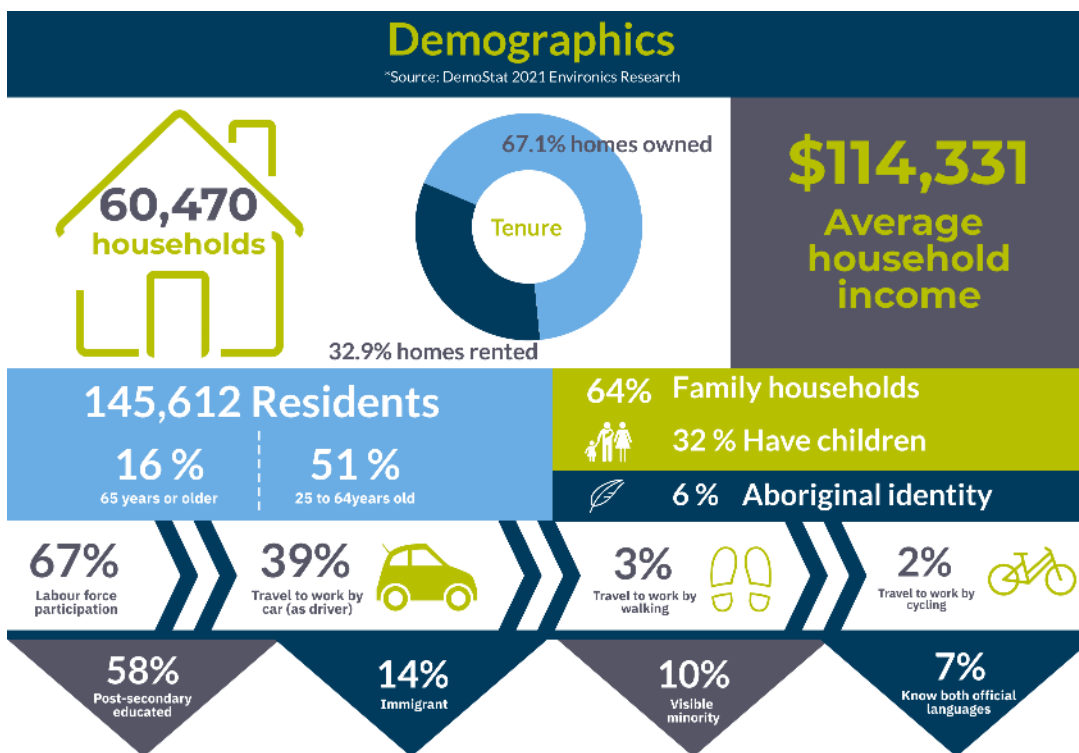


Loyal Woolldridge

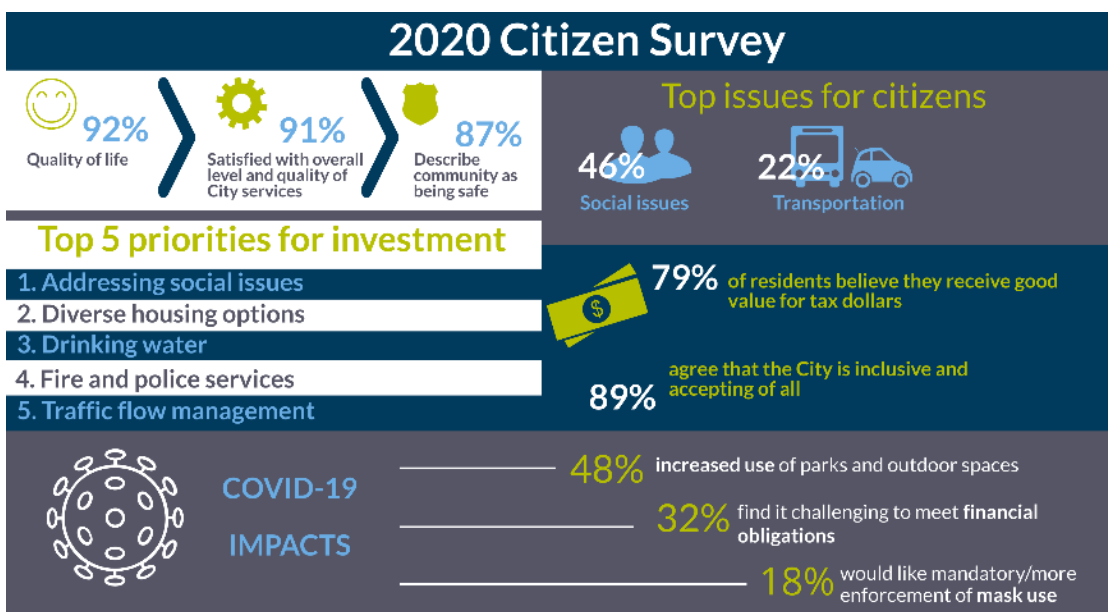




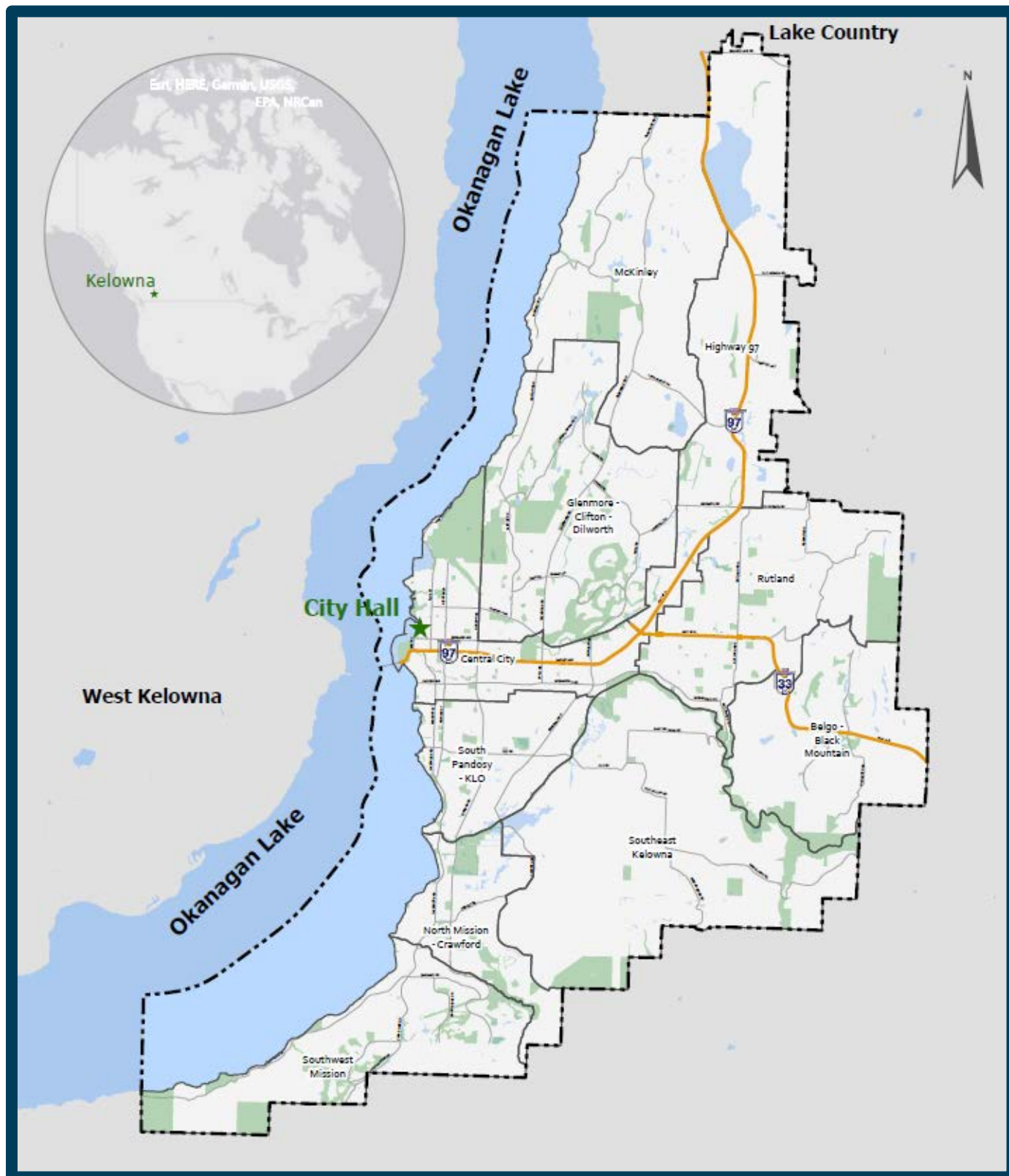
Our citizens



The [2020 City of Kelowna Citizen Survey](#) helped gauge public satisfaction with municipal program and services, providing insights into citizens' service priorities. For more information about the Citizen Survey, see Appendix A (p. III).



Kelowna on the map





2021 by the numbers



2019-2022 Council priorities

27 results trending in the right direction

7 results show no change/first year that data is available

5 results trending in the wrong direction

+ 2021 Action Plan
Developed collaboratively by all City Divisions

Safety response and investment

2,300 incidents handled by fire dispatch

8.9 minutes - RCMP response time to priority one calls

15,815 bylaw related service requests

20 additional front-line safety resources including RCMP and civilian support staff

\$133.3 M Capital construction projects

- Water \$18.8M
- Wastewater \$9.7M
- Solid waste \$8M
- Civic buildings \$14M
- Storm drainage \$8.7M
- Transportation \$41.9M
- Parks & public spaces \$32.2M

15 Dark Fibre Connections generating... **\$181K** in revenue

10,210 Business licences with **1713** new business applications

4.7 million unique page views on kelowna.ca

25,659 chatbot interactions

2305 building permits issued

\$1,000,000,000 construction value

2,116 Multi family units **72%**

835 Single detached units **28%**

2040 Vision for Kelowna for next 20 years

established through Official Community Plan & Transportation Master Plan

49 units of supportive housing built

75 days of Emergency Operations Centre (EOC) Activation

\$24.96 Estimated per capita invested in arts, culture & heritage

55 Council days meetings & public hearings

\$20M Grant funding from 17 grants

78% Property taxes paid and/or received online

840,000 YLW passengers **58%** of pre-pandemic passenger count

Maintaining...

23,716 Trees	1,690 Road lane KMs	117 Civic buildings
374 Bike lane KMs	78 Playgrounds	233 Parks & beaches

\$2M Cost of snow removal

32.6 KM's of roads resurfaced

250,000 Landfill visits generating... **\$16.5M** of revenue

197,711 Transit hours of service region-wide

THE VISION

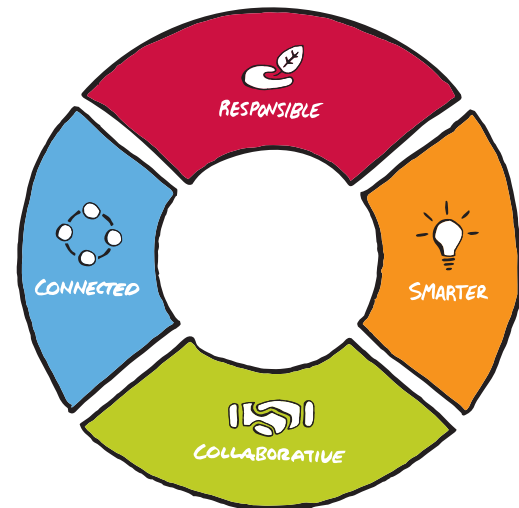
At-a-glance

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

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

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

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



Principles

Principles and goals

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



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

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

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

Goal: Nurture a culture of entrepreneurship and collaboration.

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

Goal: Foster resident-driven solutions.

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





Draft principles and goals



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

SMARTER

Goal: Support innovation that helps drive inclusive prosperity.

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

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

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

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

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



CONNECTED

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

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

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

Goal: Create great public spaces that bring people together.

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

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

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

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

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



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

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

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

Goal: Preserve Okanagan Lake as a shared resource.

Okanagan Lake is the jewel that makes Kelowna sparkle.

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

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

Goal: Protect agricultural land and promote sustainable farming.

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

Now what?

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

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

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

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



IMAGINE.KELLOWNA.CA

Council priorities 2019-2022



Imagine Kelowna: vision into action

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

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

Community safety

Goal: *Crime is reduced & residents feel safe*

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

What we'll do

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

Social & inclusive

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

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

What we'll do

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

Transportation & mobility

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

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

What we'll do

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

Vibrant neighbourhoods

Goal: *Affordable housing and higher density neighbourhoods*

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

What we'll do

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

Economic resiliency

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

- The impact of key sectors is increased

What we'll do

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

Environmental protection

Goal: *Adaptable in the face of climate change*

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

What we'll do

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

kelowna.ca/councilpriorities



The way we work

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

Citizen focused

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

Accessible

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

Balanced

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

Fair and firm

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

Continuous improvement

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

City administration

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

Strong financial management

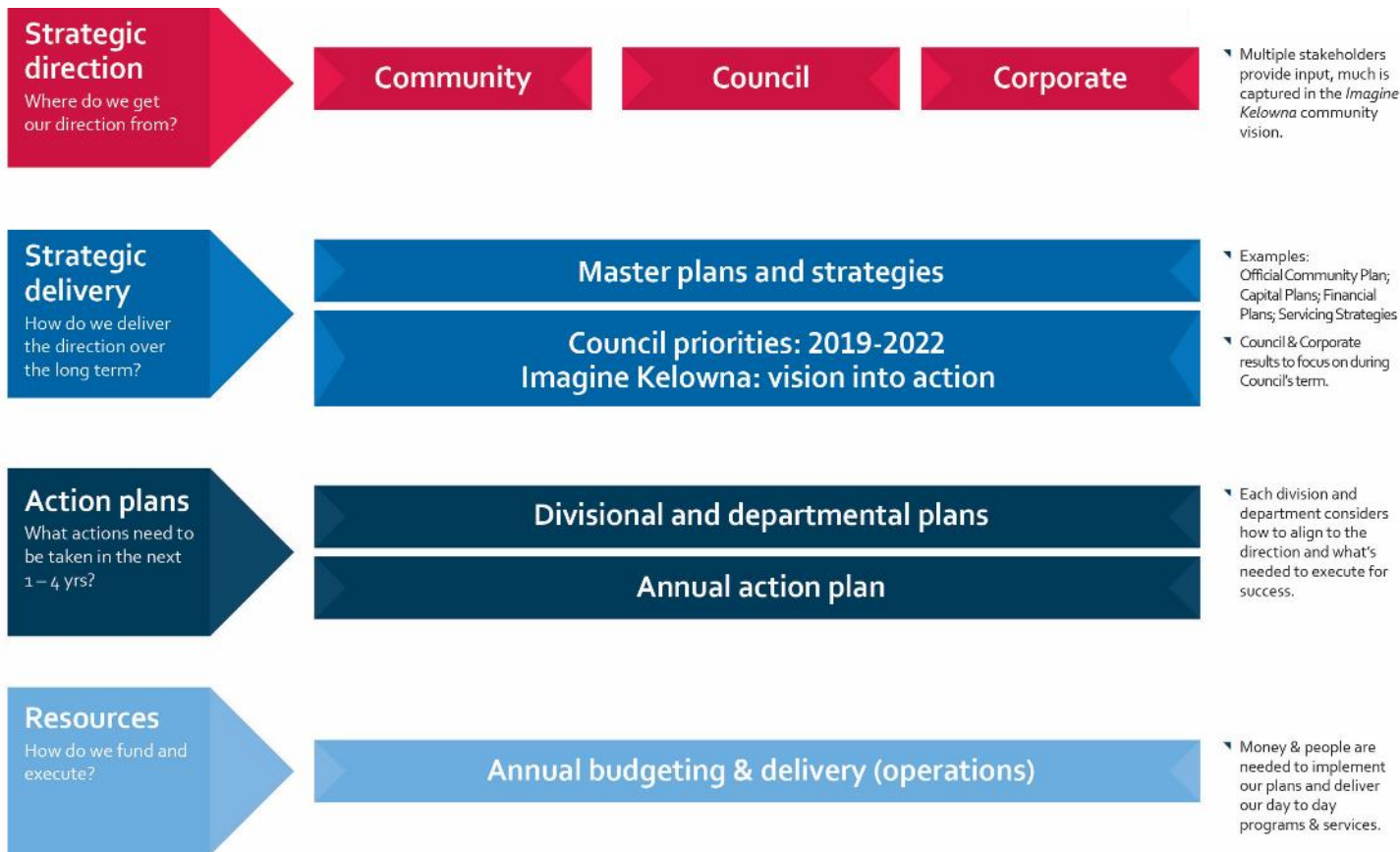
Clear direction

The right people

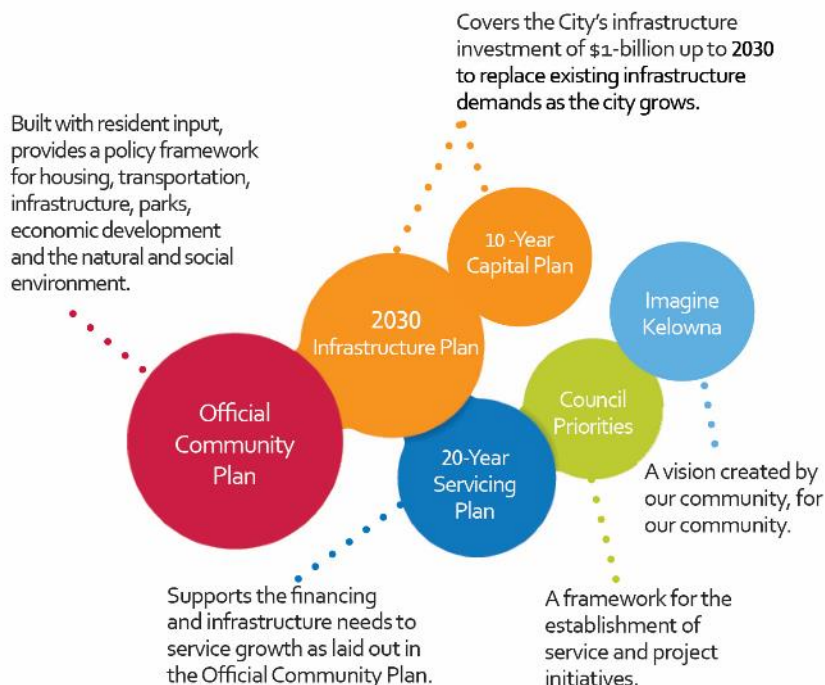


kelowna.ca/councilpriorities

How do the City plans work together?



Plans that influence the Budget



Delivering on Council Priorities

City-wide accomplishments in 2021

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

- Published the Action Plan 2021, an annual plan which holds the City accountable to Council Priorities and responds to the community's vision in *Imagine Kelowna*. This annual plan translates strategic direction into results while ensuring the City continues to operate effectively and defines the specific projects being undertaken in 2021 to advance Council's priorities and the City's business objectives.
- Provided the second report back on Council Priorities 2019-2022 and the results achieved in 2020. For 2020, of the 39 results statements, the organization reported that:
 - 27 results are trending in the right direction
 - 7 results show no change or is the first-year data is available
 - 5 results are not trending in the right direction.

Community Safety

- Invested in front-line safety resources with the addition of eight RCMP members and 12 civilian support staff in the 2021 Budget.
- Developed the first-ever Community Safety Plan; a comprehensive, systems-based, 5-year action plan to improve community safety, and sense of safety through a collection of actions.
- Supported the multi-year initiative to establish and launch the Kelowna Community Court.
- Completed a comprehensive review of crime prevention programs/services as well as Bylaw Services and implemented numerous improvements including enhanced services at the Rutland Community Policing Office and restructuring of the Crime Prevention Branch.
- Strengthened RCMP contract management practices, including establishing policing priorities and outcomes, to enhance police visibility, responsiveness, efficiency, and effectiveness.
- The Kelowna Fire Department continued important annual fire safety education for school-aged students, through the Fire Safety House video.
- The Kelowna Fire Department used a video to replace their annual Open House, which was not possible due to COVID-19, a video which has been viewed 10K+ times – the most ever views for a City-produced video.
- Kelowna International Airport (YLW) obtained the Airports Council International Airport Health Accreditation.
- YLW partnered with LNG Canada to launch an innovative COVID-19 rapid screening program for LNG workers.
- An on-site COVID-19 screening program became publicly available for departing passengers at YLW.
- A free, voluntary COVID-19 testing program was implemented for all individuals working in the Air Terminal Building at YLW.
- YLW launched a new app-based contactless payment option for parking.
- An emergency response tabletop exercise involving the broader community was completed at YLW.
- The City received funding from the Union of B.C. Municipalities (UBCM) for an update of the Community Wildfire Resiliency Plan. The plan involves multiple departments and is intended to guide wildfire risk reduction activities.
- Expanded the Safety Education Ambassador Program to increase the safety of our local parks, beaches, and waterfronts from the May long weekend to the September long weekend. Ambassadors continue to provide COVID-19 safety education and awareness outside the summer months within recreation facilities.



Social & Inclusive

- As a *Built for Zero Canada* community, progress was made to gain a better understanding of how people flow in and out of homelessness, which will support the goal of moving towards a data-driven approach focused on optimizing the local homeless serving system by adopting continuous improvement practices. Key achievements in this work include the development of a coordination governance model, implementation of actions designed to improve the coordinated access system, and partner commitments to support work towards a local integrated data system.
- Through partnerships with BC Housing and the Journey Home Society, 49 units of housing with supports opened in 2021, contributing to a total of 318 units of housing since the onset of the Journey Home Strategy. This number of units surpasses the Strategy's five-year goal.
- Engaged Urban Matters to develop a Youth Services Framework which will guide the creation of upstream programs and services which build resilience in youth and mitigate downstream impacts.
- Reported to Council on the need for an Affordable Housing Land Acquisition Strategy to purchase land for affordable rental housing.
- Received a \$3.2 million grant from the UBCM – Strengthening Communities' Services Program by the Government of Canada and the Province of BC to support implementation of the City's Outdoor Sheltering Strategy designed to support unsheltered people experiencing homelessness and address related community impacts.
- Completed a Complex Needs Advocacy Paper developed in collaboration with Vernon, West Kelowna, the District of Lake Country, and the Okanagan Indian Band to advocate to provincial ministries and senior levels of government to fund infrastructure resources and create an integrated, systems-based complex care model.
- Completed a Central Okanagan Music Strategy intended to support the growth and sustainability of the local music industry. Among the highlights are the need for spaces such as a purpose-built venue, as well as spaces that are affordable and accessible for a wide range of activities (e.g., education, jamming, etc.).
- Developed and implemented a PEOPLE Peer Navigator Capacity Building Program providing employment opportunities and supporting people experiencing a variety of vulnerabilities, including those with lived and living experience of homelessness and/or substance use.
- Celebrated the finalists of the 46th annual Civic and Community Awards online in April with a virtual celebration and social media campaign where 2020 award finalists were recognized with video vignettes, and winners were announced at Council Chambers each Monday.
- Celebrated vast successes in the sporting community including the highlights of our local Olympians at the Games this summer, the winners of the Okanagan Sport Hero Awards in partnership with PacificSport Okanagan, and also announced that Kelowna has officially secured the bid to host the 2026 BC Summer Games.
- Met the requirements of the Accessible Transportation for Persons with Disabilities Regulations at YLW by having:
 - Developed and expanded curbside zones for people with disabilities who request assistance in and out of the terminal building
 - Added pre- and post-security pet relief areas in the Air Terminal Building
 - Added a visually contrasting stair tread to the second level of the Air Terminal Building



Transportation & Mobility

- Opened the latest phase of the Ethel Street Active Transportation Corridor (ATC) between Rose and Raymer avenues providing Kelowna residents with access to a dedicated pedestrian and bike route that is separate from vehicle traffic all the way from Cawston Avenue to Raymer Avenue.
- Launched a new transit orientation video that aims to help youth and older adults feel confident taking public transit. The video is part of a suite of public education materials created for the City's pilot Transit Travel Training Program. Offered by the City of Kelowna in partnership with BC Transit and Central Okanagan Public Schools, the program is made possible with grant funding provided by the BC Ministry of Health. The pilot aims to test a program delivery model to reduce barriers that youth and older adults may face in taking transit.
- Improved three intersections, building "Smart Right Turns" which improve sight lines for drivers so they can merge safely while keeping an eye out for pedestrians.
- Received a \$2.4 million provincial/federal government grant to extend the Houghton Road Active Transportation Corridor (ATC) from Rutland to the Okanagan Rail Trail.
- Launched a pilot artificial intelligence tool that helps to automatically map pothole locations from a cell phone mounted on a City vehicle dash as staff go about other duties. Called "Rover" the tool shows promise as a method to efficiently plan the work of pothole repairs even before citizens report them. Potholes are the second highest source of road service requests annually, after snow & ice.
- Started construction on the KF Aerospace Centre for Excellence at YLW. The facility, which is due for completion in 2022, will celebrate the rich history of aviation in the Okanagan and will welcome visitors from around the world, stimulating an interest in aviation.
- Completed phase 2 and 3 of the Taxiway Delta rehabilitation at YLW.
- Introduced shared e-scooter and e-bike programs to the community to offer flexible, affordable and accessible mobility options to residents.
- Participated in the provincial e-scooter pilot project to allow use of electric scooters on municipal roads in order to research, test and evaluate the safety and efficiency of e-scooters in supporting expanded active transportation networks and CleanBC.
- Improved Lakeshore Road bridge over Bellevue Creek to extend the life of the bridge and enhance safety for people walking, biking and driving by widening the bridge to two lanes of vehicle traffic, buffered bike lanes in each direction and a multi-use pathway.
- Completed final phase of 2040 Transportation Master Plan (TMP) public engagement and presented draft plan to Council for final endorsement. The 2040 TMP sets the direction for a vibrant city where people and places are conveniently connected by diverse transportation options with targets that include doubling transit ridership, quadrupling the number of trips made by bicycle, and reducing the average distance each person drives by 20 per cent.

Vibrant Neighbourhoods

- Conducted community engagement and consultation (including two "Get Eventive" weekends) as part of the planning and development of a Strategic Event Plan and future "signature" event for Kelowna.
- Developed a provincially endorsed Quality Sport Framework that will guide local sport organizations in creating sport experiences that are safe, inclusive, and meaningful for all participants at every stage of their sport pathway



- Finalized the long-term land lease of 350 Doyle Avenue, the former site of Kelowna's RCMP headquarters. The proposed mixed-use project will be one of the first steps to realizing a vision of vibrancy for this key downtown area as outlined in the Civic Precinct Plan.
- Worked with arts organizations on the completion of a Creative Hub Feasibility Study to understand better the opportunity to include 6000 sq ft of new cultural space within the development at 350 Doyle Ave.
- Opened Stuart Park ice rink on a pre-booking basis to ensure physical distancing measures while providing a safe and active opportunity for residents.
- Purchased 2302 Abbott Street to support the future expansion of Strathcona Park, a 0.9 acre property with a market value of \$5.3 million, funded through the park acquisition Development Cost Charge program.
- Launched *Meet me on Bernard* in partnership with the Downtown Kelowna Association and Tourism Kelowna, opening Bernard Avenue to pedestrian-only traffic from July 1 through to September, as part of an open-streets initiative to create more vibrant urban spaces while also stimulating economic and social recovery from the COVID-19 pandemic.
- Unveiled designs and construction schedule for the future of City Park with Phase 2 to begin in fall 2021. This phase includes surface improvements to the path between the two washrooms to make it smoother, wider, and more accessible. The shoreline at Hot Sands beach will be stabilized with logs to prevent further erosion.
- Completed the final phase of Official Community Plan engagement and presented to Council for endorsement. The Official Community Plan is the first major plan to be hosted completely online on kelowna.ca.
- Launched Zoning Bylaw refresh to align with updated Official Community Plan, including consolidated zones and land use categories, updated building height regulations and a simplified density and height bonusing policy.
- Presented a Regional Housing Needs Assessment (HNA) about current and future housing needs in Kelowna to Council. The HNA found home ownership is out of reach for many Kelowna residents and shows that population growth will demand roughly 26,000 new housing units across the region by 2036.
- Announced to be the host the 2026 BC Summer Games following a successful bidding process.
- Opened Glenmore Recreation Park, featuring soccer fields and an off-leash dog park.
- Opened the expanded Rutland Centennial Park which includes a basketball court, ping pong tables, new landscaping, and lighting.
- Resumed Dancing in the Park and the Park and Play free community events after a one-year hiatus due to the pandemic
- Improved the Cook Road boat launch, including parking lot upgrades.
- Completed the Pandosy Waterfront Park Phase 1 improvements including an urban beach area, beach and picnic seating, a pedestrian promenade, access to Okanagan lake and much more.
- Conducted a Programming Review of Kelowna Community Theatre to identify and evaluate different programming models and their potential to improve audience experiences while visiting Kelowna Community Theatre.
- Developed market sounding and expressions of interest for both destination retail developments to improve community offerings at YLW and for a hotel development opportunity at YLW to drive destination and community benefits.
- Completed public engagement on designs for Tallgrass and Ballou neighbourhood parks in Tower Ranch and Glenmore respectively.
- Received \$9.034M through ICIP-Green Infrastructure grant program to fund construction of sewer projects in Central Rutland, RIO/Rialto and the Mission Creek crossing for future servicing of the Hall Road area.



Economic Resiliency

- Adjusted processes and approvals temporarily for development applications and real estate agreements considering the ongoing COVID-19 pandemic. These include delegating approvals to staff to issue development permits and extend bylaw deadlines, expanding the criteria to waive public hearings, suspending committee meetings, and directing applicants to notify and consult with the public without face-to-face interactions.
- Launched the new Recovery and Sustainability Grant Program, a one-time funding initiative to support non-profit organizations in the sport, event, and cultural sectors who continue to be significantly impacted by lost earned revenue due to the COVID-19 pandemic.
- Maintained and reviewed business continuity plans for essential services such as roadways, water and wastewater providing for community resiliency during pandemic and other emergency events.
- Received a \$3.1M Airport Relief Fund grant for YLW from the Federal government and a \$0.7M COVID-19 Airport Relief Fund grant from the Provincial Government to help mitigate the financial impact of COVID-19.
- Partnered with UBCO on a parking pilot project that provided UBCO staff and students with access to parking at YLW. This allowed UBCO to provide further parking options to its staff and students and provided YLW with an opportunity to generate further revenues from infrastructure that was under-utilized due to COVID-19.
- Increased domestic flight destinations to 14 at YLW, which is five more than YLW has ever had.
- YLW Operated as the 6th busiest airport in Canada for the majority of 2021.

Environmental Protection

- Successfully installed 2,037 water meters in Southeast Kelowna to ensure that all water services (both potable and non-potable) are metered.
- Pledged to convert 10 per cent of the light duty corporate fleet to Electric Vehicles (EVs) by 2023 and received funding from PluginBC to complete a new “Green Fleet Strategy” as well as an assessment of electrical infrastructure needs to support EV charging over the next 10 years. The report estimates that the City can reduce Fleet greenhouse gas emissions by 49 per cent by 2031, based on the current availability of EV technologies.
- Maintained Airport Carbon Accreditation Level 1 at YLW
- Strengthened relationships with BC Wildfire Services so YLW, Navigation Canada and BC Wildfire Services could work collaboratively towards maintaining operations at YLW while BC Wildfire Services fought the regional fires.
- Improved the glycol recovery plan at YLW by adding additional infrastructure to further prevent release of glycol into the watershed.
- Transitioned fire fighting foam used at YLW to a fluorine-free foam.



Corporate Results

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

- As part of the City's commitment to strategic planning and clear direction, Action Plan 2021 outlines over 100 projects and significant actions across all City divisions to deliver results aligned to Council Priorities.
- Launched a text-based chatbot on kelowna.ca to help answer questions about COVID-19 and 2021 Property Taxes with plans to expand to other service areas.
- Celebrated the first Truth and Reconciliation holiday, reflecting on Canada's Indigenous history. Staff were provided with learning opportunities for their path to truth-learning. Flags at City facilities were flown at half-mast in recognition of the un-marked residential school graves discovery.
- In a year when YLW's passenger numbers continued to be less than half of what they were prior to COVID-19, YLW implemented strong financial management and is positioned to have an annual surplus and positive cash flow for 2021.
- Implemented and trained staff on newly developed Principles of Conduct to provide clear direction regarding professionalism and ethics at work.

Awards & Recognition

- For the twentieth year in a row, received the Government Finance Officers Association (GFOA) Distinguished Budget Award for the 2021 Financial Plan
- Received the GFOA Canadian Award for Financial Reporting for the 2020 Financial Statements within the Annual Report. It is the 19th consecutive year the City has received the award.
- Recognized as one of 120 "Tree Cities of the World" by the Arbor Day Foundation and Food and Agriculture Organization of the United Nations.
- YLW's Airport Director was the Vice Chair of the Airports Council International – North America and will become Chair in 2022.
- YLW's Senior Airport Finance and Corporate Services Manager became the Chair of the Canadian Airports Council Financial Affairs Committee.
- YLW's Airport Operations Manager became Chair of the Airports Committee with the BC Aviation Council

Talent Management

- Filled 71 per cent of full-time positions by internal promotions and transfers signaling continued strength in our career development and succession planning programs.
- Twelve employees received the City of Kelowna Employee Development Scholarship awards that provided partial funding to support employee education related to career development and succession planning.
- Developed terms of reference and engaged in the procurement process to develop the foundation for a Diversity, Equity, and Inclusion Strategy to be completed in 2022.
- Launched a Learning Management System to improve the City's ability to deliver internal training to staff
- Developed and implemented COVID-19 and Communicable Disease Health and Safety Plan to protect staff from workplace transmission.
- Formed a Culture Committee to work on implementing initiatives to support the City's Vision and Values.
- Innovatively found meaningful work alternatives for staff at YLW that resulted in the retention of the already reduced YLW team.
- Added a Commercial Development Manager to help YLW continue to diversify its revenue streams.



Budget highlights

Budget at a glance

The City of Kelowna is responsible to manage public funds responsibly and make the right decisions to safeguard our great community. We do this by using guidance from our strong *Imagine Kelowna* vision, sound master plans and well-defined *Council Priorities* in the financial decisions we make including the annual Financial Plan. This plan prioritizes investments today, while also remaining fiscally responsible, to build a strong future for tomorrow as we position ourselves to welcome over 45,000 additional residents in the next 20 years.

The 2022 Financial Plan continues our journey to become the City of the Future with investments in public safety, as well as reviving vibrancy and community spaces post-pandemic by creating more parks and green spaces, taking action on climate change with investment in active and alternative transportation, and continuing to work with other organizations and levels of government, while also renewing existing assets and maintaining services that the community relies on every day.

Operating

The 2022 Financial Plan includes an overall change to the operating program of \$7.2M. This change is a result of a \$1.9M increase from the annualization of operating costs approved in the previous years' budget, a \$692k reduction from the removal of one-time requests approved by Council in 2021, a \$520k reduction from base operating adjustments and a net operating requests increase of \$6.1M.

2021 Net Operating Budget	\$157,345k
Add: 2021 one-time requests	(692k)
Add: Annualized requests (prior years)	1,948k
Add: 2022 base adjustments (detailed in the divisions)	(520k)
Add: 2022 operating requests	6,091k
2022 Net Operating Budget	\$164,542k

Note: Totals may not add due to rounding

The Financial Plan's Priority 1 (P1) General Fund operating requests total \$20.8M, of which \$6.1M is being funded from taxation. Four significant requests make up 76 per cent of the increased taxation: RCMP Contract Services - the estimated 2022 contract increase, Other Working Capital - a provision for contractual obligations, Transit Base Operating Cost – changes in transit operational costs, and Gaming Revenue Reduction – taxation required to offset the decrease in gaming revenue due to mandated capacity limits. The remaining general fund requests are offset by a \$1.6M increase in Planning & Development revenues and the remaining \$1.4M funded from taxation.

In addition to the P1 Operating Requests, there are Priority 2 (P2) General Fund requests that are included in the document for Council's consideration totaling \$1.4M, however these requests are not included in the taxation demand calculations.

The Kelowna International Airport is continuing to recover from the COVID-19 pandemic with estimated passenger numbers to increase to 1.7M in 2022. With the increased passengers, six P1 operating request have been submitted to increase revenues and corresponding operating expenditures. There are no P2 operating requests for the Airport.

The City of Kelowna's Water Utility is requesting three P1 requests for an increase of \$108k to the utility operating program in 2022. There are no P2 operating requests for the Water Utility.

The City of Kelowna's Wastewater Utility is requesting two P1 operating requests totaling \$96k in 2022. There are no P2 operating requests for the Wastewater Utility.

Staffing

The 2022 Financial Plan contains 47 new P1 staff position requests that support moving Council | Corporate priorities forward while also delivering on the services residents expect. The new positions include 42 full-time, four term, four part-time and a reduction of three part-time positions that have been converted to full-time. The



total 2022 taxation impacts on budget for these position changes is \$1.4M.

All new positions and changes to existing salaried or wage personnel, both permanent and temporary, are required to be supported by a business case. The business case must include the reason for the request, a cost/benefit analysis, the recommended funding source, other alternatives considered and the organizational impact.

Each operating request for a new position must support Council | Corporate priorities ensuring Divisions are making a difference in services, programs and infrastructure that address our community’s needs. Each operating request includes a Strategic Direction selection that indicates the priority the new position is working towards.

The table below shows the total positions requested by each division/department by position type:

Division/department	Full-time positions	Part-time positions	Term positions
City Clerks	1.0		
Kelowna International Airport	1.0	(1.0)	
Planning & Development Services	3.0		1.0
Partnerships & Investments	6.0		
Infrastructure	5.0		
Wastewater	1.0		
Active Living & Culture	5.0	2.0	1.0
Corporate & Protective Services			
Corporate Services	1.0	1.0	
Community Services	15.0	(1.0)	
Corporate Strategic Services	2.0		
Financial Services	2.0		2.0
Total position requests	42.0	1.0	4.0

Capital

The 2022 General Fund Capital Program requests total \$75.7M, of which \$13.7M is requested to be funded from taxation. The taxation contribution to the capital program has increased by \$1.6M compared to the 2021 Financial Plan. 2022 capital funding from sources other than taxation is \$62M. Significant projects within the capital program include the DCC Parkland Acquisition, Mill Creek Flood Protection, Dehart Park Development and General Building Infrastructure Renewal.

There are 20 P2 General Fund capital requests totaling \$14.0M which are not included in the budgetary totals or the taxation demand calculation but are summarized in the document for Council’s consideration.

The Kelowna International Airport capital program is requesting 11 P1 capital requests totaling \$4.2M with a

focus on renewal of infrastructure. Major projects include Air Terminal Building Capital Replacement and Improvements, Airport Combined Operations Building Infrastructure Renewal and the Airport Soaring Beyond 2.5 Million Passengers AIF Program. There are no P2 capital requests for the Airport.

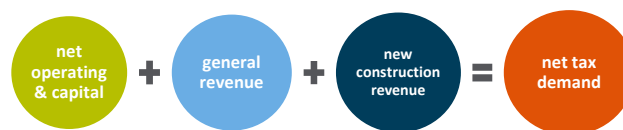
The Water Utility’s 2022 capital program includes 10 P1 requests with a focus on infrastructure renewal totaling \$5.4M funded by \$4.7M of utility revenue. Significant projects include Water Network and Facility Renewal, Water Meter Replacement and Poplar Point to Dilworth Mountain Transmission Upgrade Design. There are no P2 capital requests for the Water Utility.

The Wastewater Utility has 11 P1 capital requests using \$8.4M of utility revenue to fund \$20.0M worth of projects with a focus on growth within the utility’s infrastructure. Major projects include Rutland Centre (SCA 22) Sewer Connection Project, Renewal – Wastewater Mains and Facilities, and Water Street Lift Station. There are no P2 capital requests for the Wastewater Utility.

General fund highlights

Property taxation

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



Taxation Revenue from new construction is based on Preliminary Assessment Roll information from BC Assessment (BCA). New construction revenues are used to reduce the overall net property owner impact. In 2022, the new construction revenue is estimated to be \$2.9M. The finalized new construction assessment value will be available from BCA in the second quarter of 2022 and will be reflected in the Final Budget volume of the Financial Plan.

It is important to note that while it is possible to project the average property tax increase using the overall assessment base and the revenues required to operate the City, the impact on each individual property owner will vary depending on the relationship of their assessment change to the average. Further analysis will be required when BCA provides the Revised Assessment Roll in the second quarter of 2022.

For 2022, the overall taxation demand has increased from \$157.7M to \$166.2M, or 5.4 per cent which includes general revenue, net operating and capital. Taking into consideration the revenue generated from new construction, the average impact on existing property owners is 3.49 per cent.

Other revenue sources that are used to help fund operating and capital programs include grants and reserves. Examples of other revenue sources in the 2022 Financial Plan are Development Cost Charge (DCC) Reserves, the Community Works Fund Reserve and the Disaster Mitigation and Adaptation Fund (DMAF) grant.

General Revenues

General Revenues are revenues that are not specifically attributable to or generated by any particular City of Kelowna division. The General Revenue portion of the 2022 Financial Plan is projected to be \$12.1M which is a \$371k increase from 2021.

The changes to General Revenues are mainly attributable to \$301k for increased interest and penalties; \$41k decrease for Federal and Provincial contributions; and \$110k for revenues received from utilities.

With the continued regional restrictions capacity limits on all casinos in British Columbia, 2022 gaming revenues are expected to be reduced by \$872k. This revenue reduction will be offset partially by the COVID-19 Safe Restart Grants for Local Governments.

Salaries, wages and fringe benefits

A significant portion of the annual operating budget is from staffing. The City of Kelowna CUPE agreement that was ratified in 2019, for 2019-2023, provides a 2.25 per cent increase in 2022 that is reflected in the budget requests. The collective agreements for the Airport CUPE employees and the Kelowna Fire Department employees (IAFF) are currently in renewal negotiations.

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

RCMP contract

The RCMP ratified their first collective agreement (2017-2022) in August 2021 that includes a six-year salary increase of 24% for all positions below the rank of inspector. This increase is substantially greater than the provisions made over the last five years while the contract was being negotiated.

The 2022 General Fund Police contract staffing is at 210 members with a budgeted vacancy factor for six members. The average cost per member is estimated at

\$203k resulting in a \$1.7M budget request made up of a six-year increase of \$4.1M, reduced by the five-year provision of \$2.4M. This amount is an estimate and will be amended at Final Budget in April 2022 once the City receives the final information from the RCMP and Public Safety Canada.

Additionally, the 2022 Financial Plan includes five P1 requests for 10 new members: one RCMP Operational Readiness Member, one RCMP Crime Analyst Civilian Member, two RCMP General Duty Constable Members, two RCMP Investigative Services Members, and four Cell Block Sergeant Members, two of which will be hired in 2023. The plan also includes two P2 requests for four more members: two RCMP General Duty Constable Members and two RCMP Investigative Services Members.

The plan also includes a P1 operating budget request for the one-time retroactive payment of \$8.25M funded from reserve. This is the amount that was planned for through communications with the RCMP but will most likely also be amended at Final Budget once confirmation on the amount is received.



Airport and Utility fund highlights

The City of Kelowna operates the Kelowna International Airport and two major utilities that provide water and wastewater services within the municipality. The Airport's ongoing operations, maintenance and capital improvements are funded by user fees. The utilities are similar as they are funded entirely by user rates which are paid through annual parcel taxes and/or monthly user fees. Capital investments that are required for new, growth or renewal of infrastructure are identified in the 10-Year Capital Plan.

Airport

Kelowna International Airport (YLW) operates in compliance with Federal regulations as part of the National Airport System and is fully self-funded with no funding from municipal taxes.

The Airport continues to recover from the COVID-19 pandemic that greatly impacted its operations in 2020 and 2021. The 2022 budget is based on passenger numbers increasing to 1.7M which is a significant increase from the 2021 budgeted volume of 500k.

Airport - Financial Outlook – 2022

The 2022 gross revenues from Airport operations are projected to be \$39.9M. The total operating expenditures including debt repayments for Airport operations are projected to be \$21.5M. The total Airport Capital Program is \$4.2M funded from reserves. Remaining revenues of \$18.4M will be contributed to Airport reserves for future use. In 2022, it is anticipated the Airport fund surplus will remain unchanged.

Wastewater utility - collection & treatment

The Wastewater Utility provides a safe, reliable and efficient sanitary sewer collection system and treatment facility to ensure the protection of Okanagan Lake and the connected waterways. The Wastewater Treatment Facility serves approximately 80 per cent of Kelowna's population including residents, businesses, and industries, and is being expanded to reach un-serviced areas and accommodate our City's growth.

Wastewater Utility - Financial Outlook - 2022

The budgeted 2022 surplus for the Wastewater Utility is \$1.7M. Expected operating revenues are projected to be \$23.6M with approximately \$13.3M required to fund wastewater operating expenditures. The total Wastewater Capital Program is \$20M funded \$8.4M from current year utility revenues, \$3.1M from reserves, \$8.3M from grants, and \$116k from contributions. The Wastewater utility is also contributing to the General fund capital requests Knox Mountain Geotechnical Engineering for \$113k and Fleet Growth for \$36k. The anticipated accumulated surplus position at the end of 2022 for the Wastewater Utility is \$51.6M.

Water utility

The City of Kelowna's Water Utility is one of four water providers for Kelowna residents. It sources its water from Okanagan Lake and provides water to just over half of the Kelowna population. Committed to protecting public, environmental and economic health, the Utility has adopted a source-to-tap water management approach that includes watershed protection, water quality monitoring, treatment, distribution system maintenance, cross-connection control, and water-use efficiency.

Water Utility - Financial Outlook - 2022

In 2022, the Water Utility is budgeting for a \$477k surplus. Operating revenues are projected at \$20.2M with approximately \$14.8M required to cover operating

expenditures and debt repayment. Total capital expenditures are \$5.4M funded \$4.7M from current year utility revenues, \$552k from reserves allocations and \$150k from developer contributions. The Water utility is also contributing to the General Fund capital requests: Knox Mountain Geotechnical Engineering for \$113k and Fleet Growth for \$178k. The anticipated accumulated surplus position at the end of 2022 for the Water utility is \$6.3M.

Budgeting for Council | Corporate Priorities

Each operating request must indicate the Council or Corporate priority that is best aligned with. Listed below by Council | Corporate Priority, are some of the operating, staffing and capital requests being requested in 2022.

Community Safety

Operating requests:

Furthering the City's commitment to address community safety needs, the City is partnering with the Child Advocacy Centre to have a dedicated RCMP space within the building for \$73K funded from the realignment of support for youth services within the current Kelowna Youth and Family Services budget.

Additional staffing:

- Police Services Records Clerk Position (SAFE)
- Police Services Response Operations (2) positions (SAFE)
- Police Services Supervisor Position (SAFE)
- Police Services Communications Advisor Position (SAFE)
- RCMP Crime Analyst – Civilian Member (SAFE)
- RCMP Investigative Services – 2 Members (SAFE)
- RCMP Cell Block Sergeants – 4 Members (SAFE)
- RCMP General Duty Constables – 2 Members (SAFE)
- RCMP Operational Readiness – 1 Member (SAFE)
- Security Analyst Position (CS)



This additional staffing will continue to improve community safety through increased resources that will decrease response times, provide the necessary staffing to respond to incidents and address member operational fatigue and mental wellness. As well, these positions will provide analytical support, improved public awareness and increased administrative support to further address community safety needs.

Social & inclusive

Operating requests:

Continuing support for social & inclusion initiatives, ongoing funding is requested for the Queensway Washroom operations that is helping to address the lack of washroom access for people experiencing homelessness while being available for the whole community.



Additional staffing:

- Community Development Coordinator – Outdoor Shelter Term Position (AL&C)

This additional staffing will support the operation, coordination, and management of an outdoor sheltering strategy.

Capital requests:

Helping to ensure social & inclusivity, Access For All Improvements renewal program is requesting \$110k for the replacement or improvements to park amenities to increase access for all ages and abilities in all park types.

Transportation & mobility

Operating requests:

To support transportation & mobility initiatives, various requests have been submitted: \$600k to assist in the development of the subject land for the new transit center, funded from reserve; \$19k to pilot a rollout beach wheelchair access mat at Rotary beach; \$40k funded from reserve for a curb space management strategy to

effectively optimize this shared use space; and \$68k for ongoing maintenance of new active transportation corridors and protected bike lanes proposed in the capital program.

Additional staffing:

- Parking Services Traffic Officer Position (P&I)
- 4690 Hwy 97 Agricultural Considerations – Planner II (P&I)

This additional staffing will help address the need for increased customer service from the exponential growth in parking due to the development and densification in town centres and to ensure there is a dedicated resource for agricultural planning in the development of the new transit centre.

Capital requests:

Capital requests that will improve transportation and mobility throughout the City include: \$5.2M, funded \$3.6M from reserve and \$1.6M from taxation, for active transportation corridors: Casorso 3 (KLO Rd – Lanfranco Rd) for construction linking Ethel St and Barrera Rd; Rails with Trails (Dilworth – Commerce Ave) to add pathway lighting along the Okanagan Rail Trail allowing for longer daily use; Glenmore 3 (Clement – High) to undertake a routing study from Glenmeadows Rd to the Okanagan Rail Trail; Glenmore 4 (Kane – Dallas) for design and construction delivering a connected 'all ages and abilities' bicycling network; Houghton 2 (Hollywood – Rutland) linking Rutland to the Okanagan Rail Trail; and Rails Trail to Greenway ATC design and cost estimates for a multi-use pathway linking Springfield to Highway 97 along Leckie Rd.



Construction of protected bike lanes from Rose Ave to Cedar Ave is requested, helping to increase cycling infrastructure along this busy corridor, funded \$1.3k from reserve and \$520k from taxation.

Vibrant neighbourhoods

Operating requests:

To support vibrant neighborhoods, \$50k is requested for a temporary modular unit at the Apple Bowl for the ticket booth to accommodate “game-day” logistics and ticketing for events with \$20k funded from reserve; \$100k to continue with design, costing and strategy of the Creative Hub funded from reserve, \$50k from reserve for a pilot partnership including the PEOPLE project for several downtown cleanup initiatives; \$50k for a facility assessment for upgrades to the Waterfront Park Island Stage; \$50k for a Performing Arts Center long range plan funded from reserve; and \$20k, funded from reserve for a sound system renewal at Rutland Arena east rink.

Additional staffing:

- Groundsperson II Position (IN)
- Infill Housing Planning Manager Position (P&DS)
- Irrigation Technician Position (IN)
- Recreation Technician – Scheduling Position (AL&C)
- Parkinson Recreation Building – Replacement, Design – one Planner Specialist (IN), one Project Technician (P&I)

This additional staffing will help to maintain parks service levels, increase support for local sport development, design and plan for amenities, develop a robust infill housing program and focus on housing affordability - delivering on the right supply.

Capital requests:

Helping to create vibrant neighbourhood, \$700k is requested for preliminary design work of the Capital News Centre expansion including two new ice sheets and additional sports facilities funded from reserve, \$12.3M with \$11M funded from reserve for various DCC parkland acquisition throughout the community, \$6.4M for design and construction of phase one of Dehart Park with \$5.6M from reserve.

Mill Creek Linear park is requesting \$1.8M with \$1.6M funded from reserve to design 4.6KM of trail and partial construction of some sections and \$1.2M is requested for design and construction of 2 additional diamonds at the Mission Recreation Park with \$1.1M of reserve funding.

Initial design budget is requested for the replacement of Parkinson Recreation Centre to include an eight lane 25m pool, leisure pool, three gymnasiums and a fitness suite for \$2M funded from reserve. This design work will increase cost certainty prior to subsequent budget requests and loan authorization.

Economic resiliency

Operating requests:

To reflect the upturn in construction activity and make operational changes required to keep pace with growth in development, an increase of (\$1.6M) to the Building & Permitting and Development Planning revenue is requested.



Additional staffing:

- Co-op Students - Asset Management Data Analysts Positions (FS)
- Planning & Development Operational Changes – one Planning Technician I, one Planning Technician II (P&DS)

This additional staffing will help to collect asset information for the new Corporate Asset Management System and will help strengthen technical support in the Planning and Development Services Division.

Capital requests:

Various building projects have been requested helping to ensuring building asset preservation: Rotary Centre for the Arts roof renewal, Enterprise Dispatch Centre HVAC renewal, CCTV renewal, HVAC automation at various locations, library elevator renewal and mechanical and electrical renewal at the Kelowna Family Y. These projects total \$4.8M with \$3.6M from reserve, \$375k from deferred revenue and \$752k from taxation.

The roads renewal annual program has requested \$3.0M with \$2.8M funded from reserve to maintain and extend pavement life with locations prioritized by pavement condition, street function and traffic loading.

Helping to mark the 75th anniversary of the Kelowna International Airport (YLW), \$200k is requested to develop interactive and static displays celebrating the

rich history of YLW and its development in supporting Kelowna and the region funded from Airport reserves.



Environmental protection

Operating requests:

To continue with Council's focus on decreasing greenhouse gas emissions, the Planning & Development Services Division is requesting \$120k, funded from reserve, for work on the Climate Resiliency Plan, an auditing program for GHG emissions and encouraging the shift to electric transportation. Fleet Services is requesting \$50k to help the City apply for various incentive programs for EV charging infrastructure funded from reserve.

Additional staffing:

- Community Energy Specialist Two Year Extension Position (P&DS)

This staffing extension will continue assisting the City in developing, promoting and delivering on low carbon energy solutions within the community.

Capital requests:

Encouraging resiliency and adaptability to climate change requests include: expanding the number of level two electric vehicle charging station for \$100k funded from reserve; continuing design and permitting of the Glenmore Landfill Surface Water Bypass system including water levels around Robert Lake to mitigate potential flooding in this water basin for \$250k from reserve; and the Mill Creek Flood Protection Project to create the conditions to safely pass a one in 200 year flood event of Okanagan Lake funded \$4.3M from reserve, \$3.3M from a Federal grant and \$637k from taxation.

Sewer connection projects include the Rialto (SCA 16) and Rutland Centre (SCA 22) connection areas to provide sewer collection mains for all properties currently on septic. These projects will be designed and constructed over three years using the Investing in Canada

Infrastructure Program grant funds and sewer connection area reserves.

Financial management

Operating requests:

The Infrastructure Division is requesting \$50k, from reserve, to perform building deconstruction rather than demolition on three to four City owned houses to assess waste reduction options for demolition debris as a waste diversion initiative at the Landfill and \$500k for changes to the transit base operating costs in 2022.

Additional staffing:

- KCT Box Office and Front of House Operations – various positions (AL&C)

This additional staffing will enhance operations at KCT in response to recommendations put forward from the Value for Money Audit of the Kelowna Community Theatre – Operating Models.

Capital requests:

The Information Services capital program is requesting to continue to install fibre optic service lines to new customers for \$50k with all costs funded by the users.

Water capital is requesting \$1.3M for a multi-year project to replace water meters with new modernized units within the City by 2027 funded from the water utility. As well, \$2M is requested for various watermain and facility renewal projects funded from the water utility.

Clear direction

Operating requests:

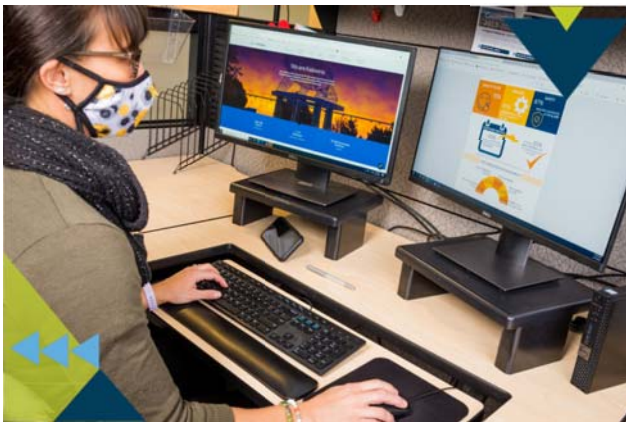
Requests that support the City's commitment to setting a clear direction is a \$90k Information Services Strategy Development request to allow for better solutions while securing digital assets, \$100k to create a Collaborative Research Grant Fund with UBCO to mobilize research opportunities identified by the City and UBCO and \$27.5k for a two-year pilot to expand a smart waste sensor project to determine optimum waste management schedules for City parks funded from reserve.

Additional staffing:

- Agile Project Coordinator Position (CSS)
- Business Planning & Results Manager Position (CSS)
- Community Development Coordinator – Contract Administrator Position (AL&C)
- Corporate Records & Information Analyst Position (CC)

- Facilities Maintenance Foreman Position (P&I)
- HVAC Technician Position (P&I)

This additional staffing will facilitate consistent and efficient management of technology projects, advancing divisional performance measure implementation, providing direct oversight of contractual requirements and help to maintain current service levels.



Capital requests:

Supporting innovation and transforming process and business activities, the Information Services Major Systems projects include upgrades to the web platform, artificial intelligence and automation of business process, implementation of a Land Management System and implementation of the expense ledger module in the Finance ERP system for \$494k funded from reserve.

People

Operating requests:

To help streamline process and to aid in the City's commitment to ongoing learning and skill development, the Human Resources department is requesting \$36k to implement new software and the Information Services department is requesting \$10k for increased training.

Additional staffing:

- Administrative Clerk Position (P&I)
- Parks & Landscape Planner Position – Parks & Building Planning (P&I)
- Airport Operations Technician Position (AIR)

This additional staffing will help provide vital support for the Partnership and Investment Division, help to deliver on Council's priority for public parks and spaces and create efficiencies in the Airport's Operations Centre.

Other

Operating requests:

Helping to maintain current programs and service levels, various operating requests have been submitted:

- Partnerships & Investments is requesting \$100k to begin approximately 50 facility condition assessments to capture future building system renewals as part of the City's Strategic Facilities Master Plan, and \$30k for façade renewal at the Knox Mountain caretaker house.
- Infrastructure is requesting \$114k for the Roadways snow and ice control program due to growth in the road network.
- Corporate Strategic Services is requesting \$185k to support licensing and enhancements of online services and the range of software used by staff.
- City Clerks' is requesting \$260k funded from reserve for the 2022 general local election in October.
- Kelowna International Airport is adjusting operating and maintenance budgets to reflect the projected increase in passenger volume – Airport Improvement Fee revenue increasing by \$13.1M, Airport Operating, Airside, Groundside, Terminal and Administration, are increasing revenues by \$12.5M and increasing expenditures of \$3.7M resulting in a net contribution of \$21.9M to reserves.
- Water Operations is requesting \$35k to assess the reservoir drain system at the Grainger Reservoir to prevent further erosion affecting downstream water bodies and \$50k for increased maintenance costs of the water system, both funded from the water utility.

Additional staffing:

- .6 HR Assistant Position (CS)
- Equipment Operator III Landfill and Roadways Position (IN)
- Financial Analyst – Regional Emergency Operations Position (FS)
- Financial Analyst Position – Corporate and Protective Services (FS)
- Project Technician (Parks) Position (IN)
- Wastewater Treatment Supervisor Position (WW)

This additional staffing will increase critical customer service, improve financial oversight throughout the organization and help manage increased workload.

Capital requests:

Various capital projects have been requested for infrastructure renewal to ensure current service levels are maintained now and in the future:

- Real Estate and Parking Services is requesting \$475k from reserve for several preventative maintenance

items for the Library and Chapman Parkades to ensure maximum life expectancy and \$2.1M to replenish the Land Sales Reserve for civic accommodation property acquisitions that occurred in 2019.

- Building capital has requested \$320k from reserve to replace outdated lighting fixtures, upgrade equipment and to complete the conversion of lighting to LED at the Kelowna Community Theatre.
- Solid Waste has requested \$2.5M from reserve to continue landfill site preparations of the north east area for the next phase of landfill liner construction in Area 3.
- Storm Drainage is requesting \$1.0M from reserve for continuation of the expanded civic works required to re-establish the slope to an acceptable safety factor for long-term protection of properties in the Knox Mountain area.



- Fire Capital is requesting \$3.5M from reserve for replacement of a bush truck, two engines, a ladder truck, self-contained breathing apparatus and cylinders, and \$450k from reserve for continued implementation of the Next Generation 911 compliant equipment to meet the Canadian Radio-television and Telecommunications (CRTC) mandated launch deadline of March 2024.
- Vehicle and Mobile Equipment is requesting \$840k from reserves and utilities for an additional nine pieces of equipment as a result of increased service and maintenance demands and \$225k of taxation to provide vehicles for three new positions – electric or zero emission vehicles will be selected where possible.
- Airport is requesting \$3.1M for various Air Terminal Building capital replacements and improvements, Airside pavement rehabilitation, Combined Operations Building infrastructure renewal, passenger boarding bridge upgrades and technology replacements funded from Airport reserves.

- Wastewater is requesting \$1.3M to repair or replace a significant section of the Burtch 600MM concrete trunk and \$4.3M for various renewal projects in the wastewater system all funded by the utility.
- Water is requesting \$1.5M for renewal projects at the Water Street Lift Station funded by the utility.

Various requests for annual capital programs have also been submitted:

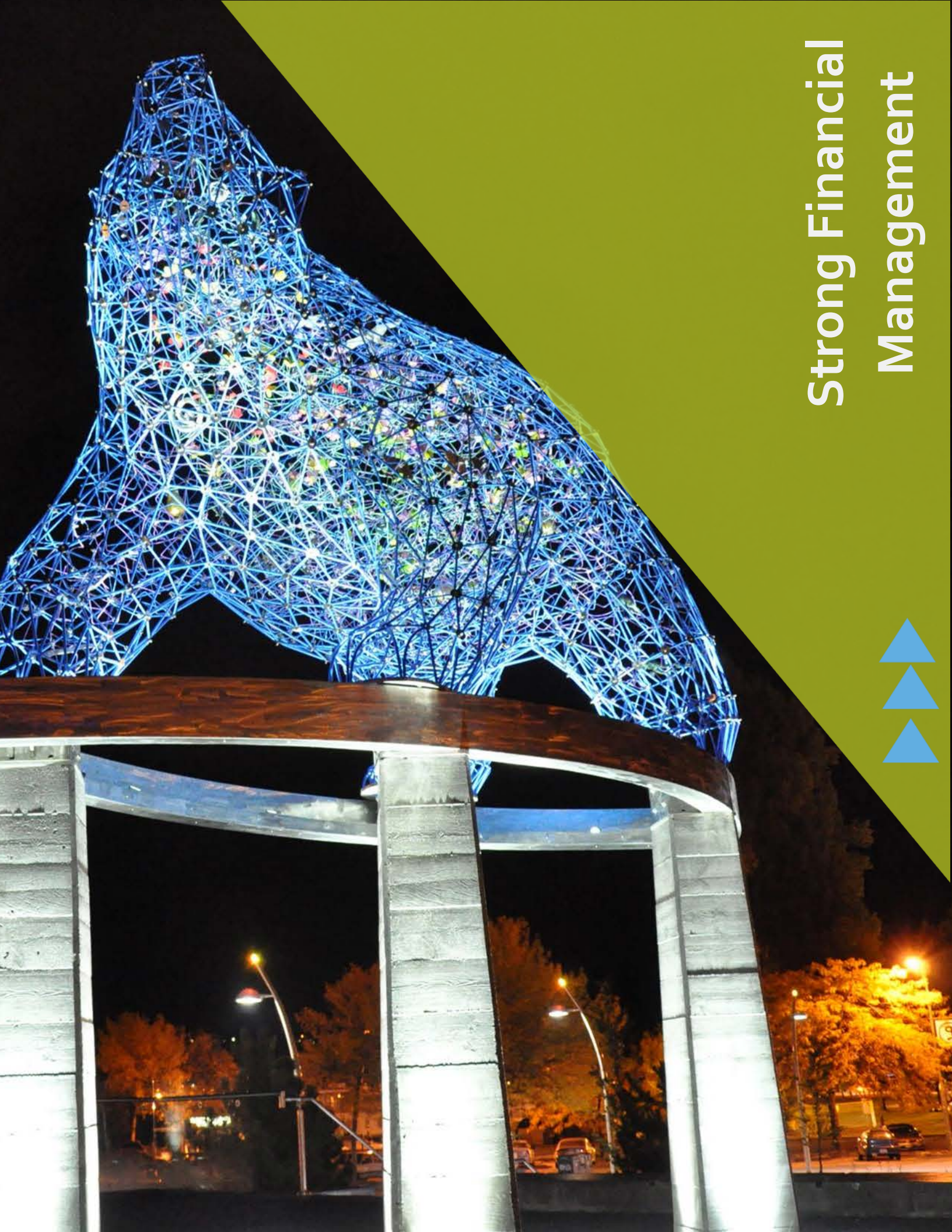
- \$450k for projects that improve road safety, focus on vehicle safety, pedestrian safety, access to schools and managing speeding and traffic on neighbourhood streets.
- \$400k for inspections, assessment, and rehabilitation of the City's bridges with a focus on deck and abutment repairs.
- \$600k to deliver roadway urbanization projects funded \$350k from development deferred revenue and \$250k taxation.
- \$4.1M for vehicle and equipment renewal funded from reserve.
- \$300k for the upgrades of computers, devices, and equipment; as well as hardware solutions for common spaces, new software purchases and licensing, and cyber security initiatives.
- \$328k for annual replacement of storm drainage infrastructure with two identified projects in 2022: the crossing of Gopher Creek at Garner Rd and the storm main on Eastbourne Rd.





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**Strong Financial
Management**



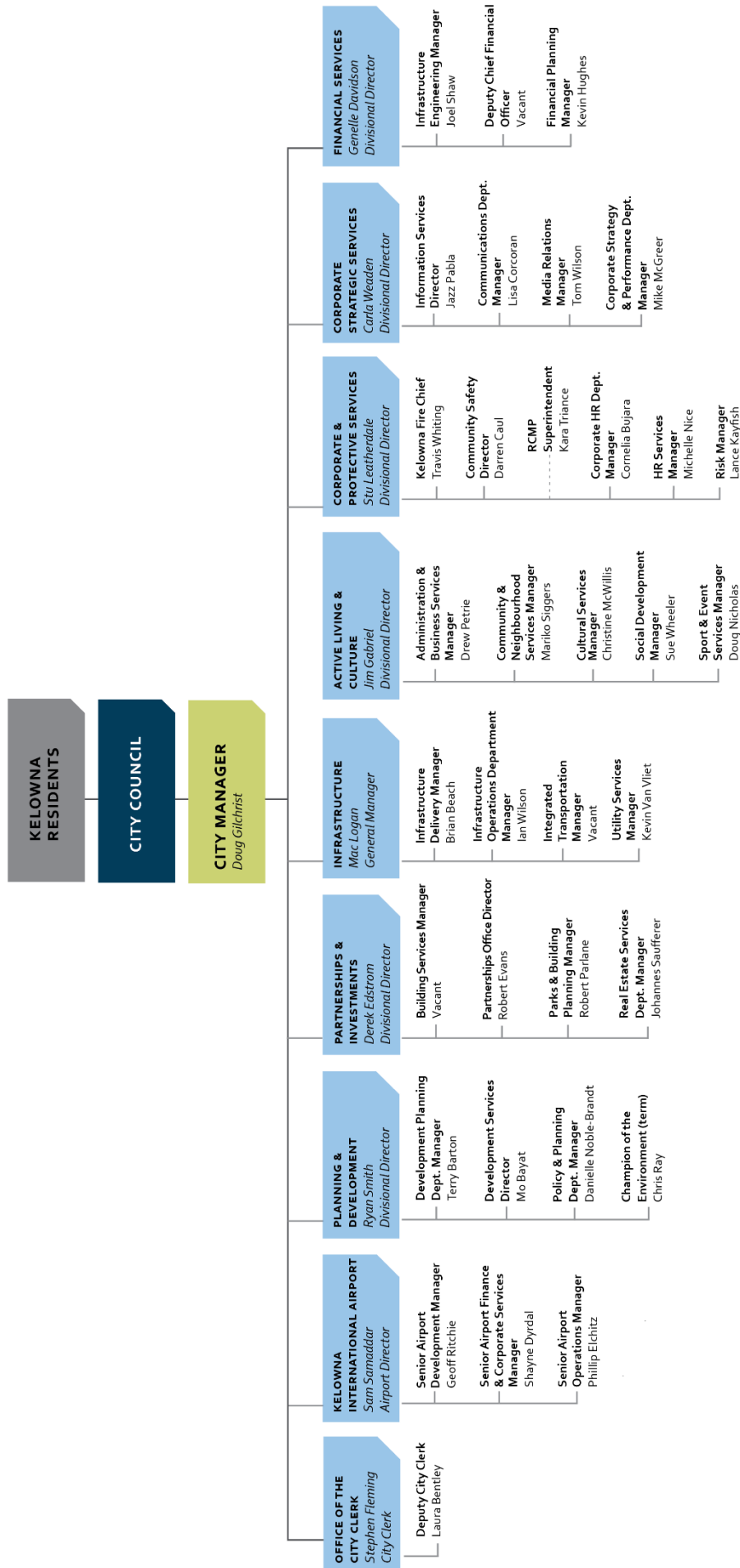


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STRONG FINANCIAL MANAGEMENT

Organizational Chart



Budget process

City plans that influence the budget include:

- Council Priorities: 2019-2022
- Official Community Plan
- 10-Year Capital Plan
- 2030 Infrastructure Plan
- 20-Year Servicing Plan
- Imagine Kelowna - Community Vision
- Community Trends report

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

Public Input

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

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

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

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

Budget development

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

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

Linking to strategic plans

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

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

Budget cycle & timeline

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

A year-round process

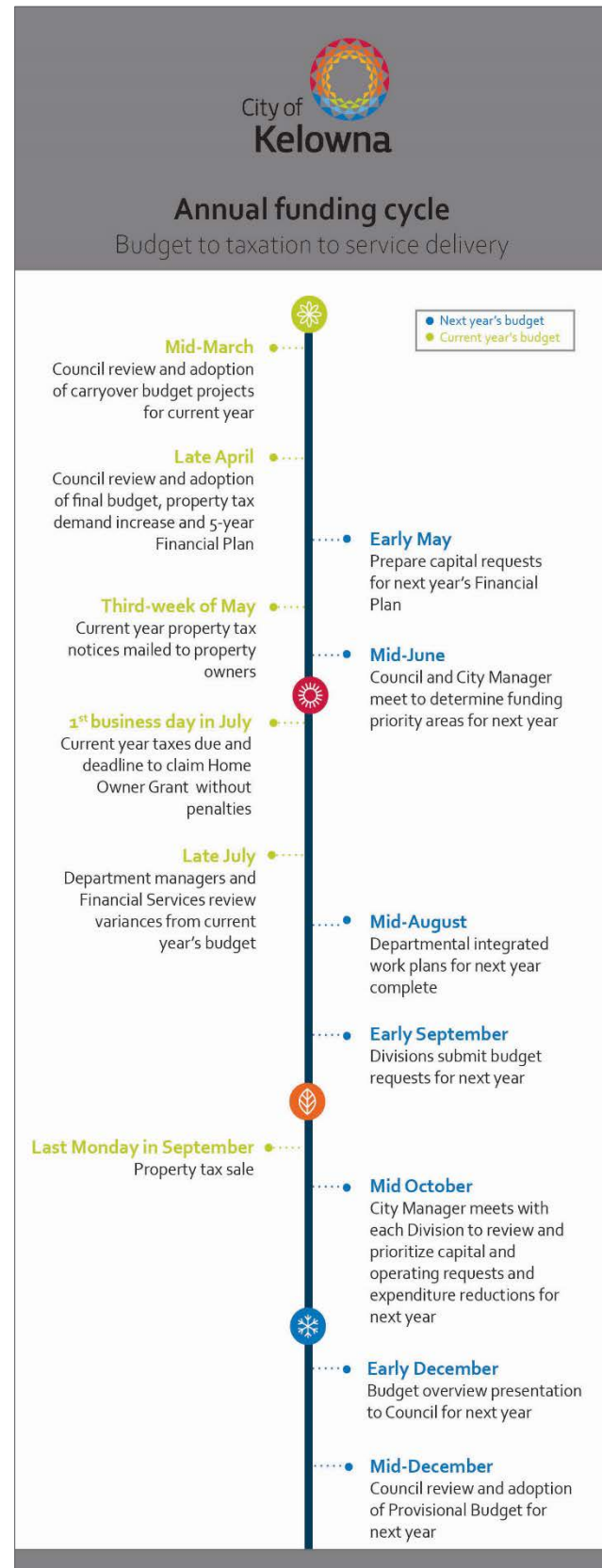
The City budget cycle is a near year-round process with the fiscal year beginning January 1 and ending December 31, guided by the requirements of the Community Charter as described in [Section 165](#) and [Section 166](#). The City Manager and Council meet in June each year to determine priority areas for the following budget year. This information is shared with all divisions to assist with the preparation of divisional goals and objectives, and the review and analysis of budget requirements to ensure they align with Council priorities.

In October, the City Manager meets with each division to go over budget adjustments and requests. After this review, requests are ranked on a City-wide basis and reviewed by the Senior Leadership Team. The divisional information and budget requests are then consolidated into the Preliminary Budget - Volume 1 and prepared for deliberation and adoption by Council in mid-December.

Projects not completed in the previous year are presented to Council, as part of the Carryover Budget – Volume 2, in March after accounts are finalized through the year-end process. Final adjustments to the Financial Plan, including requisition amounts from other taxing jurisdictions, are presented to Council in late April as part of the Final Budget – Volume 3. These three volumes combined make up the annual Financial Plan and is the first year of the City's Five-Year Financial Plan. The Five Year Financial Plan and the associated Tax Rate Bylaws must be adopted by May 15 each year.

Budget transfers & amendments

As per section 165 (2) of the Community Charter, the Financial Plan may be amended by bylaw at any time. A bylaw amendment is planned for April 2022 for changes to the Financial Plan for all 2021 year-end requirements. Council Policies 261 & 262 cover budget transfer and amendment procedures. These policies ensure that the City's overall internal control objectives are maintained and that there are no material changes to the original budget approved by Council. Appropriate signatures and back-up documentation are required for all transfer or amendment requests.



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

2022 budget calendar

Description	Required Date
2021	
Prepare capital requests for 2022 Financial Plan	June 17
Establish City priorities for the 2022 budget year, based on discussion with Council & City Manager	July 14
City Manager meets with each department to review and prioritize all capital and operating requests	Oct. 12-14
Council receives overview presentation of the 2022 Preliminary Budget	Dec. 6
Council reviews and adopts the 2022 Preliminary Budget – Volume 1	Dec. 9
2022	
Council reviews and adopts Carryover Budget – Volume 2	March 21
Council reviews and adopts Final Budget – Volume 3 and the Five-Year Financial Plan 2022-2026	April 25

Prioritization

There are two priority levels used for operating requests:

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

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

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



Performance measurement

The City of Kelowna has a corporate-wide performance measurement program that is integrated into the annual Financial Plan and Annual Report in accordance with the Community Charter.

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

Performance measures are important for both external and internal stakeholders. Measuring our corporate performance allows us to evaluate our programs, services and processes to ensure that we are providing quality programs and services that best serves our citizens. Performance measures tell the story of results, improving visibility, transparency, and accountability. They build trust as they help citizens understand what difference the City is making and provides them with a tool to track and understand costs per service level.

Build trust & accountability

- ▶ Know what difference we are making
- ▶ Track / understand cost per service level

Performance measurement is also used by City staff as a tool for continuous improvement. Internal performance measures help staff better understand City priorities enabling quicker, well-reasoned decisions that will improve the value the City provides to the community.

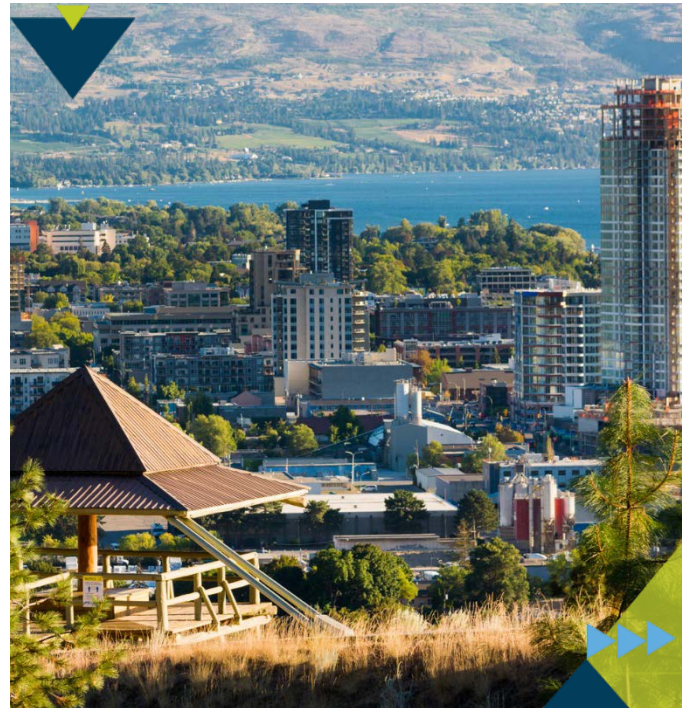
Learn & improve



- ▶ Better understand our priorities & how work links to outcomes
- ▶ Improve the value we provide

Reporting divisional corporate performance measures is a part of the City's financial planning process and is included in the City of Kelowna Annual Financial Plan.

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



Basis of accounting/budgeting

Basis of accounting

Definition

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

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

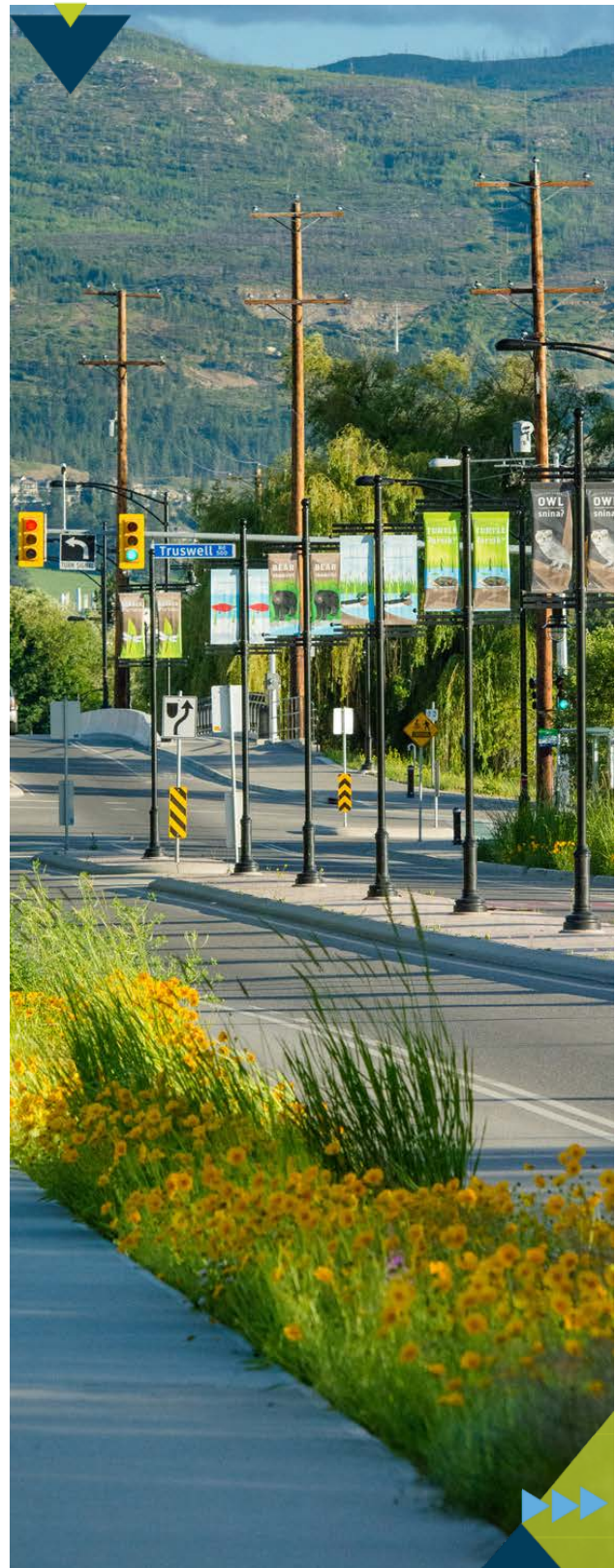
Accrual basis of accounting

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

- Inventory is valued at the lower of cost, determined principally on a weighted average and specific item basis, or replacement cost
- Portfolio investments are recorded at cost
- Tangible capital assets on the consolidated statement of financial position will be shown at the net book value (cost, less amortization, less disposal)
- Tangible capital assets will be impaired if required
- Amortization, gain or loss on disposal, and write-downs of tangible capital assets will be a charge against annual income

Basis of budgeting

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



PRINCIPLES



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



FLEXIBLE. Financial policies allow for opportunities and changing circumstances



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



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



BALANCED. Service levels are affordable and appropriate

STRATEGIES

User Fees & Charges

Everyone will pay a fair amount for the services they receive

Services will be reasonably accessible by all citizens

User fees will be transparent and easy to understand

Reserves & Surplus Funds

The purpose of each reserve will be documented and reviewed regularly

Ongoing operating requests will not be funded from reserves

Accumulated surplus will only be used as an emergency funding source

Assets - Renew

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

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

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

Assets - New

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

Emergent opportunities will be evaluated against existing priorities

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

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

Development Financing

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

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

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

STRATEGIES

Partnership & Enterprise

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

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

The City will leverage the expertise of outside partners

The City will leverage existing assets to attract private sector involvement

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

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

Debt

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

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

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

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

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

Operations

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

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

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

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

Property Taxation

Property taxes will remain as stable as possible over time

Property taxes will be comparative with similar communities

Increases to property taxes will be balanced among assessment classes

Property tax information will be transparent and easy to understand

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

Grants

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

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

Annual project funding must be sufficient without conditional grants

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

Policies

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

Financial planning policies

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

Long Range Planning | The Community Charter mandates that a Five-Year Financial Plan is prepared. The plan contains current year operating and capital costs along with projected future costs. It includes estimated operating costs and revenues of future capital improvements. The plan is adopted by bylaw in May after Final Budget requests are approved by Council. The 20-Year Servicing Plan and the 2030 Infrastructure Plan sets the direction for infrastructure investment to 2030. The Council endorsed 10-Year Capital Plan is guided by these plans but is updated annually to respond to emerging issues and priority changes. Ten-year models are developed for the utilities to ensure that rates and fees are set at a level that allows the funds to be self-supporting (without taxation assistance). There is a strong link between the various plans as they flow from the future right into the current year requirements.

Asset Inventory | Civic facilities are reviewed on an annual basis to determine the requirements for maintaining the asset. Funding is included in the base operating budget in Building Services which supports

maintenance projects. The amount included in the base is reviewed annually to ensure it is adequate to address the facilities requirements.

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

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

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

Revenue & expenditure policies

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

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

Expenditure | Regular monthly, quarterly and annual financial reports are prepared that compare the



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

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

Reserves | Council Policy 384 provides guidance for the responsibility of reserve oversight and the use of reserves to support the goal of providing adequate infrastructure, services, and resources to meet community requirements, and to aid in the financial sustainability of the City. Both statutory and non-statutory reserves will be maintained to achieve 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; to achieve long-term financial stability; to balance the costs of maintaining sufficient reserve levels to current and future taxpayers and to fund asset retirement obligations.

Surplus Allocation | Any surplus generated in a year will be allocated to reserves as recommended by the City's Audit Committee. Consideration is given to the requirements identified in the 2030 Infrastructure Plan, the area where the surplus was generated, future capital requirements or to offset funding shortfalls from other anticipated funding sources. The City will maintain an accumulated surplus account within the general fund of three per cent of the previous year's taxation requirement to assist with the expenses of unforeseen emergencies and to ensure a continued strong financial position.

Investment & cash management policies

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

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

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

Capital Strategies

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

- **Park Acquisition Strategy** | This plan provides for the park land acquisition standard of 2.2 hectares per thousand of population and the acquisition of natural space by means other than cash outlay.
- **Parks Development Strategy** | Parks development costs will be a function of the capital allocation deemed reasonable annually and are to be shared by the community rather than through increased development cost charge fees.
- **Waterfront Amenities Strategy** | An annual allocation is provided for some waterfront land acquisitions but the emphasis is on private enterprise or community contributions to develop other amenities.
- **Major Recreational Facilities Strategy** | Major recreational/cultural facilities are budgeted with substantial emphasis on funding from Public Private Partnerships, public sector partnering and other contributions. Pay-as-you-go capital and reserve funding will be required to minimize long-term debt financing.
- **Civic Buildings Strategy** | Buildings will be planned and constructed as required, subject to funding availability, with a focus on Public Private Partnerships in the development of these future civic buildings.
- **Pavement Management Strategy** | Annual general revenue contributions are to increase from the baseline of \$1.9M over the 10-year program to achieve an overall roads condition of 73 out of 100.
- **Storm Drainage Retrofit Strategy** | Annual general revenue contribution of \$1.6M to this program over the 10-year plan.
- **Generation/Disposition of Surplus Strategy** | \$1.0M is to be allocated to reserves each year from annual surplus in order to mitigate the need for abnormal tax increases or incurring of new debt and to provide for capital expenditure

opportunities which might otherwise require an alternative approval and/or referendum process.

- **Capital Pay-As-You-Go Strategy** | 40 per cent of new construction taxation revenue each year is to be allocated to capital, increasing the percentage of capital to Municipal Taxation to a maximum of 30 per cent.
- **Debt Management Strategy** | The existing strategy of using alternative funding for discretionary expenditures, capitalizing on debt reduction opportunities and using short term borrowing has been maintained. Maximum debt servicing should not exceed 15 per cent of City own source revenues or eight per cent of annual tax demand.



Funds & departmental relationship

Municipal funds

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

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



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



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



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



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

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

	General Fund	Water Fund	Wastewater Fund	Airport Fund
City Administration	✓			
City Clerk	✓			
Kelowna International Airport				✓
Planning & Development Services	✓			
Partnerships & Investments	✓			
Infrastructure	✓	✓	✓	
Active Living & Culture	✓			
Corporate & Protective Services	✓			
Corporate Strategic Services	✓			
Financial Services	✓			

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



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



Parking Reserve Fund | This fund was established to provide funds to purchase land for parking lots, develop on-street parking and to construct parking lots or parkades. The General Fund contributes net revenues from the operations of parking lots, parkades and parking meters to the Parking Reserve Fund.

Both the revenues and expenditures relating to the collection and use of these funds will be found in the General Fund Financial Plan.



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



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



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

financial plan budget for the use of these funds will be reflected in the appropriate fund.



Reserves & fund equity

Council Policy No. 384 was adopted in July 2021. The policy provides guidance for the responsibility of reserve oversight and the use of reserves to support the goal of providing adequate infrastructure, services, and resources to meet community requirements, and to aid in the financial sustainability of the City. Both statutory and non-statutory reserves will be maintained to achieve 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; to achieve long-term financial stability; to balance the costs of maintaining sufficient reserve levels to current and future taxpayers; and to fund asset retirement obligations.

The following are audited reserve and fund equity balances at Dec. 31, 2020 and projected balances to the end of 2022. The 2022 projected balances assume all 2021 budgeted projects will be completed and funded in that year, however, some of the larger projects may take several years to complete and the reserve balance at the end of 2021 and 2022 may be higher than indicated.

(\$ thousands)	Actual balance 2020	Projected balance 2021	Projected balance 2022
<u>General Fund</u>			
Fund Equity*	4,763	4,763	4,763
Legacy Reserve	101,983	104,483	107,040
Reserves for Future Expenditures	118,036	84,160	69,863
Statutory Reserve Fund	86,720	66,953	63,615
	311,502	260,359	245,281
<u>Wastewater Fund</u>			
Fund Equity*	48,036	49,917	51,643
Reserves for Future Expenditures	10,947	7,586	7,798
Statutory Reserve Fund	13,424	13,580	10,653
	72,407	71,083	70,094
<u>Water Fund</u>			
Fund Equity*	9,339	5,865	6,342
Reserves for Future Expenditures	20,796	16,903	20,422
Statutory Reserve Fund	162	162	162
	30,297	22,930	26,926
<u>Airport Fund</u>			
Fund Equity*	2,407	2,407	2,407
Reserves for Future Expenditures	28,369	27,618	38,150
	30,776	30,025	40,557
Total reserves & fund equity	444,982	384,397	382,858
Development Cost Charges	83,754	106,307	115,921

*Fund equity is also referred to as accumulated surplus

Note: Totals may not add due to rounding.

Reserve & fund equity summary by type

The Development Cost Charges (DCC) are shown separately from other reserves and fund equity as they are revenues received for specific projects and cannot be used for any other expenditures. Some of the deferred DCC balances include a receivable portion which is not available for use at Dec. 31, 2022. Major projects being funded by DCC reserves in the 2022 Preliminary Budget include DCC Parkland Acquisition and Park Development at DeHart Park, Mill Creek Linear Park and Softball Diamonds at Mission Recreation Park.

Fund equity, also referred to as accumulated surplus, is made up of annual surplus funds. The Council adopted Principles & Strategies for Financial Strength and Stability document includes a strategy that restricts the use of these funds to emergencies such as fires and floods. There is no planned use of accumulated surplus in the 2022 Preliminary Budget.

Statutory Reserve Funds are reserves earmarked for a specified purpose by Council pursuant to section 188(2) of the Community Charter. Reserve Funds are established through Council bylaw and use must align with the established purpose. Major projects included in the 2022 Preliminary Budget consist of Sewer Connection Projects within the Rutland Centre and Rialto connection areas with funding of \$3.1M from Sewer Connection Area reserves, and \$7.9M of Vehicle and Equipment Replacements with funding of \$4.4M from the Vehicle and Equipment Replacement reserve for City Fleet and \$3.5M from the Fire Vehicles and Equipment Replacement reserve.

General Reserves, or reserves for future expenditures, are not restricted by bylaw and therefore have more flexibility of use. The 2022 Preliminary Budget is requesting to use these reserves to fund various 2022 budget requests such as \$2M for the Parkinson Recreation Centre Replacement Design and \$8.3M for the estimated RCMP Retroactive Payment.

The table below presents the same reserves and fund equity balances and projected balances at a reserve type and category level, detailing the budgeted contributions and expenditures based on Priority one budget requests.

(\$ thousands)	Actual balance 2020	Projected balance 2021	Contribution to reserve	Budget expend	Projected balance 2022
General Fund Equity	4,763	4,763	0	0	4,763
General Reserves					
Planning Initiatives - Corporate	16,007	8,984	642	(2,204)	7,423
Major Facilities	13,339	10,100	1,057	(2,590)	8,567
Misc. Recreation Facilities	2,599	2,794	222	(750)	2,267
Park Development/Other Land	1,824	261	1,566	(28)	1,800
Upgrades/Mntc. Existing Assets	13,304	9,161	611	(2,065)	7,706
Operating Exp. Equalization	27,154	24,991	201	(8,896)	16,296
Operating Rev. Equalization	6,118	4,902	165	(115)	4,952
Transportation & Drainage Capital	11,102	9,087	349	(2,527)	6,908
Multipurpose Facility Investment*	6,867	7,014	148	0	7,162
Unspent Budget Reserve	19,723	6,866	0	(84)	6,782
General Reserves subtotal	118,036	84,160	4,961	(19,259)	69,863
Statutory (CWME, Land, Pkg, Cem)	100,306	80,695	28,929	(35,194)	74,430
Legacy Reserves	101,983	104,483	4,207	(1,650)	107,040
Wastewater Reserve/Fund Equity	58,982	57,503	1,937	0	59,440
Water Reserve/Fund Equity	30,136	22,768	3,997	0	26,765
Airport Reserve/Fund Equity	30,776	30,025	40,088	(29,556)	40,557
Total reserves & fund equity	444,982	384,397	84,119	(85,659)	382,858
Development Cost Charges	83,754	106,307	32,245	(22,632)	115,921

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

Note: Totals may not add due to rounding.

Debt management

The City of Kelowna has various options available to obtain, through borrowing, funds necessary to acquire assets. Debt financing will only be undertaken in compliance with the relevant sections of the Community Charter and related regulations. Policy has been established to ensure that debt financing is used strategically to maintain the City's financial strength and stability and aligns with the principles laid out in the Council adopted Principles & Strategies for Financial Strength and Stability document. The following section describes each borrowing option, the City's legal limits, and the estimated outstanding debt balances at Dec. 31, 2021.

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

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

General Fund debt servicing costs

Net Debt Servicing Costs are budgeted at **\$4.5M in 2022** (2.7 per cent of taxation demand). The current net general debt (including internal financing) as a percentage of taxation demand is 2.7 per cent in 2022, as compared to 2.9 per cent of taxation demand in 2021.

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

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

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

	2020 Balance	2021 Balance	2022 Est. Bal.
General Capital Fund	65,360	61,145	56,770
Water Utility Capital Fund	5,755	5,250	4,725
Wastewater Utility Capital Fund	8,811	6,566	5,459
Airport Fund	16,153	14,062	11,904
Total debenture debt	\$96,079	\$87,023	\$78,858

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

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

Short Term Borrowing (C.C. Section 178)

Short Term Borrowing is used to undertake minor capital works programs and must be repaid over a period not to exceed five years. The City of Kelowna's short-term borrowing legal capacity is approximately \$7.2M based on \$50 per capita and a 2022 population estimate of 143,000. The City uses this borrowing method for the upgrade or construction of facilities and the purchase and development of parks. There are no projects currently funded through short term borrowing.

Revenue Anticipation Borrowing (C.C. Section 177)

Operating loans may be required to meet current expenditures pending receipt of taxation revenue. This most often occurs in the few months prior to the annual July due date for tax payment and is repaid once tax revenue is received. To transact operating loans, a Revenue Anticipation Borrowing By-Law must be approved by Council and is limited to 75 per cent of all property taxes imposed for all purposes in the preceding year.

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

The City of Kelowna has a loan guarantee in place for the Kelowna Family Y Centre (\$700k).

Internal financing

The City of Kelowna may borrow funds from its own general reserves with repayment of principal and interest in order to finance capital projects. This may relate to projects that are pending debenture issues and require interim financing or to projects that make use of reserve funds not required in the near future. There is no statutory limit to this borrowing as it is offset by existing reserve balances. It is an effective financing tool, especially when investment interest is low. Use of statutory reserves is more restricted and is not designed for lending from one reserve fund to another. There are currently three capital projects that are being internally financed and their estimated balances at the end of 2021 are:

- Dewdney Park - \$1.5M
- Diamond Mountain - \$1.2M
- West Campus Lands - \$3.5M

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

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

Further detailed debt repayment information for 2022 and future years is illustrated on the following pages.



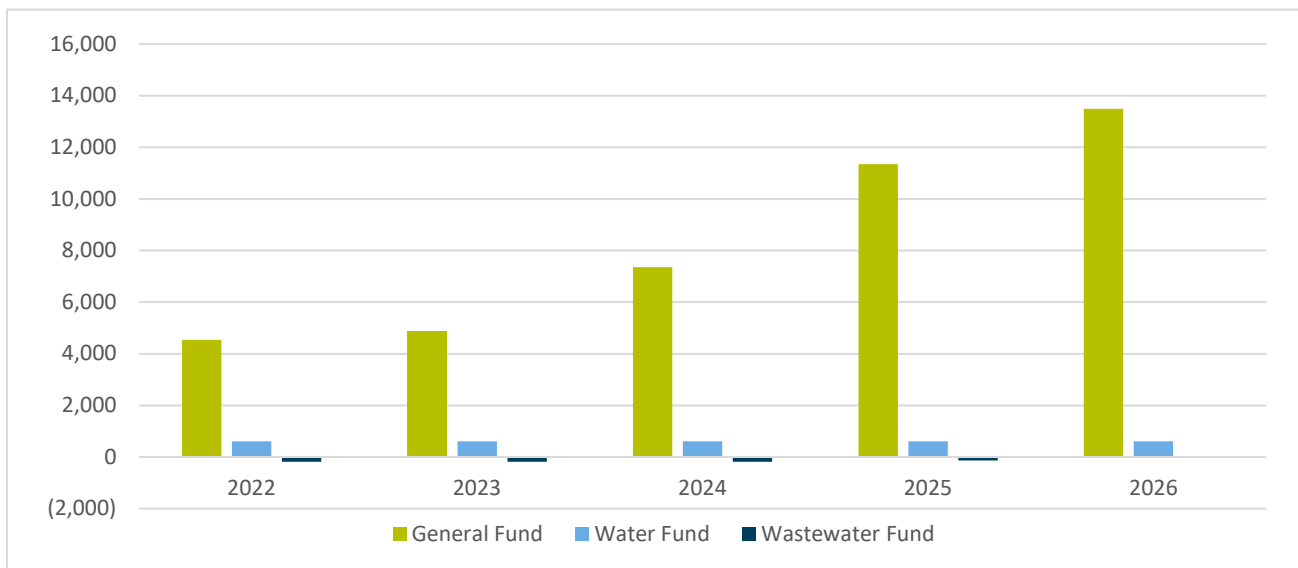
10 Year Debt Repayment Schedule (in thousands)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Remaining
General Fund											
Debenture											
Principal	3,153	3,030	4,032	6,164	7,348	7,609	6,658	6,745	6,745	6,745	102,944
Interest	2,339	2,674	4,150	6,004	6,970	7,130	6,493	6,546	6,546	6,546	108,920
Total Expenditures	5,492	5,704	8,181	12,168	14,318	14,738	13,151	13,291	13,291	13,291	211,863
Recoveries	(1,227)	(1,010)	(1,010)	(1,010)	(1,010)	(1,010)	(965)	(965)	(965)	(965)	(3,837)
Net Debenture Debt	4,265	4,694	7,172	11,158	13,308	13,729	12,187	12,327	12,327	12,327	208,026
Other Debt											
MFA Levy	11	11	11	11	11	11	11	11	11	11	0
Short Term											
Borrowing	0	0	0	0	0	0	0	0	0	0	0
Temporary Debt	150	150	150	150	150	150	150	150	150	150	0
Mortgages	84	0	0	0	0	0	0	0	0	0	0
TOTAL NET DEBT (General)	4,510	4,855	7,333	11,319	13,469	13,890	12,347	12,488	12,488	12,488	208,026
Water Fund											
Debenture											
Principal	342	342	340	340	340	340	340	75	75	75	13
Interest	261	261	260	259	259	259	259	31	31	31	11
Total Expenditures	603	603	600	599	599	599	599	106	106	106	23
Recoveries	(25)	(25)	(23)	(22)	(22)	(22)	(22)	(3)	(3)	(3)	(23)
Net Debenture Debt	577	577	577	577	577	577	577	103	103	103	0
Wastewater Fund											
Debenture											
Principal	843	841	841	735	431	227	227	0	0	0	0
Interest	399	399	399	320	252	196	196	0	0	0	0
Total Expenditures	1,241	1,240	1,240	1,054	683	423	423	0	0	0	0
Recoveries	(1,424)	(1,422)	(1,422)	(1,191)	(689)	(429)	(429)	0	0	0	0
Net Debenture Debt	(183)	(182)	(182)	(136)	(6)	(6)	(6)	0	0	0	0
Airport Fund											
Debenture											
Principal	1,897	1,897	1,897	2,981	4,508	4,671	3,973	3,973	3,973	3,973	15,529
Interest	584	584	584	759	1,031	1,276	1,280	1,280	1,280	1,280	5,645
Total Expenditures	2,481	2,481	2,481	3,565	5,092	5,255	4,557	4,557	4,557	4,557	21,175
Recoveries (AIF)											
Revenue	(2,481)	(2,481)	(2,481)	(3,739)	(5,539)	(5,947)	(5,253)	(5,253)	(5,253)	(5,253)	(21,175)
Net Debenture Debt	0	0	0	0	0	0	0	0	0	0	0
Total net debt payment	4,904	5,250	7,727	11,760	14,039	14,460	12,918	12,590	12,590	12,590	208,026

Note: Totals may not add due to rounding

Five-year net debt repayment (\$ thousands)

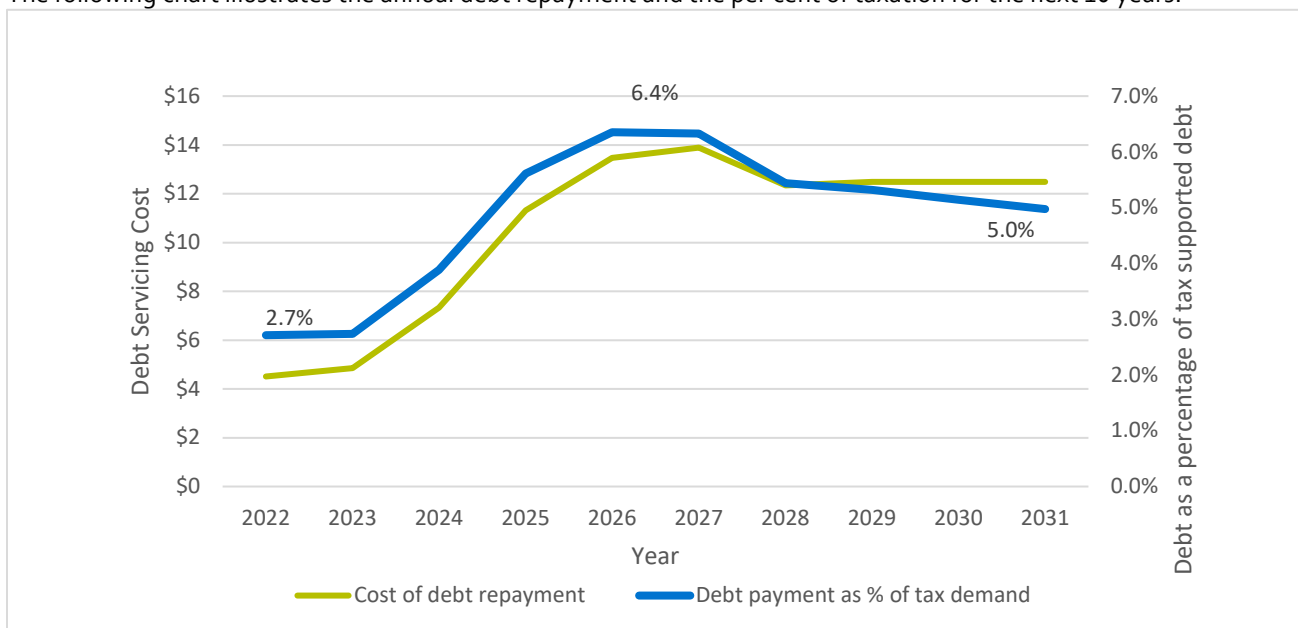
Over the next five years, the City’s net debt in the general fund is expected to increase as the Parkinson Recreation Centre building is replaced and two new ice sheets and a full-size indoor soccer field is added to the Capital News Centre. Further details on these projects can be found in the 10-Year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



Taxation funded debt (\$ thousands)

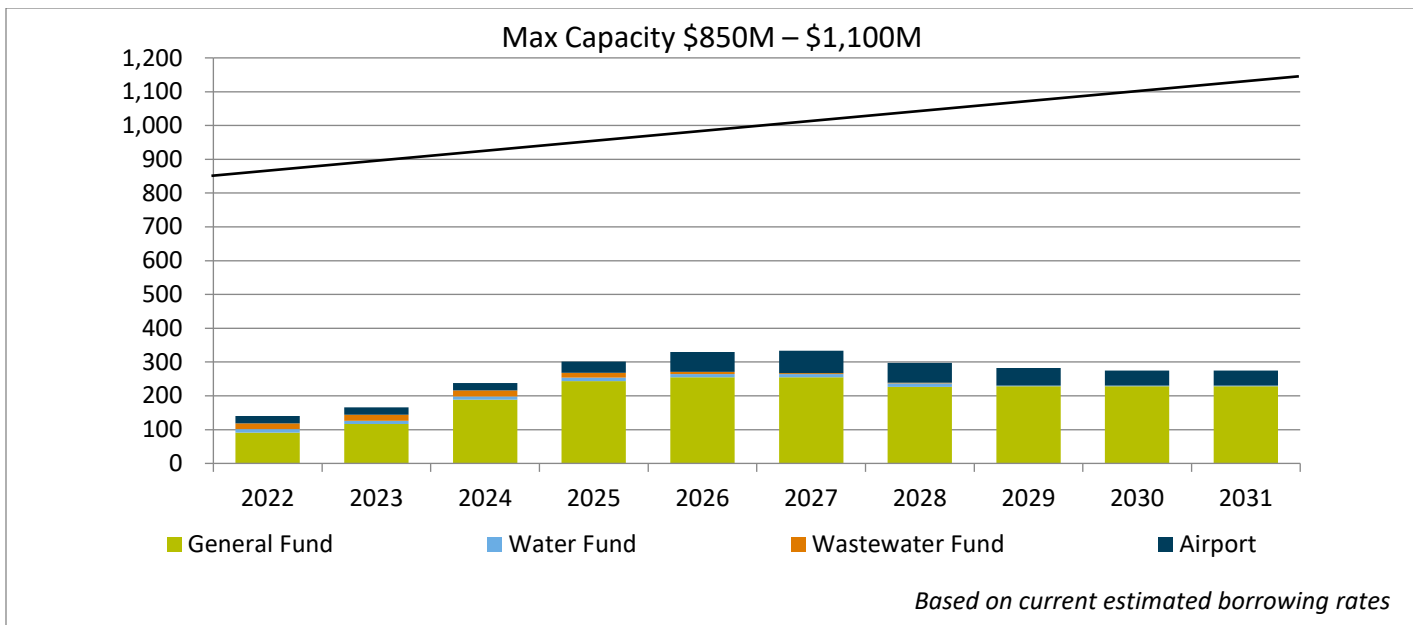
Council policy has set internal debt limits based on debt servicing costs at 15 per cent of City own source revenues, and 8 per cent of annual tax levy revenues for tax supported debt. Net debt repayment for 2022 will be 2.7 per cent and is anticipated to reach a maximum of 6.4 per cent over the next five years; decreasing to 5.0 per cent by 2031.

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



Existing debt – all funds

The maximum debt that can be undertaken by the City in a given year is based on 25 per cent of previous year revenues. Using 2020 revenues, the current liability servicing limit is \$74.1M of which \$15M of this capacity has been used, leaving an available capacity of \$59.1M. While \$15M represents approved debt capacity, the total debt servicing cost payable (principal and interest) is \$15.1M. The balance of \$0.1M represents guarantees and commitments as well as approved borrowings which have not been issued. Using current Municipal Finance Authority (MFA) lending rates and a 15-year repayment term the unused borrowing capacity of \$59.1M for 2022 is approximately **\$704M**. The following chart shows the borrowing by various funds and the maximum borrowing limit by the solid line.



Note: Totals may not add due to rounding.



Debt charges analysis – General Fund (\$ thousands)

	Revised 2021	Provisional 2022		
Debentures				
Parkade Extension & Memorial Parkade MFA 133	943	943		
Local Improvements - MFA 130	22	22		
Kokanee Gymnastic Facility - MFA 75	24			
Chapman Parkade - MFA 78	215	215		
Okanagan Gymnastics - MFA 102	45	45		
Mission Aquatic Centre - MFA 102 & 104	1,667	1,667		
Police Facilities	2,600	2,600	5,516	5,492
Debenture recoveries				
Local Improvement Levies	(22)	(22)		
Kokanee Gymnastic	(28)	0		
- Appropriation to Major Facilities Res.	4	4		
Okanagan Gymnastics	(45)	(51)		
Parking Reserve	(1,158)	(1,158)	(1,248)	(1,227)
Net debenture debt			4,267	4,265
Short term borrowing				
MFA levy	11	11		
Net short term debt			11	11
Temporary debt				
Mortgage payable	84	84		
Interest on prepaid taxes	150	125		
Bank charges/local improvements	101	56	335	265
Temporary debt - recovery				
Parking Reserve			(76)	(15)
Transit				(16)
Net temporary debt			259	234
Net debt - General			4,537	4,510
Dollar change			(28)	-0.6%
Internal borrowing			0	0
Total including internal financing			4,537	4,510

Debt charges analysis – Water Fund (\$ thousands)

	Revised 2021	Provisional 2022
Debentures		
Specified Area 16 - Byrns Rd - MFA 80	2	2
Specified Area 18 - Lakeshore Rd - MFA 85	1	1
Specified Area 26 - Fisher Rd - MFA 104	19	19
Cedar Creek Pump Station - MFA 104	474	474
Poplar Point Pump Station - MFA 117	132	132
Local Service Area - Aspen Rd - MFA 146	3	3
	<u>632</u>	<u>632</u>
Debenture recoveries		
Specified Areas	(22)	(22)
Local Service Areas	(3)	(3)
	<u>(26)</u>	<u>(26)</u>
Net debenture debt	606	606
Short term borrowing		
	0	0
Net short term debt	0	0
Temporary debt		
	0	0
	<u>0</u>	<u>0</u>
Temporary debt - recovery		
	<u>0</u>	<u>0</u>
Net temporary debt	0	0
Net debt - Water	<u>606</u>	<u>606</u>
Dollar change		0%
		0
Internal borrowing		
	0	0
Net internal borrowing	0	0
Total including internal financing	<u>606</u>	<u>606</u>

Note: Totals may not add due to rounding.

Debt charges analysis – Wastewater Fund (\$ thousands)

	Revised 2021	Provisional 2022
Debentures		
Specified Area 20 - North Rutland - MFA 95	340	340
Specified Area 21A - McKenzie Bench - MFA 85	71	71
Specified Area 22A - Gerstmar - MFA 77	2	2
Specified Area 22B - Vista Rd - MFA 85	4	4
Specified Area 22C - Hein Rd - MFA 85	14	14
Specified Area 22D - Elwyn Rd - MFA 85	8	8
Specified Area 22E - Dease Rd - MFA 85	5	5
Specified Area 22F - Mills Rd - MFA 85	18	18
Specified Area 26 - Fisher Rd - MFA 104	126	126
Specified Area 28A - Okaview - MFA 95	32	32
Specified Area 29 - Campion Cambro - MFA 85	46	46
Specified Area 30 - Ackland - MFA 85	19	19
Specified Area 34 - Country Rhodes - MFA 104	27	27
Specified Area 36 - Clifton - MFA 104	17	17
Brandt's Creek Tradewaste Treatment - MFA 117	314	314
	<u>1,043</u>	<u>1,043</u>
Debenture recoveries		
Specified Areas	(1,296)	(1,296)
Okanagan Basin Water Board	(183)	(183)
	<u>(1,478)</u>	<u>(1,478)</u>
Net debenture debt	<u>(435)</u>	<u>(435)</u>
Short term borrowing		
	<u>0</u>	<u>0</u>
Net temporary debt	0	0
Net debt - Wastewater	<u>(435)</u>	<u>(435)</u>
Dollar change		0.0%
Internal borrowing		
Local Area Service - Rutland	252	252
	<u>0</u>	<u>0</u>
Net internal borrowing	252	252
Total including internal financing	<u>(183)</u>	<u>(183)</u>

Note: Totals may not add due to rounding



Debt charges analysis – Airport Fund (\$ thousands)

	Revised 2021	Provisional 2022
Debentures		
Airport Expansion - MFA 133	846	846
Airport Expansion - MFA 137	389	389
Airport Expansion - MFA 139	325	325
Airport Expansion - MFA 141	922	922
	<u>2,481</u>	<u>2,481</u>
Debenture recoveries		
AIF Revenue	(2,481)	(2,481)
	<u>(2,481)</u>	<u>(2,481)</u>
Net debenture debt	<u>0</u>	<u>0</u>
Short term borrowing	0	0
Net short term debt	<u>0</u>	<u>0</u>
Temporary debt	0	0
Net temporary debt	<u>0</u>	<u>0</u>
Net debt - Airport	<u>0</u>	<u>0</u>
Dollar change		0.0%
Internal borrowing		
*Municipal Services Administration Fee	0	342
*Enterprise Rental Car Kiosk	0	8
Net internal borrowing	<u>0</u>	<u>342</u>
Total including internal financing	<u>0</u>	<u>342</u>

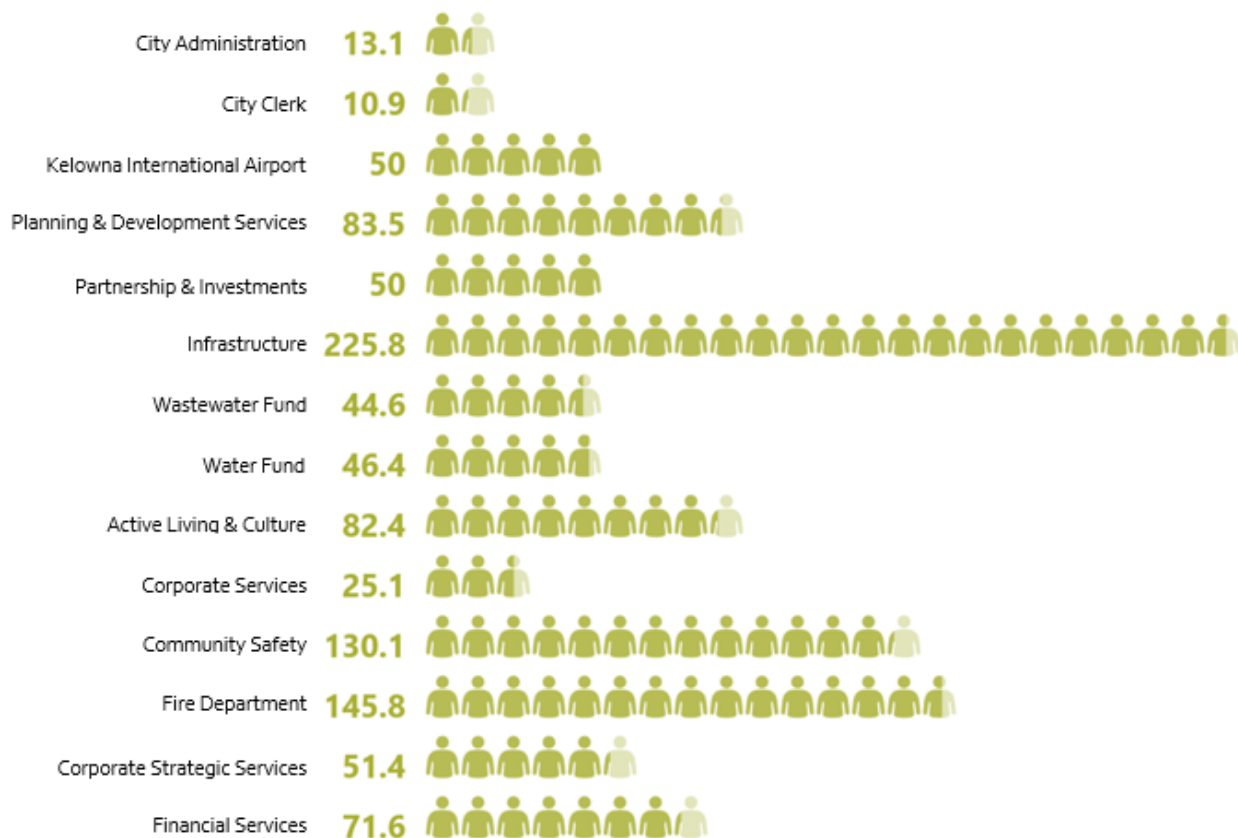
*Not included in budget

Note: Totals may not add due to rounding

Operating full-time equivalent (FTE) position summary

The City of Kelowna requires that all new positions and changes to existing salaried or wage personnel, both permanent and temporary, be supported by a business case. The business case must include the reason for the request, a cost/benefit analysis, the recommended funding source, other alternatives considered and the organizational impact.

Below is a visual representation of all 2022 operating budgeted FTEs for the City of Kelowna by division/department, if all priority one position requests included in this budget volume are approved by City Council.



The following table provides operating FTE counts for the 2020 budget, 2020 actuals, 2021 revised budget and the proposed 2022 preliminary budget. It further details these positions by separating them into the payroll groups of mayor and council, management, union hourly and union salary.

	Budget 2020	Actual 2020	Revised 2021	Preliminary 2022
City Administration				
Mayor and Council	9.0	9.0	9.0	9.0
Management	3.0	1.8	4.0	4.0
Union hourly	0.2	0.3	0.1	0.1
Union salary	0.0	1.0	0.0	0.0
	12.2	12.1	13.1	13.1

<i>Continued</i>	Budget 2020	Actual 2020	Revised 2021	Preliminary 2022
<u>City Clerk</u>				
Management	6.0	5.7	6.0	6.5
Union hourly	0.2	0.0	0.4	0.4
Union salary	4.0	3.8	4.0	4.0
	10.2	9.5	10.4	10.9
<u>Kelowna International Airport</u>				
Management	16.8	16.4	11.0	15.0
Union hourly	3.5	3.3	3.0	3.0
Union salary	27.9	24.1	25.0	32.0
	48.2	43.8	39.0	50.0
<u>Planning & Development Services</u>				
Management	13.0	12.2	13.7	14.0
Union hourly	2.5	11.4	3.2	5.2
Union salary	65.0	50.3	64.0	64.3
	80.5	73.9	80.9	83.5
<u>Partnerships & Investments</u>				
Management	14.8	14.5	16.8	17.3
Union hourly	17.4	11.3	17.9	20.4
Union salary	11.2	10.3	11.5	12.3
	43.4	36.1	46.2	50.0
<u>Infrastructure</u>				
General Fund				
Management	30.1	31.9	30.7	29.7
Union hourly	150.7	132.0	155.2	157.8
Union salary	32.5	33.9	35.0	38.3
	213.3	197.8	220.9	225.8
Wastewater Fund				
Management	3.2	3.9	3.5	4.0
Union hourly	33.0	30.0	34.7	35.2
Union salary	5.9	2.9	5.4	5.4
	42.1	36.8	43.6	44.6
Water Fund				
Management	4.6	4.0	4.3	4.3
Union hourly	35.7	31.7	37.1	37.6
Union salary	5.5	4.7	4.5	4.5
	45.8	40.4	45.9	46.4
<u>Active Living & Culture</u>				
Management	9.0	9.4	9.0	10.0
Union hourly	56.0	35.1	56.6	63.9
Union salary	8.0	6.3	8.5	8.5
	73.0	50.8	74.1	82.4

<i>Continued</i>	Budget 2020	Actual 2020	Revised 2021	Preliminary 2022
<u>Corporate & Protective Services</u>				
Corporate Services				
Management	18.5	17.0	19.0	20.5
Union hourly	0.8	4.0	1.7	3.1
Union salary	1.0	2.5	1.0	1.5
	20.3	23.5	21.7	25.1
Community Safety				
Management	24.0	21.7	25.5	26.5
Union hourly	27.7	28.6	27.0	26.8
Union salary	64.3	54.3	71.5	76.8
	116.0	104.6	124.0	130.1
Fire Department				
Management	4.0	4.5	4.0	4.0
Union hourly	1.8	2.4	1.8	1.8
Union salary	139.0	157.2	139.5	140.0
	144.8	164.1	145.3	145.8
<u>Corporate Strategic Services</u>				
Management	16.5	17.1	18.0	18.5
Union hourly	0.6	1.0	0.1	0.1
Union salary	32.0	34.0	31.3	32.8
	49.1	52.1	49.4	51.4
<u>Financial Services</u>				
Management	12.9	11.1	13.6	14.6
Union hourly	3.0	9.1	4.0	4.0
Union salary	52.2	45.8	53.7	53.0
	68.1	66.0	71.3	71.6
Total full-time equivalent positions (all funds)	967.0	911.5	985.8	1,030.7

Note: Totals may not add due to rounding

2022 Operating full-time equivalent (FTE) position changes

Each year position counts change with the addition, reduction, or movement of positions. The narrative below explains the changes that have been made, or are being requested, for 2022 by each division/department.

City Clerk

Addition 0.5 FTE for the Corporate Records & Information Analyst Position operating request

Kelowna International Airport

Addition 9.5 FTE for various position reduced one-time through 2021 operating requests

Addition 0.5 FTE for the Airport Operations Technician Position operating request

Addition 1.0 FTE for an Airport Business Development Manager position

Planning & Development Services

- Reduction 1.7 FTE for annualization of 2021 operating requests
- Addition 1.0 FTE for a Planner II from the Organizational Reorganization changes
- Addition 1.0 FTE for the Infill Housing Planning Manager Position operating request
- Addition 1.3 FTE for a Planning Technician I and a Planning Technician II from the Planning & Development Operational Changes operating request
- Addition 1.0 FTE for a Planner II from the 4690 Hwy 97 Agricultural Considerations operating request

Partnership & Investments

- Addition 0.5 FTE for annualization of 2021 operating requests
- Addition 0.5 FTE for the Facilities Maintenance Foreman Position operating request
- Addition 0.2 FTE for various Building Maintenance staff wages from the operating impacts in the General Building Infrastructure Renewal request
- Addition 0.5 FTE for the HVAC Technician Position operating request
- Addition 0.3 FTE for the Parking Services Traffic Officer Position operating request
- Addition 0.5 FTE for the Administration Clerk Position operating request
- Addition 0.3 FTE for the Parks & Landscape Planner Position - Parks & Buildings Planning operating request
- Addition 1.0 FTE for a two-year term Grant Coordinator from the Organizational Reorganization changes

Infrastructure

- Addition 0.7 FTE for annualization of 2021 operating request
- Addition 1.7 FTE for staff changes from the Organizational Reorganization
- Addition 1.9 FTE for various Maintenance staff wages from 2021 ongoing operating requests
- Addition 0.5 FTE for the Irrigation Technician Position operating request
- Addition 0.1 FTE for the Project Technician (Parks) Position operating request

Wastewater

- Addition 0.5 FTE for annualization of 2021 operating requests
- Addition 0.5 FTE for the Wastewater Treatment Supervisor Position operating request

Water

- Addition 0.5 FTE for annualization of 2021 operating requests

Active Living & Culture

- Addition 1.0 FTE for a Cultural & Indigenous Relations Specialist from the Organizational Reorganization changes
- Addition 2.1 FTE for reversal of 2021 onetime COVID-19 operating request reductions
- Addition 0.5 FTE for the Community Development Coordinator - Contract Administrator Position operating request
- Addition 4.3 FTE for the KCT Box Office and Front of House Operations operating request
- Addition 0.4 FTE for the Recreation Technician - Scheduling Position operating request

Corporate & Protective Services

Corporate Services

- Addition 1.3 FTE for annualization of 2021 positions
- Addition 1.0 FTE for an HR Business Partner from the Organizational Reorganization changes
- Addition 0.6 FTE for the 0.6 HR Assistant Position operating request
- Addition 0.5 FTE for the Security Analyst Position operating request

Community Safety

- Addition 3.8 FTE for annualization of 2021 operating requests
- Addition 0.5 FTE for the Police Services Supervisor Position operating request
- Addition 0.3 FTE for Police Services Records Clerk Position operating request
- Addition 1.0 FTE for the Police Services Response Operators (2) Positions operating request
- Addition 0.5 FTE for the Police Services Communications Advisor Position operating request

Fire Department

- Addition 0.5 FTE for annualization of 2021 operating requests

Corporate Strategic Services

Addition 1.0 FTE for a Business Systems Analyst Position

Addition 0.5 FTE for the Business Planning & Results Manager Position operating request

Addition 0.5 FTE for the Agile Project Coordinator Position operating request

Financial Services

Addition 0.7 FTE for annualization of 2021 operating requests

Addition 1.0 FTE for a Deputy Chief Financial Officer position from the Organizational Reorganization changes

Reduction 2.7 FTE for staff changes from the Organization Reorganization

Addition 0.3 FTE for the Co-op Student - Asset Management Data Analyst operating request

Addition 0.5 FTE for the Financial Analyst Position - Regional Emergency Operations operating request

Addition 0.5 FTE for the Financial Analyst Position - Corporate and Protective Services operating request

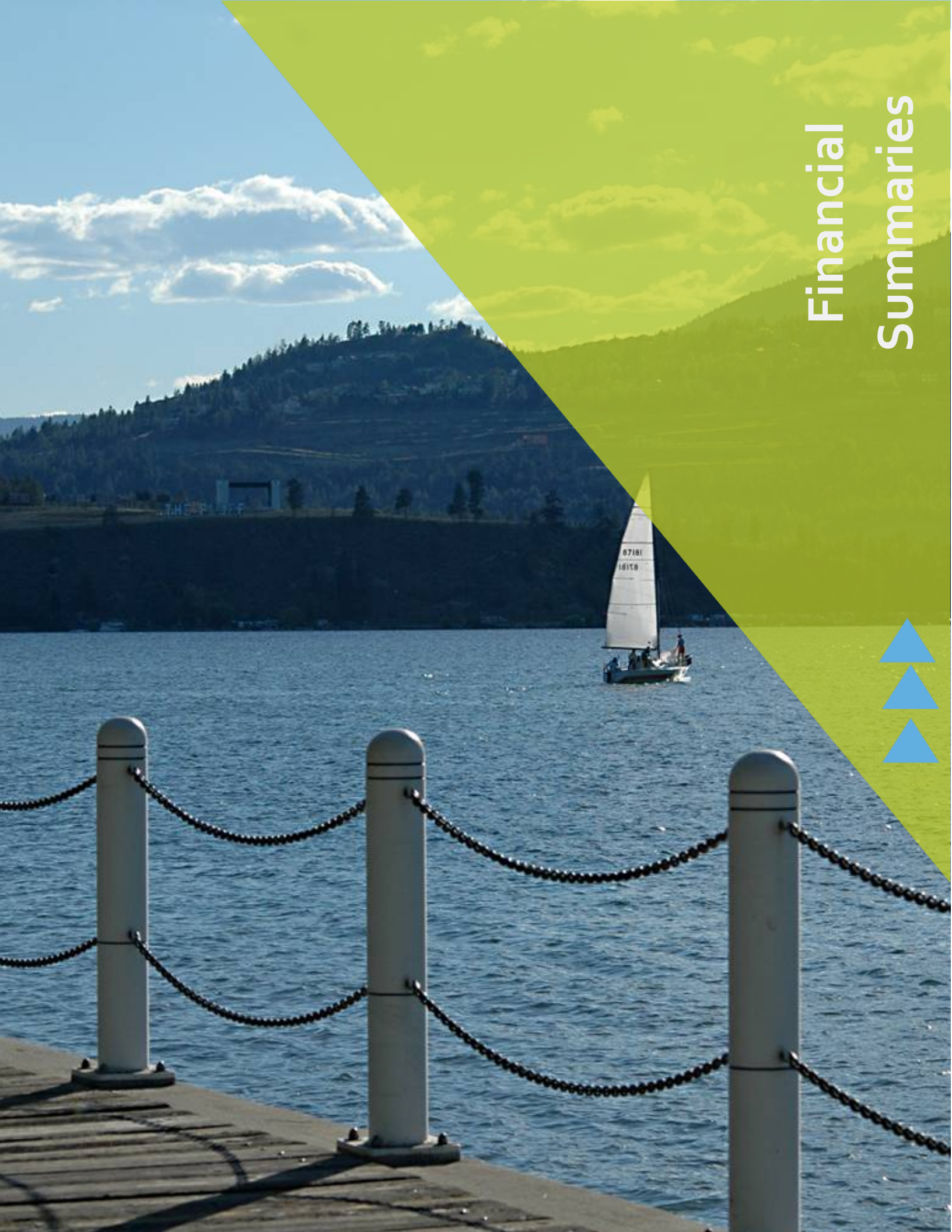




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Financial Summaries





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FINANCIAL SUMMARIES

Financial Plan summary (\$ thousands)

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

	Actual 2020	Revised 2021	Preliminary 2022
General revenues	(11,356)	(11,680)	(12,050)
Net operating budget	150,166	157,345	164,542
2020 surplus	455		
Pay-as-you-go capital	9,582	12,071	13,693
Taxation demand	148,847	157,736	166,184
New construction tax revenue	(3,400)	(2,880)	(2,940)
Net property owner impact	2.05%	4.04%	3.49%

Note: Totals may not add due to rounding

Analysis of tax demand (\$ thousands)

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

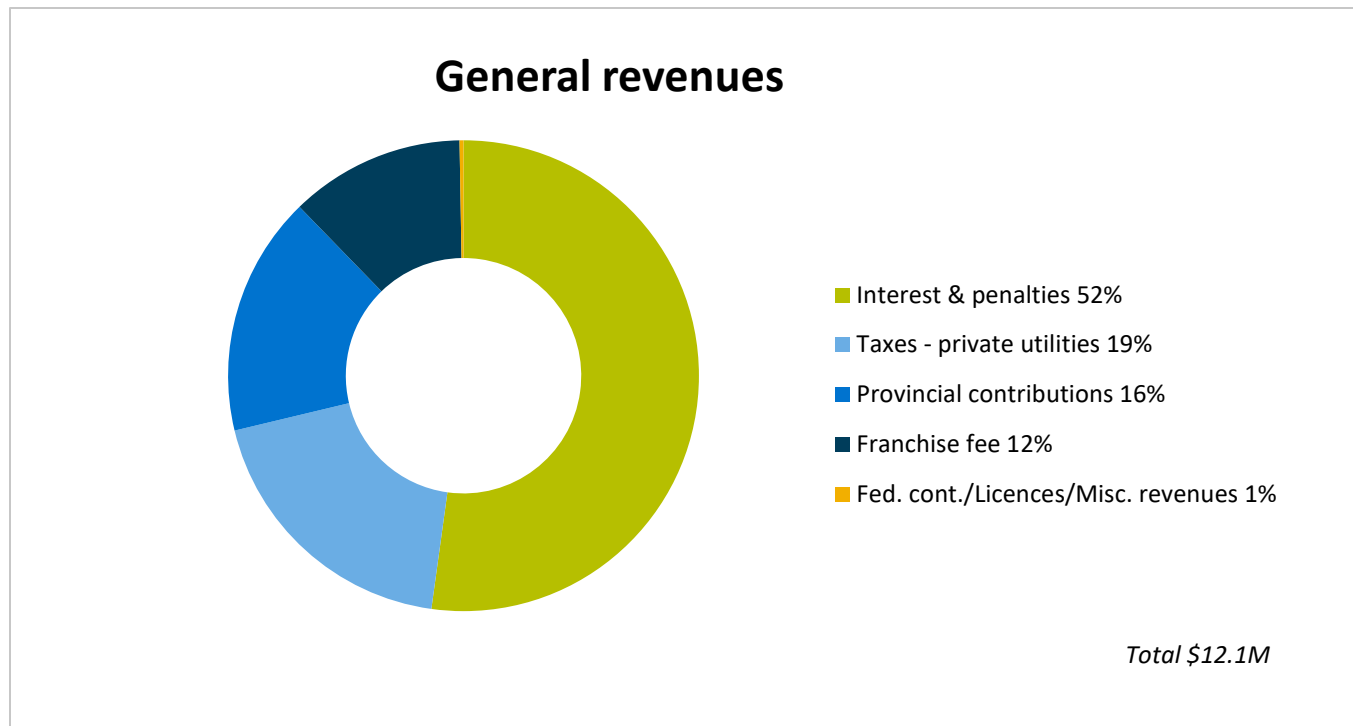
	2021	2022	Change	% change
Gross departmental operating expenditures	270,971	279,997	9,026	3.33%
Net departmental revenue	(118,079)	(119,761)	(1,681)	1.42%
Net departmental operating expenditure	152,892	160,236	7,345	4.80%
Net general debt	4,453	4,305	(148)	(3.32%)
Capital expenditures from general taxation	12,071	13,693	1,622	13.44%
General revenue	(11,680)	(12,050)	(371)	3.18%
Gross tax demand	157,736	166,184	8,448	5.36%
Less estimated new construction revenue	(2,880)	(2,940)		
Net property owner impact	4.04%	3.49%		(0.55%)

Note: Totals may not add due to rounding

Revenues & expenditures

General revenues (\$ thousands)

General Revenues are revenues that are not specifically attributable to or generated by any particular City of Kelowna division. The graph below summarizes the City's general revenues type by percentage.



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

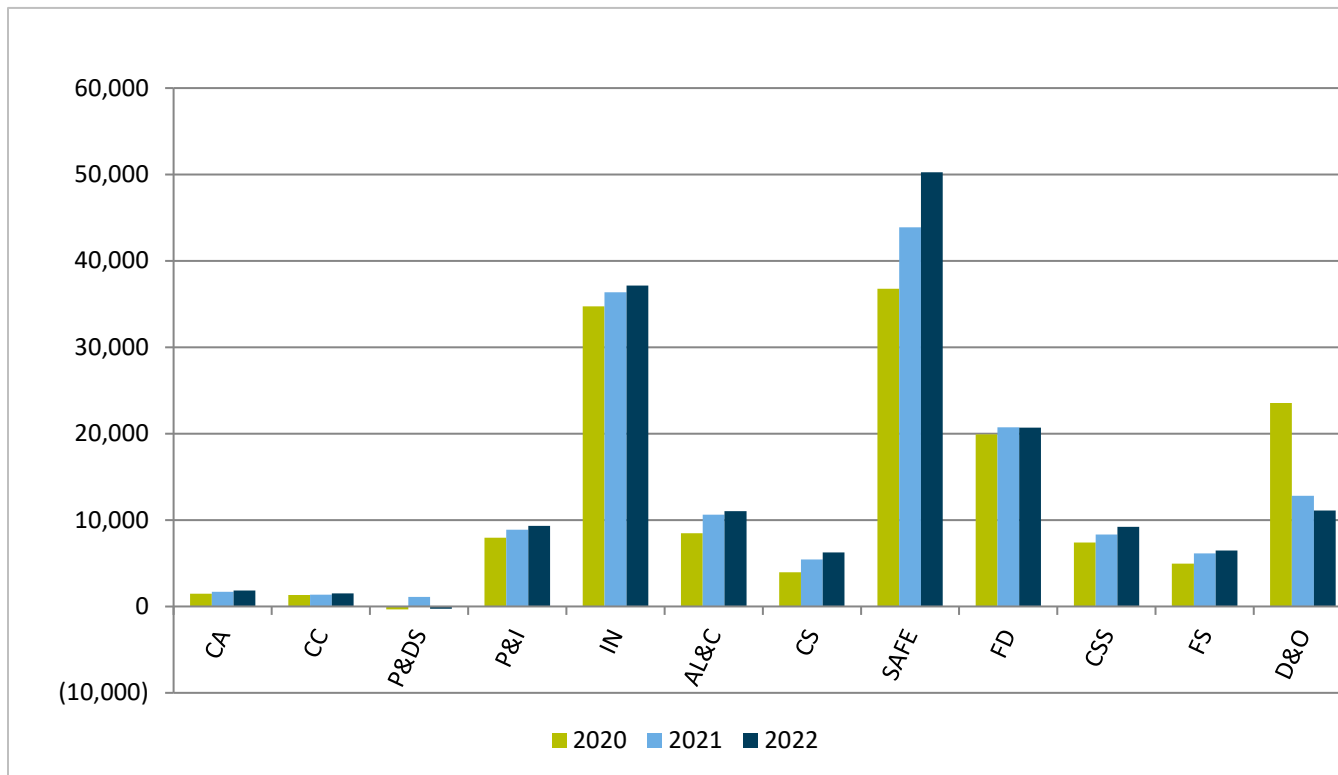
	Actual 2020	Revised 2021	Preliminary 2022
Licences	34	3	3
Franchise fee	1,334	1,385	1,446
Interest & penalties	5,481	5,987	6,288
Miscellaneous revenues	(213)	(116)	(115)
Federal contributions	136	131	145
Provincial contributions (Inc. traffic fine revenue)	2,335	2,040	1,986
Taxes - private utilities (1% in Lieu)	2,249	2,250	2,299
Total general revenues	11,356	11,680	12,050
Property taxation	148,847	157,736	166,184
Total general revenues & taxation	160,202	169,416	178,234

Note: Totals may not add due to rounding

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

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

Net expenditures by year



	Actual 2020	Revised 2021	Preliminary 2022
City Administration (CA)*	1,462	1,693	1,830
City Clerk (CC)	1,341	1,374	1,518
Planning & Development Services (P&DS)	(327)	1,106	(258)
Partnerships & Investments (P&I)	7,959	8,885	9,312
Infrastructure (IN)	34,731	36,347	37,126
Active Living & Culture (AL&C)	8,465	10,625	11,019
Corporate & Protective Services			
Corporate Services (CS)	3,953	5,433	6,245
Community Safety (SAFE)	36,779	43,882	50,244
Fire Department (FD)	19,923	20,730	20,708
Corporate Strategic Services (CSS)	7,388	8,330	9,220
Financial Services (FS)	4,938	6,128	6,456
Debt & Other (D&O)	23,554	12,812	11,120
Total division net operating expenditures	150,166	157,345	164,542

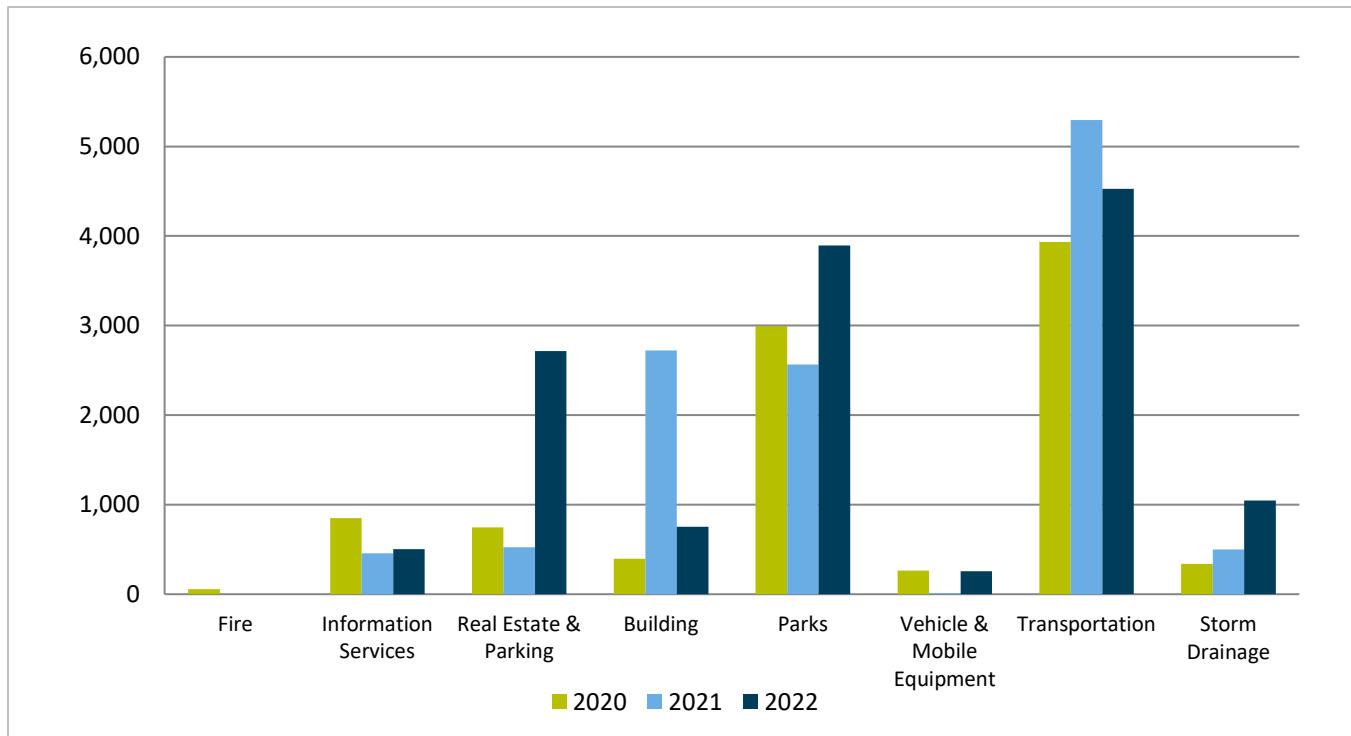
* City Administration includes City Management and Mayor & Council

Note: Totals may not add due to rounding

General Fund – taxation capital summary (\$ thousands)

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

Pay-as-you-go capital expenditures by department



	Actual 2020	Revised 2021	Preliminary 2022
Fire	58	0	0
Information Services	851	456	503
Real Estate & Parking	748	526	2,716
Building	395	2,721	752
Parks	2,993	2,565	3,894
Vehicle & Mobile Equipment	265	11	255
Transportation	3,934	5,293	4,527
Storm Drainage	340	500	1,046
Total taxation capital	9,582	12,071	13,693

Note: Totals may not add due to rounding

General Fund excluding General Revenue Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(146)	0	(142)
Fees and Charges	(71,148)	(69,475)	(68,430)
Other Revenue	(34,768)	(40,352)	(36,530)
Transfers from Funds			
Special (Stat Reserve) Funds	(2,220)	(2,165)	(1,809)
Development Cost Charges	(654)	(1,449)	(1,449)
Accumulated Surplus	(6,012)	(5,922)	(12,782)
Total Revenue	(114,947)	(119,363)	(121,143)
<u>Expenditures</u>			
Salaries and Wages	80,426	87,513	90,445
Internal Equipment	8,140	8,189	8,598
Material and Other	39,859	49,427	38,210
Contract Services	70,820	82,501	98,345
Debt Interest	2,463	2,497	2,464
Debt Principal	6,142	5,937	5,922
Internal Allocations	5,881	4,805	5,570
Transfers to Funds			
Special (Stat Reserve) Funds	34,223	27,917	28,372
Development Cost Charges	0	0	0
Accumulated Surplus	17,158	7,921	7,758
Total Expenditures	265,113	276,707	285,684
Net Operating Expenditures	150,166	157,345	164,542
<u>Capital Expenditures</u>			
Gross Expenditures	69,229	126,660	75,671
Other Funding Sources	(59,647)	(114,589)	(61,978)
Taxation Capital	9,582	12,071	13,693
Net Operating & Tax Capital Exp.	159,747	169,416	178,234

Note: Totals may not add due to rounding

Utility Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(3,156)	(3,196)	(3,279)
Fees and Charges	(53,992)	(49,430)	(78,440)
Other Revenue	(6,004)	(2,977)	(1,946)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	(1,313)	0	0
Accumulated Surplus	(7,871)	(13,124)	(6,422)
Total Revenue	<u>(72,336)</u>	<u>(68,727)</u>	<u>(90,087)</u>
<u>Expenditures</u>			
Salaries and Wages	11,754	13,250	14,238
Internal Equipment	1,654	1,616	1,645
Material and Other	14,484	17,542	18,691
Contract Services	115	199	1,010
Debt Interest	1,568	1,231	1,231
Debt Principal	4,800	3,826	2,926
Internal Allocations	7,727	9,237	6,432
Transfers to Funds			
Special (Stat Reserve) Funds	306	156	156
Development Cost Charges	0	0	0
Accumulated Surplus	15,862	11,539	30,669
Total Expenditures	<u>58,269</u>	<u>58,597</u>	<u>76,998</u>
Net Operating Expenditures	(14,066)	(10,131)	(13,089)
<u>Capital Expenditures</u>			
Gross Expenditures	35,605	111,701	29,612
Other Funding Sources	(30,656)	(101,570)	(16,523)
Utility Capital	<u>4,949</u>	<u>10,131</u>	<u>13,089</u>
Net Operating & Utility Capital Exp.	<u>(9,117)</u>	<u>0</u>	<u>0</u>

Note: Totals may not add due to rounding

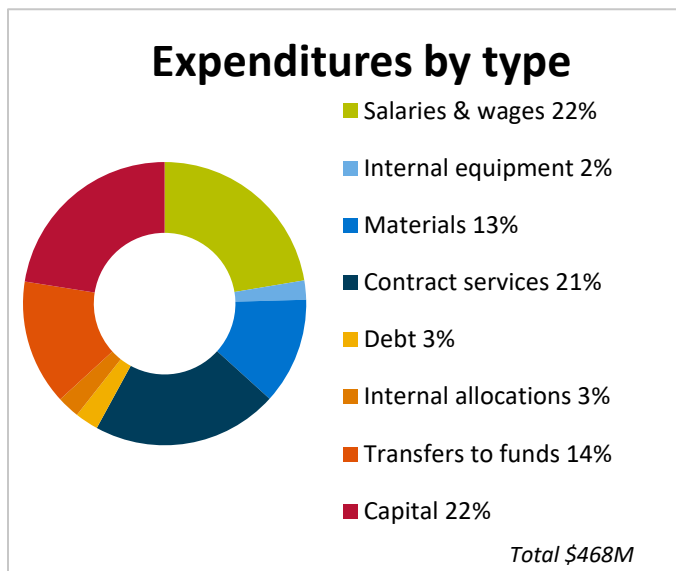
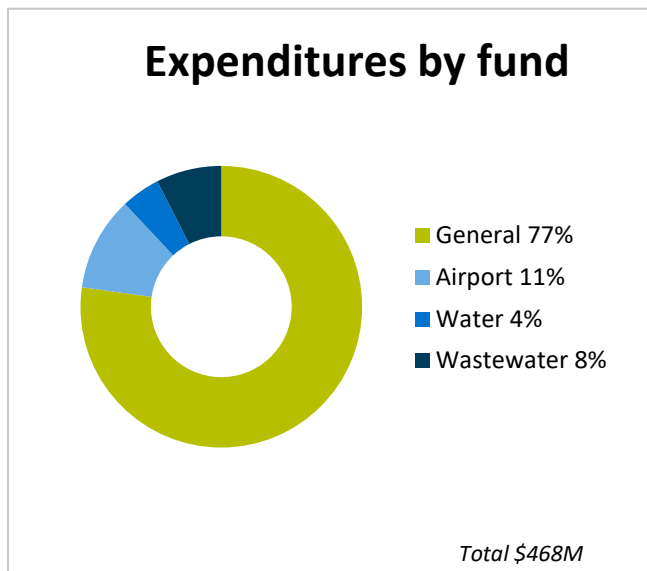
All funds – revenues/expenditures (\$ thousands)

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

	Actual 2020	Revised 2021	Preliminary 2022
Revenues			
General fund			
Taxation	(148,847)	(157,736)	(166,184)
General revenues	(11,356)	(11,680)	(12,050)
General fund revenues	(114,947)	(119,363)	(121,143)
Other capital funding	(59,647)	(114,589)	(61,978)
	(334,796)	(403,367)	(361,355)
Utility funds			
Utility fund revenues	(72,336)	(68,727)	(90,087)
Other capital funding	(30,656)	(101,570)	(16,523)
	(102,992)	(170,297)	(106,610)
Total revenues	(437,788)	(573,664)	(467,965)
Expenditures			
General fund			
General fund expenditures	265,113	276,707	285,684
Capital expenditures from tax demand	9,582	12,071	13,693
Other capital expenditures	59,647	114,589	61,978
	334,341	403,367	361,355
Utility funds			
Utility fund expenditures	58,269	58,597	76,998
Capital expenditures from utility	4,949	10,131	13,089
Other capital expenditures	30,656	101,570	16,523
	93,875	170,297	106,610
Total expenditures	428,216	573,664	467,965
Note: Totals may not add due to rounding		(9,572)	
*Difference in 2020 actuals due to:			
General fund surplus		(455)	
Utility funds surplus		(9,117)	
		(9,572)	

Analysis of total expenditures

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



Expenditures by fund (\$ thousands)

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

	Actual 2020	Revised 2021	Preliminary 2022	
			Operating	Capital
General	334,341	403,367	285,684	75,671
Airport	33,055	108,595	46,297	4,230
Water	39,431	35,240	15,528	5,402
Wastewater	21,389	26,462	15,173	19,980
Subtotal			362,682	105,283
Total	428,216*	573,664	467,965	

* Net of surplus \$9,572k

Note: Totals may not add due to rounding

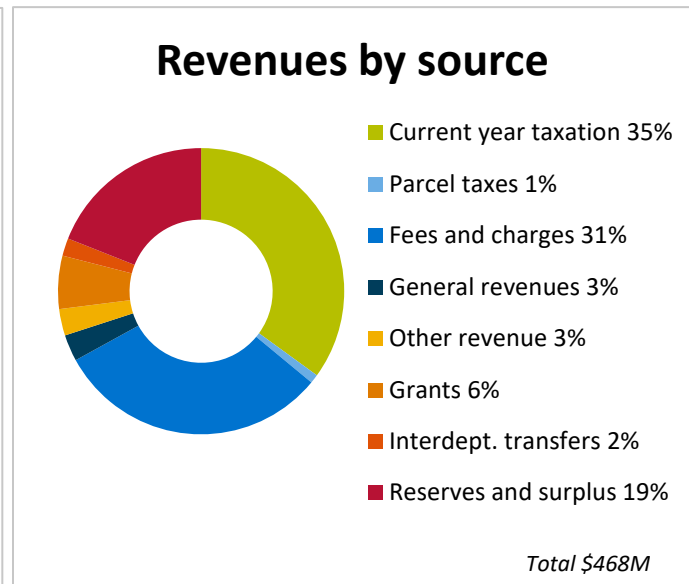
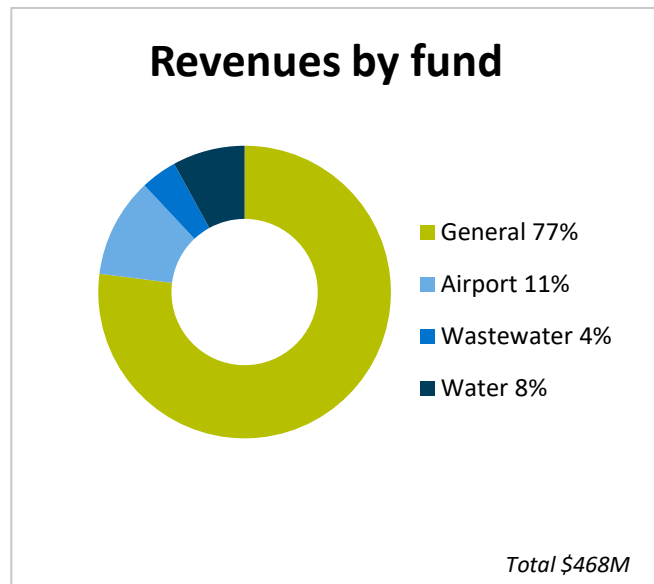
Expenditures by type (\$ thousands)

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

	Actual 2020	Revised 2021	Preliminary 2022
Salaries & wages	92,180	100,763	104,683
Internal equipment	9,794	9,805	10,243
Materials	54,343	66,969	56,901
Contract services	70,935	82,700	99,354
Debt	14,973	13,491	12,543
Internal allocations	13,608	14,042	12,002
Transfers to funds	67,549	47,534	66,956
Capital	104,834	238,360	105,283
Total	428,216	573,664	467,965

Analysis of total revenues

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



Revenues by fund (\$ thousands)

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

	Actual 2020	Revised 2021	Preliminary 2022	
			Operating	Capital
General	334,796	403,367	285,684	75,671
Airport	33,055	108,595	46,297	4,230
Water	41,415	35,240	15,528	5,402
Wastewater	28,522	26,62	15,173	19,980
Subtotal			362,682	105,283
Total	437,788	573,664	467,965	

Revenues by source (\$ thousands)

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

	Actual 2020	Revised 2021	Preliminary 2022
Current year taxation	148,847	157,736	166,184
Parcel taxes	3,301	3,196	3,421
Fees and charges	125,140	118,905	146,870
Debenture/borrowing	1,653	7,159	0
General revenues	11,356	11,680	12,050
Other revenue	18,526	14,428	12,559
Grants	22,715	31,065	27,628
Interdept. transfers	12,517	12,202	11,515
Reserves and surplus	93,734	217,295	87,737
Total	437,788	573,664	467,965

Note: Totals may not add due to rounding

Revenues – total general & utility (\$ thousands)

	Revised 2021	Preliminary 2022
Net general operating		
Licences	3	3
Franchise fee	1,385	1,446
Interest & penalties	5,987	6,288
Miscellaneous revenues	(116)	(115)
Federal contributions	131	145
Provincial contributions (inc. traffic fine revenue)	2,040	1,986
Taxes – private utilities (1% in lieu)	2,250	2,299
Property taxation	157,736	166,184
Subtotal	169,416	178,234
Capital Funding Source		
Reserves		210
CWME - Cemetery Replacement		4,208
CWME - Community Works Fund		3,486
CWME - Fire Equipment		3,024
CWME - Future Capital Projects		5,832
CWME - Infrastructure Levy		1,749
CWME - Municipal Works		4,742
CWME - Sanitary Landfill		4,383
CWME - Vehicle and Equipment Replacement		10,891
DCC - Park Acquisition		7,365
DCC - Park Development		194
DCC - Road A		452
DCC - Road B		1,675
DCC - Road I		700
General - Arenas		488
General - Building Repair		350
General - Civic Facilities		69
General - Electrical Expenditure		951
General - Energy Management Rebate		494
General - Finance/Major System Software		450
General - Fire Dispatch		90
General - H2O Centre		2,000
General - Major Recreation Facilities		200
General - Slope Stability		320
General - Theatre Improvement		565
General - Transit Facility Enhancement		1,250
Land - Land Sales		102
Land - Parkland		942
Parking - Parking		173
Parking - South Pandosy Town Centre		4,625
Various other funding sources		61,978
Subtotal	114,589	61,978
Net general operating & capital revenue	284,005	240,212
Utilities		
Airport	83,257	4,230
Water	14,607	702
Wastewater	3,706	11,591
Total utilities	101,570	16,523
Total general & utilities operating & capital	385,574	256,736

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

Note: Totals may not add due to rounding

Expenditures – total general & utility (\$ thousands)

	Revised 2021	Net Operating	Capital Expenditures		Preliminary 2022
			General/ Utility Revenue	Other Funding Sources	
General					
City Administration	1,693	1,830	0	0	1,830
City Clerk	1,374	1,518	0	0	1,518
Planning & Development Services	1,106	(258)	0	0	(258)
Partnerships & Investments	27,336	9,312	3,468	9,388	22,168
Infrastructure	137,023	37,126	9,722	48,110	94,958
Active Living & Culture	10,625	11,019	0	0	11,019
Corporate & Protective Services					
Corporate Services	5,433	6,245	0	0	6,245
Community Safety	43,882	50,244	0	0	50,244
Fire Department	21,880	20,708	0	3,936	24,644
Corporate Strategic Services	14,712	9,220	503	544	10,267
Financial Services	6,128	6,456	0	0	6,456
Debt & Other	12,812	11,120	0	0	11,120
Net general operating & capital expenditures	284,005	164,542	13,693	61,978	240,213
Utilities					
Airport	83,257	0	0	4,230	4,230
Water	14,607	(4,700)	4,700	702	702
Wastewater	3,706	(8,389)	8,389	11,591	11,591
Net utilities operating & capital expenditures	101,570	(13,089)	13,089	16,523	16,523
Total expenditures	385,574	151,453	26,782	78,502	256,736

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

Note: Totals may not add due to rounding



Ongoing budget impacts – General Fund (\$ thousands)

Below is a projection of the net property owner impacts over the next five years using the best information available at the time of preparation of the Preliminary volume. This projection will be updated for the Final Budget volume in April of 2022. As with any planning exercise, the level of certainty and detail is most appropriately found in the current year. For the years after 2022, budgets have been adjusted for current one-time projects, changes in operating budgets from previously approved requests, new capital projects included in the Council endorsed 10-Year Capital Plan, growth and/or inflationary rates, and other key assumptions. Although this forward-looking information is based on what is believed to be reasonable assumptions, there can be no assurance that this information will prove to be accurate as actual results and future events could differ materially from the anticipated information contained in this forecast.

	2022	2023	2024	2025	2026
General revenues	(12,050)	(12,315)	(12,582)	(12,867)	(13,143)
Net operating budget	164,542	174,953	185,597	197,500	206,893
Pay-as-you-go capital	13,693	14,950	16,280	17,644	18,994
Taxation demand	166,184	177,588	189,295	202,277	212,744
New construction tax revenue	(2,940)	(3,142)	(3,324)	(3,410)	(3,373)
Net property owner impact	3.49%	4.97%	4.72%	5.06%	3.51%

Note: Totals may not add due to rounding.





Operating Budget





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OPERATING BUDGET

The City & its divisions

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

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



Operating budget summary

Operating expenditures & revenues

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

- Division:** Corporate & Protective Services
- Department:** Community Safety
- Branch:** Police Services

Each operating request is categorized into the three categories maintain; growth and new. Maintain requests are the budgets requested to maintain current programs. Growth requests are the budgets requested for current programs due to increased demand. New requests are the budgets requested for new programs.

The requests are presented under the requesting division and are presented in divisional rank order within the three categories. Airport Fund, Water Fund, Wastewater Fund, Corporate Services, Community Safety, Fire Department, General Revenues and Debt & Other are presented on a department or fund level. Operating requests related to capital are included in the associated capital request and are marked on the operating summary with CAP. Operating requests with a capital impact are marked with a V&E on the summary sheet to indicate which operating requests have vehicle and equipment capital impacts.

General Fund

The 2022 Financial Plan includes 113 General Fund Priority one (P1) requests that total \$20.8M, of which \$6.1M is requested to be funded from taxation. These requests focus on a continued commitment to public safety, reviving

vibrancy and community spaces, developing green spaces for all to enjoy, taking action on climate change and developing partnerships to prepare for a city of the future. In addition to the P1 operating requests, there are 40 Priority two (P2) General Fund requests that are included for Council’s consideration totaling \$1.4M. The P2 requests are not included in the summary totals.

Operating requests by type:			
	Maintain	Growth	New
Revenue	30%	5%	65%
Expenditure	39%	7%	54%

The 2022 operating request revenues largely fall into new initiatives at 65 per cent, followed by 30 per cent for the maintain category and 5 per cent for growth in programs. Requests for operating expenditures are primarily for new programs at 54 per cent followed by 39 per cent to maintain current operations and 7 per cent for growth.

Airport Fund

The Kelowna International Airport continues to recover from the COVID-19 pandemic and the operating requests reflect this recovery with a forecasted increase in passenger growth of 1.2M. The six P1 operating requests include program increases of \$3.7M and revenue increases of \$25.7M. There are no P2 operating requests for the Airport.

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

Both the 2022 operating request revenues and expenditures are 100 per cent dedicated to the maintain category.

Water Fund

The City of Kelowna’s Water Utility is requesting to spend \$108k over three P1 operating requests. These operating requests will allow the utility to maintain current programs and services levels, address increasing space requirements, and assess a reservoir drainage system. There are no P2 operating requests for the Water Utility.

Operating requests by type:			
	Maintain	Growth	New
Revenue	0%	0%	0%
Expenditure	79%	21%	0%

Water utility revenue budgets have been adjusted for the Council approved rate changes of 6 per cent and 2 per cent for Water quality enhancement fees and growth and have been completed through divisional adjustments. New requests for operating expenditures are primarily to maintain current operations at 79 per cent followed by 21 per cent for growth.

Wastewater Fund

The Wastewater Utility has three P1 operating requests that total \$96k. These 2022 operating requests focus on operations management and succession planning, system wide sampling program, and operating impacts for a new sewer connection area. There are no P2 operating requests for the Wastewater Utility.

Operating requests by type:			
	Maintain	Growth	New
Revenue	0%	0%	0%
Expenditure	0%	1%	99%

Wastewater utility revenue budgets have been adjusted for Council approved rate changes of 3 per cent and growth and have been completed through divisional adjustments. Requests for operating expenditures are primarily new initiatives at 99 per cent and 1 per cent due to growth.

Division/department operating requests funding sources (\$ thousands)

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

<i>Funded from</i>	Priority 1			Priority 2		
	Taxation	Other Sources	Total	Taxation	Other Sources	Total
City Administration	100	0	100	0	0	0
City Clerk	133	260	393	59	0	59
Planning & Development Services	(1,463)	2,194	731	155	(75)	80
Partnerships & Investments	297	993	1,290	170	0	170
Infrastructure	1,182	2,730	3,911	285	0	285
Active Living & Culture	272	513	786	25	25	50
Corporate & Protective Services						
Corporate Services	105	0	105	53	0	53
Community Safety	4,966	7,978	12,944	414	0	414
Fire Department	0	0	0	0	0	0
Corporate Strategic Services	479	0	479	230	0	230
Financial Services	196	54	250	48	0	48
Debt & Other	(176)	0	(176)	0	0	0
General Revenue	0	0	0	0	0	0
Total general fund	6,091	14,722	20,813	1,439	(50)	1,389
<i>Funded from</i>	Utility	Other Sources	Total	Utility	Other Sources	Total
Airport	0	3,694	3,694	0	0	0
Water	108	0	108	0	0	0
Wastewater	96	0	96	0	0	0
Total utilities	204	3,694	3,898	0	0	0
Total all Funds operating	6,295	18,417	24,711	1,439	(50)	1,389

Note: Totals may not add due to rounding



Net operating budgets by division (\$ thousands)

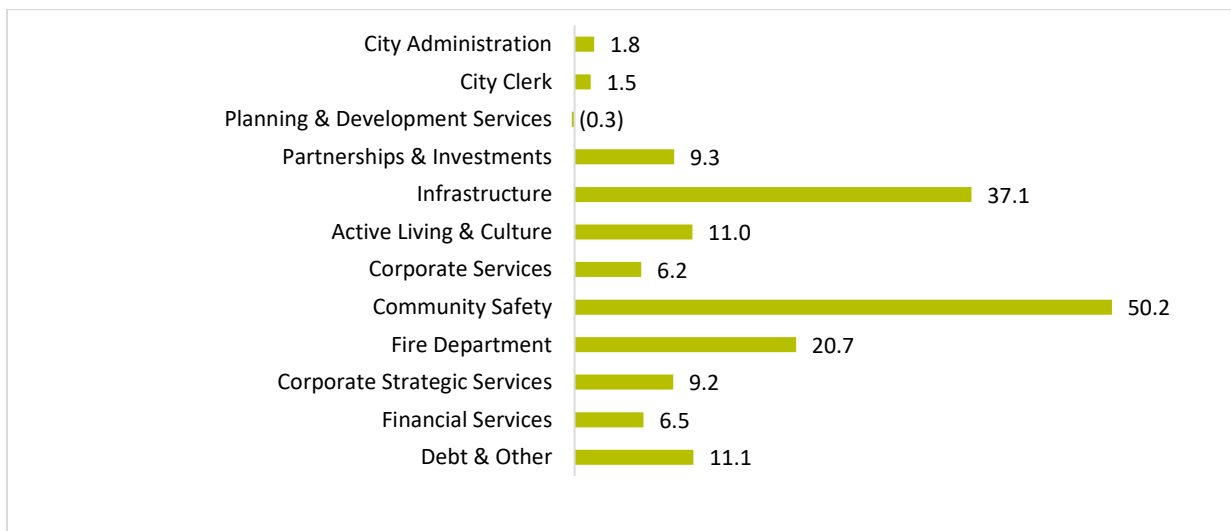
The table below displays the General, Airport and Utility Funds net operating budget by division/department including the priority one requests from above.

	Expend/ other	Revenues	Net	Per cent of Total
City Administration	1,830	0	1,830	1.1%
City Clerk	1,869	(350)	1,518	0.9%
Planning & Development Services	10,638	(10,896)	(258)	(.02%)
Partnerships & Investments	20,186	(10,874)	9,312	5.7%
Infrastructure	96,067	(58,941)	37,126	22.6%
Active Living & Culture	16,280	(5,261)	11,019	6.7%
Corporate & Protective Services				
Corporate Services	6,704	(459)	6,245	3.8%
Community Safety	64,545	(14,302)	50,244	30.5%
Fire Department	23,512	(2,804)	20,708	12.6%
Corporate Strategic Services	9,467	(247)	9,220	5.6%
Financial Services	7,958	(1,501)	6,456	3.9%
Debt & Other	26,626	(15,506)	11,120	6.8%
Total net operating budget - general fund	285,684	(121,143)	164,542	100.0%
Airport	46,297	(46,297)	0	0.0%
Water	15,528	(20,228)	(4,700)	35.9%
Wastewater	15,173	(23,562)	(8,389)	64.1%
Total net operating budget - airport and utility funds	76,998	(90,087)	(13,089)	100.0%

Note: Totals may not add due to rounding

General fund – net operating budget by division/department (\$ millions)

This bar graph is a visual comparison of the level of spending for each General Fund operating division in millions.



Note: Totals may not add due to rounding

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
City Administration									
New									
111	UBC Applied Research Grant Program	100,000	0	0	0	0	0	(100,000)	OG
	Total New	100,000	0	0	0	0	0	(100,000)	
Division Priority 1 Total		100,000	0	0	0	0	0	(100,000)	
City Clerk									
Growth									
120	2022 General Local Election	260,400	(260,400)	0	0	0	0	0	OT
120	Legal Expense	77,500	0	0	0	0	0	(77,500)	OT
	Total Growth	337,900	(260,400)	0	0	0	0	(77,500)	
New									
121	Corporate Records & Information Analyst Position	55,300	0	0	0	0	0	(55,300)	OG
	Total New	55,300	0	0	0	0	0	(55,300)	
Division Priority 1 Total		393,200	(260,400)	0	0	0	0	(132,800)	
Planning & Development Services Division									
Maintain									
147	Planning & Development Operational Changes	99,300	0	0	0	(1,741,800)	0	1,642,500	OG
147	Community Energy Specialist Two Year Extension Position	82,500	0	0	(82,500)	0	0	0	OG
148	North End Area Redevelopment Plan	50,000	0	0	0	0	0	(50,000)	OT
	Total Maintain	231,800	0	0	(82,500)	(1,741,800)	0	1,592,500	
New									
148	Infill Housing Planning Manager Position	126,000	0	0	0	0	0	(126,000)	OG
149	Community Climate Action Projects	120,000	(120,000)	0	0	0	0	0	OT
	Total New	246,000	(120,000)	0	0	0	0	(126,000)	
Growth									
CAP 388	* Fleet Growth	3,600	0	0	0	0	0	(3,600)	OG

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
	Total Growth	3,600	0	0	0	0	0	(3,600)	
New									
170	* 4690 Hwy 97 Agricultural Considerations	250,000	(250,000)	0	0	0	0	0	0 OT
	Total New	250,000	(250,000)	0	0	0	0	0	
Division Priority 1 Total		731,400	(370,000)	0	(82,500)	(1,741,800)	0	1,462,900	

Partnerships & Investments Division

Maintain

CAP	317	General Building Infrastructure Renewal	(19,200)	0	0	0	0	19,200	OG
	166	Facility Condition Assessments	100,000	(100,000)	0	0	0	0	OG
	166	Knox Mountain Caretaker House - Facade Renewal	30,000	0	0	0	0	(30,000)	OT
	167	Performing Arts Centre – Long Range Plan	50,000	(50,000)	0	0	0	0	OT
	167	Creative Hub Phase 2 – Implementation	100,000	(100,000)	0	0	0	0	OT
	168	Kelowna Police Services Building - Accommodation Study	50,000	(50,000)	0	0	0	0	OT
	168	Strategic Land Development Projects	100,000	(100,000)	0	0	0	0	OT
	Total Maintain	410,800	(400,000)	0	0	0	0	(10,800)	

Growth

	169	Curb Space Management Strategy - Development	40,000	(40,000)	0	0	0	0	0 OT
	169	Parking Services Traffic Officer Position	27,500	(15,800)	0	0	(11,700)	0	0 OG
	Total Growth	67,500	(55,800)	0	0	(11,700)	0	0	

New

	170	4690 Hwy 97 Agricultural Considerations	350,000	(350,000)	0	0	0	0	0 OT
V&E	170	HVAC Technician Position	57,400	0	0	0	0	(57,400)	OG
V&E	171	Facilities Maintenance Foreman Position	58,800	0	0	0	0	(58,800)	OG
	171	GHG Emissions Reporting Software	50,000	0	0	0	0	(50,000)	OG
	172	Building Services Maintenance	50,000	0	0	0	0	(50,000)	OG
CAP	370	Parkinson Recreation Building - Replacement, Design	1,600	0	0	0	0	(1,600)	OG
	172	Operational Assessment of Municipal Boating Facilities - Ph 2	75,000	(75,000)	0	0	0	0	0 OT
	173	Administrative Clerk Position	33,800	0	0	0	0	(33,800)	OG
	173	Parks & Landscape Planner position – Parks & Buildings Planning	29,200	0	0	0	0	(29,200)	OG
	174	Cook Road Boat Launch – Provincial Approvals	100,000	(50,000)	0	0	(50,000)	0	0 OT

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
	Total New	805,800	(475,000)	0	0	(50,000)	0	(280,800)	
	Growth								
CAP	388 * Fleet Growth	5,700	0	0	0	0	0	(5,700)	OG
	Total Growth	5,700	0	0	0	0	0	(5,700)	
	Division Priority 1 Total	1,289,800	(930,800)	0	0	(61,700)	0	(297,300)	

Infrastructure Division

Maintain

190	Stormwater Dam Inspection and Maintenance	53,000	0	0	0	0	0	(53,000)	OG
190	Landfill - Sliver Fill & Area 3 Landfill Gas Final Design	100,000	(100,000)	0	0	0	0	0	OT
191	Transit Base Operating Cost	2,435,300	(1,613,700)	0	(2,254,500)	1,932,900	0	(500,000)	OG
191	Strategic Transportation Partnership of Central Okanagan 2022 Transition	90,300	(58,900)	0	(4,500)	(26,900)	0	0	OT
192	Landfill - Statutory Right of Way Review & Lot Amalgamation	100,000	(100,000)	0	0	0	0	0	OT
192	Hill Spring Dam Study	75,000	0	0	0	0	0	(75,000)	OT
193	Traffic Signal System Growth	66,000	0	0	0	0	0	(66,000)	OG
193	Turf Maintenance Materials	70,000	0	0	0	0	0	(70,000)	OG
194	Glengrow Composting - Equipment Rental	62,000	0	0	0	(62,000)	0	0	OG
194	Beach Wheelchair Access Mats	18,800	0	0	0	0	0	(18,800)	OG
V&E	195 Groundsperson II Position	0	0	0	0	0	0	0	OG
195	Fleet Consulting Services	50,000	(50,000)	0	0	0	0	0	OG
196	Fleet EV Charging Infrastructure Installation	50,000	(50,000)	0	0	0	0	0	OG
196	Cemetery Security Fencing	35,000	(35,000)	0	0	0	0	0	OT
197	Rutland Exchange - Maintenance	50,000	(50,000)	0	0	0	0	0	OT
197	Parks Pedestrian Bridge Inspections and Evaluations	10,000	0	0	0	0	0	(10,000)	OG
198	Irrigation Technician Position	45,100	0	0	0	0	0	(45,100)	OG
198	Waste Receptacle Renewal	10,000	0	0	0	0	0	(10,000)	OG
199	Snow & Ice Control and Road Network Growth	113,900	0	0	0	0	0	(113,900)	OG
199	Glenmore Recreation Park Natural Area Maintenance	8,900	0	0	0	0	0	(8,900)	OG
CAP	376 DeHart Park	0	0	0	0	0	0	0	OG
CAP	404 Rutland Park & Ride, Mobility Hub, Operations facility	500	0	0	0	0	0	(500)	OG
200	Plant Replacement	10,000	0	0	0	0	0	(10,000)	OG
200	Rail Trail Fuel Management and CPTED	10,000	0	0	0	0	0	(10,000)	OG
201	Smart Waste Sensor Pilot	27,500	(27,500)	0	0	0	0	0	OG
201	Sport Court Minor Repairs	15,000	0	0	0	0	0	(15,000)	OG
	Total Maintain	3,506,300	(2,085,100)	0	(2,259,000)	1,844,000	0	(1,006,200)	

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Growth									
202	Landfill - Waste Reduction - Evaluation of Building Deconstruction	50,000	(50,000)	0	0	0	0	0	OT
202	Bylaw 7900 Update - Implementation	40,000	0	0	0	0	0	(40,000)	OT
CAP 396	Casorso 3 DCC (KLO Rd - Lanfranco Rd), ATC	16,300	0	0	0	0	0	(16,300)	OG
CAP 388	Fleet Growth	44,100	(27,000)	0	0	0	0	(17,100)	OG
Total Growth		150,400	(77,000)	0	0	0	0	(73,400)	

New

203	Equipment Operator III Landfill and Roadways Position	40,600	(27,500)	0	0	0	0	(13,100)	OG
203	Landfill - Environmental Monitoring - Landfill Gas	75,000	(75,000)	0	0	0	0	0	OT
CAP 403	Pedestrian and Road Safety Projects	7,000	0	0	0	0	0	(7,000)	OG
204	Project Technician (Parks) Position	11,600	0	0	0	0	0	(11,600)	OG
204	Black Mountain Trail	8,500	0	0	0	0	0	(8,500)	OG
CAP 399	Rails with Trails DCC (Dilworth - Commerce Ave), ATC	1,300	0	0	0	0	0	(1,300)	OG
CAP 397	Abbott DCC (Rose Ave - Cedar Ave) Protected Bike Lane Project	12,400	0	0	0	0	0	(12,400)	OG
CAP 404	Active Transportation Corridor/Bicycle Network Expansion	18,600	0	0	0	0	0	(18,600)	OG
CAP 398	Houghton 2 AT (Hollywood - Rutland)	19,800	0	0	0	0	0	(19,800)	OG
CAP 380	Mill Creek Linear Park	6,800	0	0	0	0	0	(6,800)	OG
CAP 407	Transit - New Bus Stops	1,800	0	0	0	0	0	(1,800)	OG
205	Downtown Cleanup Patrol	50,000	(50,000)	0	0	0	0	0	OT
308	* 2040 Infrastructure Plan Consulting Support	0	0	0	0	0	0	0	OT
CAP 372	* Parkinson Recreation Building - Replacement, Design	1,300	0	0	0	0	0	(1,300)	OG
Total New		254,700	(152,500)	0	0	0	0	(102,200)	

Division Priority 1 Total	3,911,400	(2,314,600)	0	(2,259,000)	1,844,000	0	(1,181,800)
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Active Living & Culture Division

Maintain

236	Kinsmen Fieldhouse - Washroom/Changeroom Replacement	30,000	0	0	0	0	0	(30,000)	OG
236	Meet Me on Bernard	105,000	0	0	0	(80,000)	0	(25,000)	OG
237	International Children's Games Grant	7,000	0	0	0	0	0	(7,000)	OG
237	Apple Bowl - Ticket Booth	50,000	(20,000)	0	0	0	0	(30,000)	OT
238	King Stadium - Score Clock and Fencing	20,000	(10,000)	0	0	0	0	(10,000)	OT
238	Rutland Arena (East) - Sound System Renewal	20,000	(20,000)	0	0	0	0	0	OT

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
	Total Maintain	232,000	(50,000)	0	0	(80,000)	0	(102,000)	
Growth									
	239 KCT Box Office and Front of House Operations	369,200	(213,500)	0	0	(155,700)	0	0	OG
CAP	377 Mission Recreation - Softball Diamonds	0	0	0	0	0	0	0	OG
	239 Community Development Coordinator - Contract Administrator Position	45,200	0	0	0	0	0	(45,200)	OG
	240 Recreation Technician - Scheduling Position	34,100	0	0	0	0	0	(34,100)	OG
	Total Growth	448,500	(213,500)	0	0	(155,700)	0	(79,300)	
New									
	240 Community Development Coordinator - Outdoor Shelter Term Position	36,200	0	0	0	0	0	(36,200)	OG
	241 Washroom at Queensway, Operations	70,000	0	0	0	(10,000)	0	(60,000)	OG
	241 Memorial Arena - Event Hosting Audit	20,000	0	0	0	0	0	(20,000)	OT
CAP	386 Transportable Bleacher (Tournament/Event Hosting)	2,000	0	0	0	(4,000)	0	2,000	OG
	242 Island Stage - Planning & Design	50,000	0	0	0	0	0	(50,000)	OT
	Total New	178,200	0	0	0	(14,000)	0	(164,200)	
Maintain									
	265 * Child Advocacy Centre Rent	(73,200)	0	0	0	0	0	73,200	OG
	Total Maintain	(73,200)	0	0	0	0	0	73,200	
Division Priority 1 Total		785,500	(263,500)	0	0	(249,700)	0	(272,300)	

Corporate & Protective Services Division

Corporate Services

New

	253 Talent Acquisition Software Position Management Module	36,000	0	0	0	0	0	(36,000)	OG
	253 .6 HR Assistant Position	22,200	0	0	0	0	0	(22,200)	OG
	254 Security Analyst Position	46,800	0	0	0	0	0	(46,800)	OG
	Total New	105,000	0	0	0	0	0	(105,000)	
Division Priority 1 Total		105,000	0	0	0	0	0	(105,000)	

Corporate & Protective Services Division

Community Safety

Maintain

	265 Child Advocacy Centre Rent	73,200	0	0	0	0	0	(73,200)	OG
	265 RCMP Contract Services	4,054,000	0	0	0	0	0	(4,054,000)	OG

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
266	Auxiliary Constable Program	(20,000)	0	0	0	0	0	20,000	OT
266	Gaming Revenues Reduction	0	(600,000)	0	0	872,000	0	(272,000)	OT
	Total Maintain	4,107,200	(600,000)	0	0	872,000	0	(4,379,200)	
Growth									
267	Police Services Response Operators (2) Positions	71,600	0	0	0	0	0	(71,600)	OG
267	Police Services Supervisor Position	50,000	0	0	0	0	0	(50,000)	OG
268	Police Services Records Clerk Position	20,700	0	0	0	0	0	(20,700)	OG
	Total Growth	142,300	0	0	0	0	0	(142,300)	
New									
268	RCMP Investigative Services - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
269	Police Services Communications Advisor Position	50,500	0	0	0	0	0	(50,500)	OG
269	RCMP Retroactive Payment	8,250,000	(8,250,000)	0	0	0	0	0	OT
270	RCMP Cell Block Sergeants - 4 Members	112,500	0	0	0	0	0	(112,500)	OG
270	RCMP Crime Analyst - Civilian Member	56,200	0	0	0	0	0	(56,200)	OG
271	RCMP Operational Readiness - 1 Member	56,200	0	0	0	0	0	(56,200)	OG
271	RCMP General Duty Constables - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
	Total New	8,750,400	(8,250,000)	0	0	0	0	(500,400)	
Growth									
309	* Financial Analyst Position - Corporate and Protective Services	(56,100)	0	0	0	0	0	56,100	OG
	Total Growth	(56,100)	0	0	0	0	0	56,100	
	Division Priority 1 Total	12,943,800	(8,850,000)	0	0	872,000	0	(4,965,800)	

Corporate Strategic Services Division

Maintain

294	Strategy Management Software	86,500	0	0	0	0	0	(86,500)	OG
	Total Maintain	86,500	0	0	0	0	0	(86,500)	

Growth

294	Licensing and Software Enhancements	185,000	0	0	0	0	0	(185,000)	OG
295	Business Planning & Results Manager Position	54,300	0	0	0	0	0	(54,300)	OG
295	Information Services Training	10,000	0	0	0	0	0	(10,000)	OG
296	Agile Project Coordinator Position	53,000	0	0	0	0	0	(53,000)	OG
	Total Growth	302,300	0	0	0	0	0	(302,300)	

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
New									
296	Information Services Strategy Development	90,000	0	0	0	0	0	(90,000)	OG
	Total New	90,000	0	0	0	0	0	(90,000)	
Division Priority 1 Total		478,800	0	0	0	0	0	(478,800)	

Financial Services Division

Growth

309	Financial Analyst Position - Corporate and Protective Services	56,100	0	0	0	0	0	(56,100)	OG
	Total Growth	56,100	0	0	0	0	0	(56,100)	

New

309	Co-op Students - Asset Management Data Analysts Positions	38,100	0	0	0	0	0	(38,100)	OT
310	Financial Analyst - Regional Emergency Operations Position	56,100	0	0	0	(16,800)	0	(39,300)	OG
310	2040 Infrastructure Plan Consulting Support	100,000	(12,500)	0	0	0	(25,000)	(62,500)	OT
	Total New	194,200	(12,500)	0	0	(16,800)	(25,000)	(139,900)	

Division Priority 1 Total		250,300	(12,500)	0	0	(16,800)	(25,000)	(196,000)	
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Financial Services Division

Debt & Other

Maintain

318	Other Working Capital	2,193,600	0	0	0	0	0	(2,193,600)	OG
265	* RCMP Contract Services	(2,370,000)	0	0	0	0	0	2,370,000	OG
	Total Maintain	(176,400)	0	0	0	0	0	176,400	

Division Priority 1 Total		(176,400)	0	0	0	0	0	176,400	
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Total Priority 1 Operating		20,812,800	(13,001,800)	0	(2,341,500)	646,000	(25,000)	(6,090,500)	
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2022 Operating Requests

Preliminary Budget

Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Cat
Airport								
Maintain								
134	Airport Improvement Fees	0	13,086,000	0	0	(13,086,000)	0	OG
134	Airport Airside	581,600	1,879,600	0	100,000	(2,561,200)	0	OG
135	Airport Terminal	746,200	1,749,900	0	0	(2,496,100)	0	OG
135	Airport Groundside	1,451,700	6,063,400	0	0	(7,515,100)	0	OG
136	Airport Finance & Administration	893,400	(869,900)	0	0	(23,500)	0	OG
	Total Maintain	3,672,900	21,909,000	0	100,000	(25,681,900)	0	
Growth								
136	Airport Operations Technician Position	21,300	(21,300)	0	0	0	0	OG
	Total Growth	21,300	(21,300)	0	0	0	0	
Department Priority 1 Total		3,694,200	21,887,700	0	100,000	(25,681,900)	0	
Water								
Maintain								
217	Water System Renewal and Growth Budget Increase	50,000	0	0	0	0	(50,000)	OG
217	Grainger Reservoir Drainage System Assessment & Design	35,000	0	0	0	0	(35,000)	OT
	Total Maintain	85,000	0	0	0	0	(85,000)	
Growth								
218	Water Operations - Lease Space	23,000	0	0	0	0	(23,000)	OG
CAP 388	* Fleet Growth	0	0	0	0	0	0	OG
	Total Growth	23,000	0	0	0	0	(23,000)	
New								
308	* 2040 Infrastructure Plan Consulting Support	0	0	0	0	0	0	OT
	Total New	0	0	0	0	0	0	
Department Priority 1 Total		108,000	0	0	0	0	(108,000)	

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Cat
Wastewater								
Growth								
CAP	425 Rutland Centre (SCA 22) Sewer Connection Project	700	0	0	0	0	(700)	OG
	Total Growth	700	0	0	0	0	(700)	
New								
225	Wastewater Treatment Supervisor Position	59,300	0	0	0	0	(59,300)	OG
225	Wastewater Treatment Influent Investigation and Process Optimization	36,000	0	0	0	0	(36,000)	OT
308	* <i>2040 Infrastructure Plan Consulting Support</i>	0	0	0	0	0	0	OT
	Total New	95,300	0	0	0	0	(95,300)	
Department Priority 1 Total		96,000	0	0	0	0	(96,000)	
Total Priority 1 Operating		3,898,200	21,887,700	0	100,000	(25,681,900)	(204,000)	

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2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
City Clerk									
New									
123	Policy Analyst Position	58,600	0	0	0	0	0	(58,600)	OG
	Total New	58,600	0	0	0	0	0	(58,600)	
Division Priority 2 Total		58,600	0	0	0	0	0	(58,600)	
Planning & Development Services Division									
Maintain									
152	Affordable Housing Land Acquisition Strategy Fund	0	75,000	0	0	0	0	(75,000)	OG
	Total Maintain	0	75,000	0	0	0	0	(75,000)	
Growth									
152	Infill Strategy - Phase 1 Analysis	25,000	0	0	0	0	0	(25,000)	OT
153	North End Area Redevelopment Plan (Position)	55,000	0	0	0	0	0	(55,000)	OT
	Total Growth	80,000	0	0	0	0	0	(80,000)	
Division Priority 2 Total		80,000	75,000	0	0	0	0	(155,000)	
Partnerships & Investments Division									
Maintain									
CAP	373	General Building Infrastructure Renewal	(5,300)	0	0	0	0	5,300	OG
		Total Maintain	(5,300)	0	0	0	0	5,300	
New									
V&E	176	Plumber / Gas Fitter Position	57,800	0	0	0	0	(57,800)	OG
V&E	176	HVAC Technician Position	57,400	0	0	0	0	(57,400)	OG
	177	Energy Savings - Consulting	60,000	0	0	0	0	(60,000)	OG
		Total New	175,200	0	0	0	0	(175,200)	
Division Priority 2 Total		169,900	0	0	0	0	0	(169,900)	

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Infrastructure Division									
Maintain									
CAP	384	Capital Opportunities and Partnership Fund	19,600	0	0	0	0	(19,600)	OG
	207	Clean-Up of Previous Year's Work	10,000	0	0	0	0	(10,000)	OG
	207	Parks Fencing and Signage Replacement	22,500	0	0	0	0	(22,500)	OG
CAP	406	Rutland Park & Ride, Mobility Hub, Operations facility	300	0	0	0	0	(300)	OG
CAP	388	Fleet Growth	39,200	0	0	0	0	(39,200)	OG
	208	Travel Model Asset Management Plan	20,000	0	0	0	0	(20,000)	OT
	208	Bicycle Map and Wayfinding Program	15,000	0	0	0	0	(15,000)	OG
		Total Maintain	126,600	0	0	0	0	(126,600)	
New									
CAP	384	Art Walk - Extension Doyle to Queensway	5,500	0	0	0	0	(5,500)	OG
CAP	408	Pedestrian and Road Safety Projects	1,000	0	0	0	0	(1,000)	OG
	209	Transportation Safety Strategy	68,000	0	0	0	0	(68,000)	OT
CAP	408	Traffic Signals and Roundabouts	17,500	0	0	0	0	(17,500)	OG
CAP	408	Local Street Urbanization	1,000	0	0	0	0	(1,000)	OG
CAP	408	Sidewalk Network Expansion	500	0	0	0	0	(500)	OG
	209	Green Infrastructure Storm Analysis	30,000	0	0	0	0	(30,000)	OT
	210	Cloud Based Travel Time Monitoring	35,000	0	0	0	0	(35,000)	OT
		Total New	158,500	0	0	0	0	(158,500)	
		Division Priority 2 Total	285,100	0	0	0	0	(285,100)	
Active Living & Culture Division									
Maintain									
	244	Elks Stadium - Concession Upgrade	50,000	(25,000)	0	0	0	(25,000)	OT
		Total Maintain	50,000	(25,000)	0	0	0	(25,000)	
Growth									
CAP	384	Mission Recreation Park - Development, Softball Diamond Lighting	0	0	0	0	0	0	OG
		Total Growth	0	0	0	0	0	0	
		Division Priority 2 Total	50,000	(25,000)	0	0	0	(25,000)	

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Corporate Services</i>									
Maintain									
256	Retirement Awards	7,000	0	0	0	0	0	(7,000)	OG
	Total Maintain	7,000	0	0	0	0	0	(7,000)	
New									
256	Recovery Coordinator Position	46,100	0	0	0	0	0	(46,100)	OG
	Total New	46,100	0	0	0	0	0	(46,100)	
	Division Priority 2 Total	53,100	0	0	0	0	0	(53,100)	

Corporate & Protective Services Division

Community Safety

Maintain

273	Casual Security Clearance Specialist Additional Hours	25,000	0	0	0	0	0	(25,000)	OG
	Total Maintain	25,000	0	0	0	0	0	(25,000)	

Growth

273	Disclosure Coordinators (2) Positions	80,000	0	0	0	0	0	(80,000)	OG
	Total Growth	80,000	0	0	0	0	0	(80,000)	

New

274	RCMP General Duty Constables - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
274	RCMP Investigative Services - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
275	Digital Extraction Technician Position	46,000	0	0	0	0	0	(46,000)	OG
275	Rutland CPO Safety & Security Enhancements	35,500	0	0	0	0	0	(35,500)	OG
	Total New	306,500	0	0	0	0	0	(306,500)	

Maintain

CAP 390	* Fleet Growth	2,500	0	0	0	0	0	(2,500)	OG
	Total Maintain	2,500	0	0	0	0	0	(2,500)	

	Division Priority 2 Total	414,000	0	0	0	0	0	(414,000)	
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Corporate & Protective Services Division

Fire Department

Growth

284	Long-term Staffing and Capital Investment	0	0	0	0	0	0	0	OG
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Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
	Total Growth	0	0	0	0	0	0	0	0
	Division Priority 2 Total	0	0	0	0	0	0	0	0
Corporate Strategic Services Division									
Growth									
298	Client Support Technician Position	50,000	0	0	0	0	0	(50,000)	OG
298	Digital Communications Consultant Position	49,100	0	0	0	0	0	(49,100)	OG
299	Lands Records Coordinator Position	52,600	0	0	0	0	0	(52,600)	OG
299	Agile Project Coordinator Position	53,000	0	0	0	0	0	(53,000)	OG
	Total Growth	204,700	0	0	0	0	0	(204,700)	
New									
300	Imagine Kelowna Implementation	25,000	0	0	0	0	0	(25,000)	OG
	Total New	25,000	0	0	0	0	0	(25,000)	
	Division Priority 2 Total	229,700	0	0	0	0	0	(229,700)	
Financial Services Division									
New									
312	Accountant Position - Accounting Operations	48,300	0	0	0	0	0	(48,300)	OG
	Total New	48,300	0	0	0	0	0	(48,300)	
	Division Priority 2 Total	48,300	0	0	0	0	0	(48,300)	
	Total Priority 2 Operating	1,388,700	50,000	0	0	0	0	(1,438,700)	

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2022 Operating Requests Preliminary Budget Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Cat
Wastewater								
Maintain								
CAP	390 * <i>Fleet Growth</i>	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
Department Priority 2 Total								
		0	0	0	0	0	0	
Total Priority 2 Operating								
		0	0	0	0	0	0	

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CITY HALL

City
Administration





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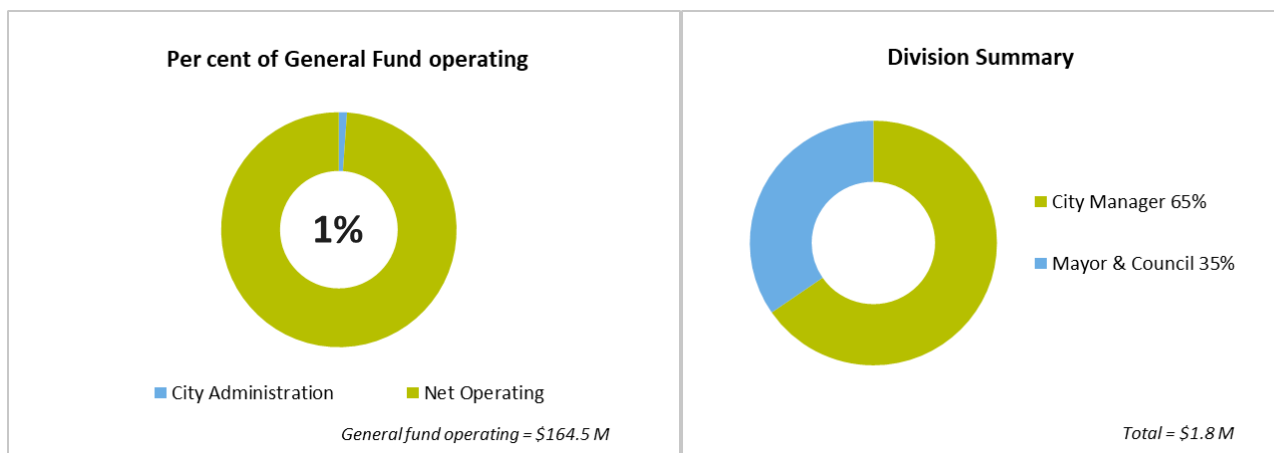
City Administration

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

Activities in the 2022 Financial Plan show how the City’s administration serves to meet *Imagine Kelowna* principles and Council Priorities results.

View the 2021 City-wide accomplishments demonstrating how staff delivered on Council Priorities on page 23.

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Mayor & Council					
103 Council	401	445	468		
104 Mayor	239	157	165		
	640	603	633	31	5.1%
City Manager					
100 City Manager	822	1,090	1,197		
	822	1,090	1,197	106	9.7%
Net operating expenditure	1,462	1,693	1,830	137	8.1%
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total divisional net expenditures	1,462	1,693	1,830	137	8.1%
Operating full-time equivalent positions:					
Mayor and Council	9.0	9.0	9.0		
Management	1.8	4.0	4.0		
Union hourly	0.3	0.1	0.1		
Union salary	1.0	0.0	0.0		
Total operating full-time equivalent positions	12.1	13.1	13.1	0.0	0.0%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	1,693	13.1
2022 net impacts		
One-time operating requests	20	
Prior years ongoing adjustments	0	
Divisional adjustments	17	
	37	
	1,730	13.1
2022 Program additions (P1)		
2022 operating requests:	100	100
Total	1,830	13.1
Unfunded 2022 requests (P2)		
2022 operating request	0	
Total unfunded requests for 2022	0	0.0

Note: Totals may not add due to rounding.

City Administration
City Manager, Council and Mayor - General Fund
Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(1)	0	0
Other Revenue	0	0	0
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Revenue	(1)	0	0
<u>Expenditures</u>			
Salaries and Wages	971	1,077	1,086
Internal Equipment	11	16	15
Material and Other	137	254	383
Contract Services	344	346	346
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Expenditures	1,464	1,693	1,830
Net Operating Expenditures	1,462	1,693	1,830
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	1,462	1,693	1,830

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
City Administration									
New									
111	UBC Applied Research Grant Program	100,000	0	0	0	0	0	(100,000)	OG
	Total New	100,000	0	0	0	0	0	(100,000)	
	Division Priority 1 Total	100,000	0	0	0	0	0	(100,000)	
	Total Priority 1 Operating	100,000	0	0	0	0	0	(100,000)	

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2022 Operating Request Details

Division:	City Manager	Priority: 1	New
Department:	City Manager		ON-GOING
Title:	UBC Applied Research Grant Program		PRELIMINARY

Justification:

In 2021, the City and UBC Okanagan (UBCO) developed a formal Framework for Enhanced Collaboration. The Framework provides a structure within which the parties promote, coordinate, assess and report on joint initiatives in strategic theme areas which align with City priorities and UBCO research expertise. Initiatives are driven by applied research which is focused on the Central Okanagan and has the potential to transform services, facilities and the community. The City seeks to establish a Collaborative Research Grant Fund which can be used to mobilize research opportunities identified by the City and UBCO, and to leverage additional grant funding from other sources. A joint Governance Working Group comprised of City and UBCO personnel will establish procedures for processing and approving grant requests. As this is an ongoing program, funding that is not fully expended each year will be requested to be held for future use per the Carryover policy.

Strategic Direction: Clear direction - Common understanding of future direction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	0	0	0	0	0	0	(100,000)
2023	100,000	0	0	0	0	0	0	(100,000)
2024	100,000	0	0	0	0	0	0	(100,000)



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Office of the City Clerk



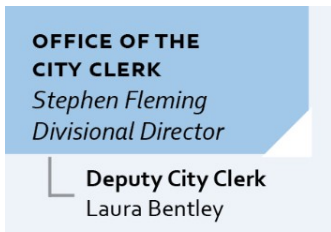


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Office of the City Clerk

The Office of the City Clerk fosters a culture of open government in the provision of corporate administrative services to Council, their Committees, and the organization. Along with statutory and procedural information and advice related to all levels of government legislation, responsibilities include Council meeting management, corporate access to legal services, the management of corporate records and information, public access to records and protection of privacy, elector approval processes and general local elections.



Divisional activities

Social & Inclusive

- Conduct the 2022 general local election providing opportunities for all electors to vote, maintaining the integrity of the vote, and following the principles of fairness, accessibility, and awareness

Clear Direction

- Expand on new electronic document and records management system by adding records management function to ensure compliance with access to information and protection of privacy legislation and to manage electronic records and information from creation to disposition
- Provide direction on policies, bylaws, and procedures to support City initiatives that advance Council and corporate priorities and improve base business operations

People

- Provide training for new and existing employees on governance, Council reports and procedures, access to information and protection of privacy, and records management

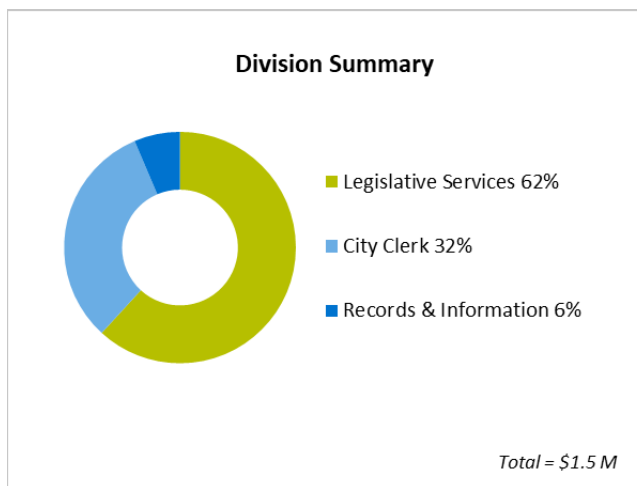
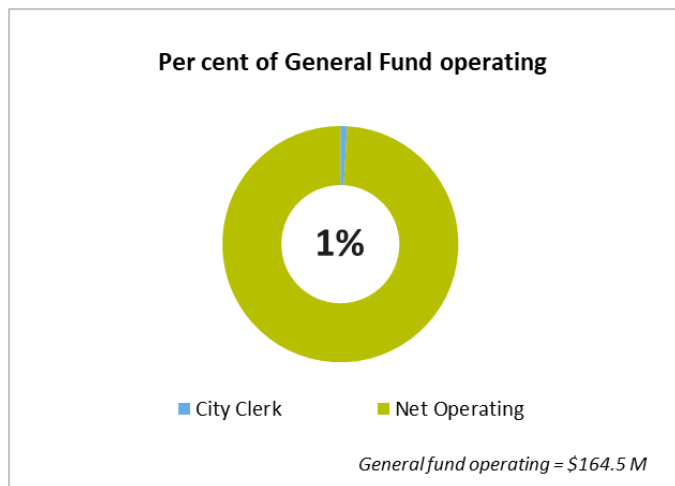
Base Business

- Conduct annual archiving and disposition across City business areas
- Ensure public access to information and protection of privacy in accordance with provincial legislation and City policies
- Communicate opportunities for the public to engage with Council on development applications

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
# of Freedom of Information (FOI) requests received	66	75	85
# of bylaws drafted (development & regulatory)	136	180	160
# of Council meeting & public hearing (days)	51	52	48
# of agreements executed by Mayor/Clerk	458	450	480
# of legal documents e-registered	188	190	220
# of paper files processed for final disposition	3,159	5,398 actual	4,263
# of paper files processed for archive	4,855	8,240	8,000
# of paper files in storage	94,398	101,380	106,000
Business areas that met annual corporate archive deadline (%)	100%	100%	100%
Business areas that met annual corporate disposition deadline (%)	100%	100%	100%
FOI requests/responded to within 30 days (%)	85%	96%	97%
FOI requests/responded within legislated timeline (including extensions up to 60 days or over) (%)	92%	98%	100%
Council meeting packages prepared/delivered on time (%)	100%	100%	100%
Council committee meetings attended (%)	100%	100%	100%
# of scheduled training/education sessions provided by staff	10	35	25

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
City Clerk					
119 Legislative Services	759	880	938		
120 City Clerk	489	396	483		
228 Records & Information	93	97	97		
Net operating expenditure	1,341	1,374	1,518	145	10.5%
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total divisional net expenditures	1,341	1,374	1,518	145	10.5%
Operating full-time equivalent positions:					
Management	5.7	6.0	6.5		
Union hourly	0.0	0.4	0.4		
Union salary	3.8	4.0	4.0		
Total operating full-time equivalent positions	9.5	10.4	10.9	0.5	4.8%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	1,374	10.4
2022 net impacts		
One-time operating requests	1	
Prior years ongoing adjustments	1	
Divisional adjustments	11	
	<u>12</u>	
	1,385	10.4
2022 Program additions (P1)		
2022 operating requests:	133	0.5
Total	1,518	10.9
Unfunded 2022 requests (P2)		
2022 operating request	59	0.5
Total unfunded requests for 2022	59	0.5

Note: Totals may not add due to rounding.

City Clerk - General Fund Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(1)	(10)	(10)
Other Revenue	(80)	(151)	(80)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	(260)
Total Revenue	(81)	(161)	(350)
<u>Expenditures</u>			
Salaries and Wages	878	1,021	1,021
Internal Equipment	0	0	0
Material and Other	418	421	752
Contract Services	59	92	95
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	67	0	0
Total Expenditures	1,423	1,535	1,869
Net Operating Expenditures	1,341	1,374	1,518
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	1,341	1,374	1,518

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
City Clerk									
Growth									
120	2022 General Local Election	260,400	(260,400)	0	0	0	0	0	OT
120	Legal Expense	77,500	0	0	0	0	0	(77,500)	OT
	Total Growth	337,900	(260,400)	0	0	0	0	(77,500)	
New									
121	Corporate Records & Information Analyst Position	55,300	0	0	0	0	0	(55,300)	OG
	Total New	55,300	0	0	0	0	0	(55,300)	
	Division Priority 1 Total	393,200	(260,400)	0	0	0	0	(132,800)	
	Total Priority 1 Operating	393,200	(260,400)	0	0	0	0	(132,800)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	City Clerk	Priority: 1	Growth
Department:	Legislative Services		ONE-TIME
Title:	2022 General Local Election		PRELIMINARY

Justification:

Local government elections are held every four years, with the next scheduled for October 2022. This request is to use reserve funds allocated for the election and to request additional funds from reserves for the 2022 general local election. Additional funds are needed for voting machine replacement, safety plans, the inaugural meeting, new Council orientation and overall costs to deliver a fair, accessible, and safe election.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	260,400	(260,400)	0	0	0	0	0	0

Division:	City Clerk	Priority: 1	Growth
Department:	City Clerk		ONE-TIME
Title:	Legal Expense		PRELIMINARY

Justification:

The City uses external legal services to provide advice, prepare legal documents, and represent the City as needed. This request is to increase the legal budget based on the past three years of actual costs. In addition to base business needs, legal services support community safety efforts through the City's Property Standards Compliance Team and major bylaw enforcement files. Significant and innovative City initiatives are also requiring more in-depth legal review and advice.

2022 Base budget: \$235k

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	77,500	0	0	0	0	0	0	(77,500)

2022 Operating Request Details

Division:	City Clerk	Priority: 1	New
Department:	Legislative Services		ON-GOING
Title:	Corporate Records & Information Analyst Position		PRELIMINARY

Justification:

The Office of the City Clerk and Information Services are implementing SharePoint Online, a cloud-based electronic document and records management system to manage the creation, use, storage, security, retrieval, and disposition of records and information. The Corporate Records & Information Analyst will manage project implementation, work with staff to identify and run business process improvement initiatives, and continue to work with Information Services on other system improvements related to electronic records and information. These initiatives modernize systems, facilitate more collaboration, remove low value activities, and help to meet legislative requirements.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	55,300	0	0	0	0	0	0	(55,300)
2023	106,800	0	0	0	0	0	0	(106,800)
2024	106,800	0	0	0	0	0	0	(106,800)

2022 Operating Requests Preliminary Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
City Clerk									
New									
123	Policy Analyst Position	58,600	0	0	0	0	0	(58,600)	OG
	Total New	58,600	0	0	0	0	0	(58,600)	
	Division Priority 2 Total	58,600	0	0	0	0	0	(58,600)	
	Total Priority 2 Operating	58,600	0	0	0	0	0	(58,600)	

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V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

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2022 Operating Request Details

Division:	City Clerk	Priority: 2	New
Department:	Legislative Services		ON-GOING
Title:	Policy Analyst Position		PRELIMINARY

Justification:

The Office of the City Clerk manages and provides direction on Council and corporate policies and procedures. A dedicated Policy Analyst position will develop this function into a corporate service that supports a common understanding of future direction, transforms business processes, improves lower value activities, and supports consistent and transparent decision-making. Responsibilities will include: developing, drafting, reviewing, and evaluating policies; managing policy libraries; creating and maintaining policy frameworks, guidelines, and procedures; and providing policy training to staff.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	58,600	0	0	0	0	0	0	(58,600)
2023	113,500	0	0	0	0	0	0	(113,500)
2024	113,500	0	0	0	0	0	0	(113,500)



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Kelowna

International Airport





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Kelowna International Airport

Kelowna International Airport (YLW) plays a vital part in the economic development and prosperity of the Okanagan Valley. Based on the 2015 economic impact report, a year in which YLW served 1.6M passengers, YLW's total economic impact was 4,545 jobs and \$789M in total economic output to the province of British Columbia. In 2019, prior to the significant impacts of COVID-19, YLW served over 2M passengers offered more than 70 daily non-stop commercial flights with eight airlines (Air Canada, Air North - Yukon's Airline, Alaska Airlines, Central Mountain Air, Flair Airlines, Swoop, Pacific Coastal Airlines and WestJet) to 16 destinations (Calgary, Cranbrook, Edmonton, Prince George, Seattle, Winnipeg, Toronto, Vancouver, Victoria and Whitehorse, plus seasonal service to Cabo San Lucas, Las Vegas, Phoenix, Cancun, Puerto Vallarta and Varadero). Due to the continued impact of COVID-19, YLW is forecasting to serve less than 850 thousand passengers in 2021 and not returning to 2M passengers until 2025.



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

Airport Development is responsible for overseeing and coordinating all planning, programming and development programs at YLW including master planning, conceptual design, project development, commercial real estate development projects, land use planning and tenant relations. In addition, Airport Development is also responsible for preparing strategic Airport plans, strategic air service recovery and development, community relations and engagement, and the management of the lifecycle of capital projects design and construction at the Airport until handover to Airport Operations.

Airport Finance & Corporate Services is responsible for overseeing the financial well-being of the Airport including, but not limited to, reporting, budgeting, forecasting and cash management. Finance and Corporate Services also oversees agreements, significant purchasing projects, acquisitions and insurance.

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

Divisional Activities

Community Safety

- Residents feel safe:
 - Continued implementation and enhancement of COVID-19 measures
 - Rehabilitation of airside pavement to further improve the safety of aircraft and passengers
 - Design of the runway end safety area to further improve the safety of aircraft and passengers
- Data and analysis is used to understand problems and target responses:
 - Accomplish the goals set out in the Airport's safety management system
 - Ongoing review of wildlife data to enhance aviation safety

Social & Inclusive

- Inclusivity and diversity are increasing:
 - Work in partnership with the Canucks Autism Network to provide a more inclusive environment for families living with autism
 - Work in partnership with Pets and People to provide a more calming environment for travelers
 - Continued implementation of the Accessible Transportation for Persons with Disabilities Regulations, including the purchase of two fully enclosed boarding ramps, to ensure all citizens have full access to airport facilities
 - Utilize feedback from the Rick Hansen Foundation to further improve the accessibility of the current and future Air Terminal Building

Transportation & Mobility

- More opportunities to learn about transportation:
 - Celebrate the 75th Anniversary of the Airport with the community through activities throughout the year
 - Development of interactive and static displays at the KF Centre for Excellence museum celebrating the rich history of YLW and its integral part in the development of Kelowna and the region

Vibrant Neighbourhoods

- Key sites are proactively planned:
 - Continue to actively pursue commercial development opportunities in and around YLW
 - Enter into an agreement for the development of the East Lands
 - Enter into an agreement for the development of an on-site hotel
 - Pursue retail and commercial developments that lead to regionally accessible destination services and facilities

Economic Resiliency

- Key economic sector impact is increasing:
 - Continue to participate in the recovery from COVID-19
 - Recovery of air service post pandemic to allow citizens access to travel for business, pleasure and health-related reasons
 - Partnership developed with the University of British Columbia - Okanagan (UBCO) to manage peak parking and lack of parking issues for both YLW and UBCO
 - Leasing and development of commercial lands at YLW
 - Complete a new economic impact study
 - Complete the utility relocation work in preparation of the Air Terminal Building expansion

Environmental Protection

- Greenhouse gas (GHG) emissions are decreasing:
 - Continue to implement the Airport's environmental management system, including glycol mitigation measures, strategy for GHG reductions, waste management and noise management
 - Achieve Airport Carbon Accreditation Level 2
 - Amend the ground handler agreement to move towards the use of equipment that is non-carbon fuel based
 - Maintain the requirements for the Airports Council International Health Accreditation

Financial Management

- Non-tax revenues are increasing:
 - Pursue commercial development opportunities to increase revenues

Clear Direction

- Common understanding of future direction:
 - Consistent and transparent communication of the impacts of COVID-19 and YLW's recovery
- Progress on results is measured, monitored and reported:
 - Monthly COVID-19 financial forecasting updates provided to the YLW team
- Services, processes and business activities are transformed:
 - Real-time assessment of YLW's recovery from COVID-19, assessment of corresponding operational changes, and implementation of corresponding changes

People

- Ability to attract, select and retain talent:
 - Continue to explore all options to keep people engaged in meaningful work
 - Develop an innovation bank
 - Improve communication channels with the YLW campus

Base Business

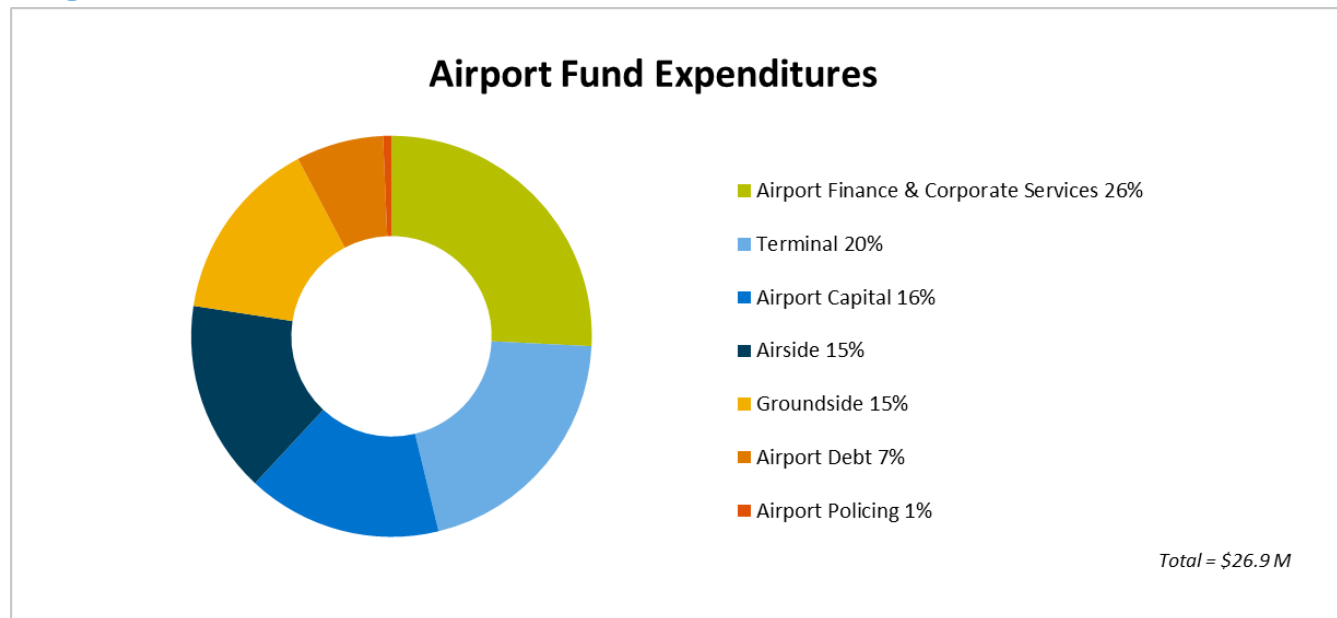
- Continuation of the phased replacement of the Air Terminal Building roof
- Renewal of certain infrastructure in the Air Terminal Building to extend the useful life of the infrastructure
- Renewal of certain infrastructure in the Combined Operations Building to extend the useful life of the infrastructure
- Replacement of certain components of the passenger bridges to extend the useful lives of the bridges
- Commencement of certain enabling works for Phase 1 of the Air Terminal Building expansion

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Economic Resiliency – Key Economic Sector Impact is Increasing			
Meet long-term medium passenger activity forecast to 2025: 2.25M	0.74M	0.84M	1.67M
Environmental Protection – Greenhouse Gas Emissions Are Decreasing			
Carbon Accreditation Level	1	1	2
Financial Management - Non-tax Revenues Are Increasing			
Payment to City of Kelowna (\$)	\$1.53M	\$1.65M	\$1.20M
Financial Management – Cost to deliver services is quantified			
Aeronautical Revenues per Landed Air Carrier Seat (\$)	\$6.57	\$7.30	\$5.98
Base Business - Customer satisfaction			
Airport service quality benchmark rating (out of 5.0)	N/A*	N/A*	N/A*

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

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Airport					
106 Airport Finance & Corporate Services	2,994	3,825	4,949		
230 Airside	(1,056)	(1,314)	(1,696)		
231 Groundside	(1,056)	(1,373)	(1,755)		
232 Terminal	(1,056)	(1,299)	(1,681)		
233 Airport Improvement Fee	0	0	0		
234 Airport Policing	173	162	183		
Net operating expenditures	0	0	0	0	0.0%
Divisional capital cost centres (\$ thousands):					
312 Airport Capital	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total divisional net expenditures	0	0	0	0	0.0%
Operating full-time equivalent positions:					
Management	16.4	11.0	15.0		
Union hourly	3.3	3.0	3.0		
Union salary	24.1	25.0	32.0		
Total operating full-time equivalent positions	43.8	39.0	50.0	11.0	28.2%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	0	39.0
2022 net impacts		
One-time operating requests	0	
Prior years ongoing adjustments	0	
Divisional adjustments	0	
	0	39.0
2022 Program additions (P1)		
2022 operating requests:	0	11.0
Total	0	50.0
Unfunded 2022 requests (P2)		
2022 operating request	0	
Total unfunded requests for 2022	0	0.0

Note: Totals may not add due to rounding.

Airport - Airport Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
Revenue			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(19,285)	(13,966)	(39,651)
Other Revenue	(1,450)	(1,093)	(223)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(6,853)	(10,278)	(6,422)
Total Revenue	(27,588)	(25,337)	(46,297)
Expenditures			
Salaries and Wages	4,216	4,440	5,276
Internal Equipment	27	34	31
Material and Other	8,065	9,409	11,317
Contract Services	18	25	796
Debt Interest	584	584	584
Debt Principal	2,804	2,797	1,897
Internal Allocations	1,897	2,007	1,573
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	9,977	6,041	24,822
Total Expenditures	27,588	25,337	46,297
Net Operating Expenditures	0	0	0
Capital Expenditures			
Gross Expenditures	5,467	83,257	4,230
Other Funding Sources	(5,467)	(83,257)	(4,230)
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	0	0	0

2022 Operating Requests Preliminary Budget Summary - Airport Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Cat
Airport								
Maintain								
134	Airport Improvement Fees	0	13,086,000	0	0	(13,086,000)	0	OG
134	Airport Airside	581,600	1,879,600	0	100,000	(2,561,200)	0	OG
135	Airport Terminal	746,200	1,749,900	0	0	(2,496,100)	0	OG
135	Airport Groundside	1,451,700	6,063,400	0	0	(7,515,100)	0	OG
136	Airport Finance & Administration	893,400	(869,900)	0	0	(23,500)	0	OG
	Total Maintain	3,672,900	21,909,000	0	100,000	(25,681,900)	0	
Growth								
136	Airport Operations Technician Position	21,300	(21,300)	0	0	0	0	OG
	Total Growth	21,300	(21,300)	0	0	0	0	
	Department Priority 1 Total	3,694,200	21,887,700	0	100,000	(25,681,900)	0	
	Total Priority 1 Operating	3,694,200	21,887,700	0	100,000	(25,681,900)	0	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Airport	Priority: 1	Maintain
Department:	Airport		ON-GOING
Title:	Airport Improvement Fees		PRELIMINARY

Justification:

The increase in budgeted Airport Improvement Fees is due to the forecast that the Airport will continue to recover from COVID-19 in 2022. The 2022 budget is based on forecasted passenger numbers of 1.7M. The 2021 budget was based on passenger numbers of 0.5M.

Revenues are contributed to the Airport Improvement Fee Reserve.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	0	13,086,00	0	0	0	(13,086,000)	0
2023	0	13,086,00	0	0	0	(13,086,000)	0
2024	0	13,086,00	0	0	0	(13,086,000)	0

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

Justification:

The increase in budgeted Airport Airside revenues and expenditures is due to the forecast that the Airport will continue to recover from COVID-19 in 2022. The 2022 budget is based on forecasted passenger numbers of 1.7M. The 2021 budget was based on passenger numbers of 0.5M.

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

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	581,600	1,879,600	0	100,000	0	(2,561,200)	0
2023	576,600	1,884,600	0	100,000	0	(2,561,200)	0
2024	576,600	1,884,600	0	100,000	0	(2,561,200)	0

2022 Operating Request Details

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

Justification:

The increase in budgeted Airport Terminal revenues and expenditures is due to the forecast that the Airport will continue to recover from COVID-19 in 2022. The 2022 budget is based on forecasted passenger numbers of 1.7M. The 2021 budget was based on passenger numbers of 0.5M.

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

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	746,200	1,749,900	0	0	0	(2,496,100)	0
2023	741,100	1,755,000	0	0	0	(2,496,100)	0
2024	741,100	1,755,000	0	0	0	(2,496,100)	0

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

Justification:

The increase in budgeted Airport Groundside revenues and expenditures is due to the forecast that the Airport will continue to recover from COVID-19 in 2022. The 2022 budget is based on forecasted passenger numbers of 1.7M. The 2021 budget was based on passenger numbers of 0.5M.

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

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	1,451,700	6,063,400	0	0	0	(7,515,100)	0
2023	1,446,600	6,068,500	0	0	0	(7,515,100)	0
2024	1,446,600	6,068,500	0	0	0	(7,515,100)	0

2022 Operating Request Details

Division:	Airport	Priority: 1	Maintain
Department:	Airport Finance & Corporate Services		ON-GOING
Title:	Airport Finance & Administration		PRELIMINARY

Justification:

The increase in budgeted Airport Finance and Administration revenues and expenditures is due to the forecast that the Airport will continue to recover from COVID-19 in 2022. The 2022 budget is based on forecasted passenger numbers of 1.7M. The 2021 budget was based on passenger numbers of 0.5M.

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

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	893,400	(869,900)	0	0	0	(23,500)	0
2023	888,100	(864,600)	0	0	0	(23,500)	0
2024	888,100	(864,600)	0	0	0	(23,500)	0

Division:	Airport	Priority: 1	Growth
Department:	Airport		ON-GOING
Title:	Airport Operations Technician Position		PRELIMINARY

Justification:

The hiring of an Airport Operations Technician (AOT) instead of a winter casual position would reduce the annual training and escorting requirements, and increase the time spent on winter operations, summer airside maintenance as well as efficiencies in the Airports Operations Centre. This position would result in a \$20K reduction in budget for casual salaries and wages in 2022, which partially offsets the \$41k increase in budget for salaries in 2022 for the AOT.

This position would be funded equally from the Airside, Groundside and Terminal Reserves.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	21,300	(21,300)	0	0	0	0	0
2023	41,400	(41,400)	0	0	0	0	0
2024	41,400	(41,400)	0	0	0	0	0



Planning & Development





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Planning & Development Services

The Planning & Development Services division focuses on long-term planning and development-related planning and services. The division has three departments; Policy & Planning, Development Planning and Development Services; and one two-year term position focused on climate and environment programs.



Champion of the Environment is a two-year term position (April 2021 – March 2023) focused on reviewing the City's climate and environment (C&E) related policies, programs, actions, and systems, and completing a report with a series of recommendations for improvements and coordination. The overarching objective of the position is to develop and advance long-term climate action and environmental protection solutions in line with Council and community priorities.

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

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

Policy & Planning is a future-forward department that sets the course for Kelowna's future by anticipating trends, understanding best practices and shaping innovative policies for short and long-term community goals. It develops leading-edge planning policies based on extensive research in land use, housing, built and natural

environments, heritage, and data analytics that builds a foundation for strong and diverse community neighbourhoods. Research outputs are also used to help inform the work undertaken by other City Divisions.

Divisional activities

Community Safety

- Continue support for the Property Standards Compliance Team to assess and strategically target properties in a distressed state that do not meet the legislative standards and have seen associated criminal activities

Social & Inclusive

- Administer ~ \$300,000 in rental housing grants to encourage the construction of new non-market rental housing across the community
- Implement the Affordable Housing Land Acquisition Strategy (AHLAS) as a means to encourage new affordable rental housing
- Explore options for the Housing Opportunities Reserve Fund Program to purchase new parcel(s) for the development of affordable rental housing in the long-term
- Deliver the Annual Housing Report to provide clear insights into local housing market dynamics
- Partner with UBC's School of Community and Regional Planning to complete a Climate Equity Analysis, which aims to evaluate the impacts of climate change across different segments of our population
- Continue to work with builders and developers to convey any changes to the British Columbia Building code or policy to ensure they are able to provide relevant feedback
- Develop a ladder approach training program through Okanagan College for building officials to support succession planning and employee advancement opportunities
- Continue to work with Fortis BC to provide relevant information regarding potential rebates to the building community through BC building code upgrades

Transportation & Mobility

- Support the implementation of Bylaw 7900 updates to road cross-sections

Vibrant Neighbourhoods

- Initiate Phase 1 of the Infill Strategy, which will lay the groundwork to commence a comprehensive Infill Residential Strategy to promote various housing forms, tenures and design responses in our Core Area (Partner with the UBC School of Architecture and Regional Planning)
- Advance the North End Plan which when completed, will establish a clear long-term vision and direction for one of the most diverse and rapidly changing parts of Kelowna. This flexible, staged approach to delivering the North End Plan alongside the Mill Site Area Redevelopment Plan will result in an accelerated process that remains committed to community priorities.
- Process the Mill Site Area Redevelopment Plan in tandem with the North End Plan
- Complete the Infill Design Challenge 2.0 to seek out new, innovative ideas to bring infill housing into our mature neighbourhoods to address issues of affordability, tenure, sustainability, and inclusivity
- Initiate an update to the City's Housing Needs Assessment as part of a 5 year legislative cycle, to identify existing and projected gaps in the community's housing needs

Economic Resiliency

- Continue to revise procedures in order to provide continuous service to the development community while navigating the changing Covid 19 procedures

Environmental Protection

- Advance the partnership with Natural Resources Canada (NRCan) through a research collaboration to create a map prototype built-in support of the City's Energy Retrofit Program designed towards reducing energy, emissions and operating energy costs for the residents of Kelowna
- Implement the Community Electric Vehicle & E-Bike Strategy that is a framework of policies and programs to address charging infrastructure to support the transition to increase EV ownership
- Implementation of Energy Step Code for Part 3 and Part 9 buildings to increase building efficiency
- Develop a Community Energy Retrofit Strategy that will outline how the City will address energy efficiency and greenhouse gas (GHG) emission reductions in existing buildings

- Complete a comprehensive GHG emissions climate modelling exercise to be used to update GHG targets and a future Climate Resiliency Strategy
- Initiate work on a Climate Resiliency Strategy (including a Community Climate Change Vulnerability Assessment) that will position the City to respond to the impacts of climate and protect the community, infrastructure and services
- Partner with stakeholders to develop a comprehensive sensitive ecosystems monitoring system
- Continue to upgrade the Development Services fleet to electric vehicles
- Review the City's climate and environment related policies, programs, actions, and systems, and completing a report to Council with a series of recommendations for improvements and coordination

Financial Management

- Pilot a new partnership between Ratio.City and our ModelCity database to provide a new tool to internal staff and to the external development community that will allow them to gain access to a much broader range of data. This will improve capabilities for evidence-based decision-making across the organization and beyond
- Improve and promote the online integration of payment and building permit applications to the general public

Clear Direction

- Maintain accreditation with International Accreditation Services, completing required annual audits and reports
- Update the Business Licensing, Cannabis, Pawn broker, and Plumbing and Gas Bylaws

People

- Partner with UBC and Interior Health experts to develop an equity framework that will be used when creating and adjusting community planning related processes, policies, and plans
- Continue to support staff liaison activities with local stakeholders groups including: UDI, CHBA, Professional Engineers, Architects and residents associations

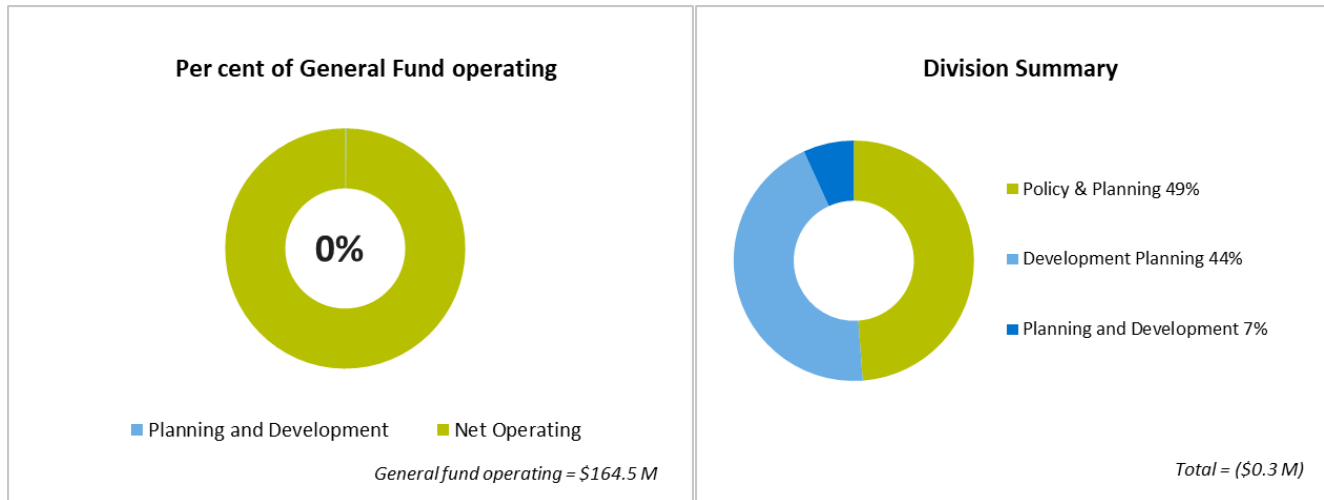
Base Business

- Implement a Fast Track Permitting Program targeted towards the City's residential infill permitting process, to streamline processes and improve efficiencies to onboard this housing supply
- Approval and implementation of new Zoning Bylaw and land use regulations to support the 2040 OCP vision and its policies
- Seek opportunities to improve the development application process through the creation and implementation of 'chat-bot' artificial intelligence software

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
# of business licenses	10,079	10,210	10,320
# of new business license applications	1,735	1,713	1,780
# of development applications processed (planning)	761	900	825
Construction value of building permits (\$)	\$492M	\$1B	\$725M
# of building permits	2,192	2,305	2,455
# of gas permits	4,275	4,300	4,330
# of plumbing permits	1,652	1,700	1,735
Total # of building inspections	11,721	11,980	12,000
Total # of plumbing & gas inspections	11,450	11,004	12,000
# of development applications reviewed by Dev. Eng.	396	416	411
# of engineering construction drawings reviewed by Dev. Eng.	199	199	199
# of utility drawings reviewed by Dev. Eng.	409	464	450
# of building permit applications reviewed by Dev. Eng.	90	85	86
# of deferred revenue releases by Dev. Eng.	15	25	18
# of 3 rd Party release of Right of Ways by Dev. Eng.	32	52	46
# of As-Builts drawings reviewed by Dev. Eng.	19	50	55
1-2 family building permit applications approved for issuance within 10 working days (%)	85%	81%	87%
Inspections made within 48 hours or request (%)	85%	96%	97%
# of total mobile licences by year	1,294	1,680	1,710
Building permits issued within 2 days or less (%)	22%	25%	28%
Ensuring timely and complete inspections and license release within 2 weeks (%)	52%	63%	68%

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Planning and Development					
144 Planning and Development	219	238	239		
	219	238	239	1	0.6%
Development Planning					
146 Urban Planning Management	697	945	1,047		
147 Development Planning	(362)	(201)	(297)		
181 Suburban & Rural Planning	789	807	808		
	1,125	1,550	1,557	7	0.4%
Development Services					
138 Business License	(1,494)	(1,442)	(1,438)		
148 Development Services	(4,785)	(4,990)	(6,566)		
149 Building, Plumbing & Gas Inspections	1,340	1,614	1,614		
151 Building & Permitting	1,680	2,320	2,357		
178 Development Engineering	239	265	266		
	(3,020)	(2,233)	(3,767)	(1,534)	68.7%
Policy & Planning					
153 Policy & Planning	1,054	1,205	1,368		
235 Long Range Policy Planning	294	345	345		
	1,348	1,550	1,713	163	10.5%
Net operating expenditures	(327)	1,106	(258)	(1,363)	(123.3%)
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total divisional net expenditures	(327)	1,106	(258)	(1,363)	(123.3%)
Operating full-time equivalent positions:					
Management	12.2	13.7	14.0		
Union hourly	11.4	3.2	5.2		
Union salary	50.3	64.0	64.3		
Total operating full-time equivalent positions	73.9	80.9	83.5	2.6	3.2%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

		Total	FTE
2021 revised budget		1,106	80.9
2022 net impacts			
One-time operating requests	6		(1.0)
Prior years ongoing adjustments	(55)		(0.7)
Divisional adjustments	148	100	1.0
		1,205	80.2
2022 Program additions (P1)			
2022 operating requests:	(1,463)	(1,463)	3.3
Total		(258)	83.5
Unfunded 2022 requests (P2)			
2022 operating request		155	0.5
Total unfunded requests for 2022		155	0.5

Note: Totals may not add due to rounding.

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

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(8,346)	(7,589)	(10,246)
Other Revenue	(163)	(1,105)	(82)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(120)	(789)	(567)
Total Revenue	(8,629)	(9,483)	(10,896)
<u>Expenditures</u>			
Salaries and Wages	6,971	8,328	8,692
Internal Equipment	82	124	127
Material and Other	623	1,814	1,495
Contract Services	50	69	69
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	55	55	55
Transfers to Funds			
Special (Stat Reserve) Funds	200	200	200
Development Cost Charges	0	0	0
Accumulated Surplus	319	0	0
Total Expenditures	8,301	10,589	10,638
Net Operating Expenditures	(327)	1,106	(258)
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	(327)	1,106	(258)

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Planning & Development Services Division									
Maintain									
147	Planning & Development Operational Changes	99,300	0	0	0	(1,741,800)	0	1,642,500	OG
147	Community Energy Specialist Two Year Extension Position	82,500	0	0	(82,500)	0	0	0	OG
148	North End Area Redevelopment Plan	50,000	0	0	0	0	0	(50,000)	OT
	Total Maintain	231,800	0	0	(82,500)	(1,741,800)	0	1,592,500	
New									
148	Infill Housing Planning Manager Position	126,000	0	0	0	0	0	(126,000)	OG
149	Community Climate Action Projects	120,000	(120,000)	0	0	0	0	0	OT
	Total New	246,000	(120,000)	0	0	0	0	(126,000)	
Growth									
388	<i>* Fleet Growth</i>	3,600	0	0	0	0	0	(3,600)	OG
	Total Growth	3,600	0	0	0	0	0	(3,600)	
New									
170	<i>* 4690 Hwy 97 Agricultural Considerations</i>	250,000	(250,000)	0	0	0	0	0	OT
	Total New	250,000	(250,000)	0	0	0	0	0	
	Division Priority 1 Total	731,400	(370,000)	0	(82,500)	(1,741,800)	0	1,462,900	
	Total Priority 1 Operating	731,400	(370,000)	0	(82,500)	(1,741,800)	0	1,462,900	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Development Services		ON-GOING
Title:	Planning & Development Operational Changes		PRELIMINARY

Justification:

This request is to increase Building & Permitting and Development Planning revenue budgets to reflect the upturn in construction activity with increased fees collected for the review and approval of all applications.

Development and construction activity has increased in recent years, and the City's front line customer service has struggled to keep pace. The addition of a Planning Technician position and a Planning Technician II position will help strengthen technical support in the department, handle daily public inquiry responses, support new online application intake including credit card payments, and provide support to the One-Window Technicians. These positions will help enhance planning and development customer service and efficiencies while ensuring applications at zoning through to building permit meet compliance to land use regulations and approved development permit requirements. Cost associated with the proposed positions will be funded by revenue with zero taxation impact.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	99,300	0	0	0	0	(1,741,800)	0	1,642,500
2023	156,300	0	0	0	0	(1,798,800)	0	1,642,500
2024	156,300	0	0	0	0	(1,798,800)	0	1,642,500

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Policy & Planning		ON-GOING
Title:	Community Energy Specialist Two Year Extension Position		PRELIMINARY

Justification:

FortisBC's Climate Action Partners pilot program is an opportunity to assist local governments in developing, promoting and delivering low carbon energy solutions throughout BC. This program provides a grant up to \$125,000 to employ a term contract Community Energy Specialist position for one additional year (April 2021 to July 8, 2022), with an opportunity for further extension. The City has identified three projects: Energy Step Code Implementation Plan; Community Energy Retrofit Strategy; and endorsement and implementation of a Community Electric Vehicle Strategy. Further opportunities if time and resources are available: investigate options for natural gas vehicle refueling infrastructure; explore policy to encourage use of renewable natural gas; implementation of other actions of the updated Community Climate Action Plan; and best practices research and scoping of a Climate Resiliency Plan.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	82,500	0	0	(82,500)	0	0	0	0
2023	82,500	0	0	(82,500)	0	0	0	0
2024	0	0	0	0	0	0	0	0

2022 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Policy & Planning		ONE-TIME
Title:	North End Area Redevelopment Plan		PRELIMINARY

Justification:

On July 12, 2021, Council endorsed the North End Neighborhood Plan process. The North End is a diverse and vibrant part of our community, one that is undergoing considerable change. The upcoming reconsideration of the Mill Site will compound this pressure. This project is funded from base budget of \$105,000. There are a number of 2022 projects tasks that require additional funding in the following areas: Transportation, Utilities, Communications, Parks, Recreation & Cultural facilities. Any remaining project costs will be examined and brought forward in 2023 budget depending on the length of time required to complete the project.

Strategic Direction:	Vibrant neighbourhoods - Number of urban centre development plans is increasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	0	0	0	0	0	0	(50,000)

Division:	Planning & Development Services	Priority: 1	New
Department:	Policy & Planning		ON-GOING
Title:	Infill Housing Planning Manager Position		PRELIMINARY

Justification:

Budget is requested for an Infill Housing Planning Manager position to focus on Infill Housing with two key theme areas:

- i) development of a robust infill housing program and;
- ii) housing affordability and delivering on the right supply.

Investing in these two theme areas is expected to have a significant and meaningful impact on advancing progress on one of the community's most pressing and complex issues.

Strategic Direction:	Vibrant neighbourhoods - Affordable & attainable housing mix options							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	126,000	0	0	0	0	0	0	(126,000)
2023	126,000	0	0	0	0	0	0	(126,000)
2024	126,000	0	0	0	0	0	0	(126,000)

2022 Operating Request Details

Division:	Planning & Development Services	Priority: 1	New
Department:	Policy & Planning		ONE-TIME
Title:	Community Climate Action Projects		PRELIMINARY

Justification:

Kelowna's current Community Climate Action Plan is effective only until 2023. To be pro-active and efficient, it is recommended the next iteration be a Climate Resiliency Plan, addressing both climate mitigation and adaptation. To help deliver on Council's priority to reduce GHG emissions budget is requested to continue an auditing program to ensure compliance and that buildings are achieving the performance level being modelled and to work towards improving energy efficiency in existing buildings. Also, to continue to encourage the shift to electric transportation.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	120,000	(120,000)	0	0	0	0	0	0



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2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Planning & Development Services Division									
Maintain									
152	Affordable Housing Land Acquisition Strategy Fund	0	75,000	0	0	0	0	(75,000)	OG
	Total Maintain	0	75,000	0	0	0	0	(75,000)	
Growth									
152	Infill Strategy - Phase 1 Analysis	25,000	0	0	0	0	0	(25,000)	OT
153	North End Area Redevelopment Plan (Position)	55,000	0	0	0	0	0	(55,000)	OT
	Total Growth	80,000	0	0	0	0	0	(80,000)	
	Division Priority 2 Total	80,000	75,000	0	0	0	0	(155,000)	
	Total Priority 2 Operating	80,000	75,000	0	0	0	0	(155,000)	

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

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2022 Operating Request Details

Division:	Planning & Development Services	Priority: 2	Maintain
Department:	Policy & Planning		ON-GOING
Title:	Affordable Housing Land Acquisition Strategy Fund		PRELIMINARY

Justification:

On January 18, 2021, Council received the City's Affordable Housing Land Acquisition Strategy (AHLAS) and directed staff to bring forward the corresponding budget requests for consideration as part of the 2022 budget process. The Strategy aims to increase the City's capacity to strategically identify and acquire land for the development of affordable rental housing. Acquiring land as a means to encourage the strategic development of affordable rental housing was identified as a critical tool to address the community's affordable housing crisis. One of the key recommendations of the Strategy is to increase over a two year period the existing funding available, annually, to acquire land. For the 2022 year, this amount has been adjusted to be increased by \$75,000. The AHLAS recommends a further increase for 2023, which will be brought forward as part of the 2023 budget process.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	75,000	0	0	0	0	0	(75,000)
2023	0	100,000	0	0	0	0	0	(100,000)
2024	0	100,000	0	0	0	0	0	(100,000)

Division:	Planning & Development Services	Priority: 2	Growth
Department:	Policy & Planning		ONE-TIME
Title:	Infill Strategy - Phase 1 Analysis		PRELIMINARY

Justification:

As part of the 2040 Official Community Plan (OCP), a residential infill strategy is needed to formalize the City's response to deliberately advancing this form of housing in the right locations. Processes, bylaws, infrastructure requirements, system improvements, and establishment of a monitoring program is required. Project anticipated completion is Q4, 2022.

Strategic Direction: Vibrant neighbourhoods - Affordable & attainable housing mix options

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

2022 Operating Request Details

Division:	Planning & Development Services	Priority: 2	Growth
Department:	Policy & Planning		ONE-TIME
Title:	North End Area Redevelopment Plan (Position)		PRELIMINARY

Justification:

The North End Area Redevelopment Plan has been endorsed by Council July 2021. In order to adequately resource this plan in tandem with the Mill Site application, a dedicated Planner Specialist is needed to complete this work. A 12 month contract term position has been funded by the applicant, but this will not be adequate to complete the project duration. This request is for an additional six months to ensure staff continuity for this Plan to be successfully completed.

Strategic Direction:	Vibrant neighbourhoods - Number of urban centre development plans is increasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	55,000	0	0	0	0	0	0	(55,000)



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Community

Neighbourhood

Partnerships &
Investments





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Partnerships & Investments

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



Partnerships Office is the partnerships and business arm of the City that seeks innovative opportunities to achieve community goals. Grants, sponsorships, partnership development, strategic negotiations and governance advisory services are the strategies employed to achieve the defined goals of this office.

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

Real Estate serves to leverage municipal real estate assets in a manner that creates innovative solutions in support of Council and Corporate Priorities, and the community's vision as set out in *Imagine Kelowna*. In order to accomplish this, we are committed to being fair, equitable and efficient when acquiring, developing, managing, maintaining, and disposing of the City's real estate and building assets..

Building Services provides safe, clean and well-maintained facilities, through a focus on asset and energy management best practices. This team manages a variety of facilities and unique assets including civic buildings, community protection facilities and major public facilities. Their responsive results are credited to a team of skilled trades and technical professionals.

Divisional activities

Community Safety

- Continue renewal of older parkade security cameras to improve real-time monitoring capabilities
- Staff will seek to develop a report in conjunction with the Central Okanagan Journey Home Society that identifies critical information and steps when identifying land for shelter needs

Social & Inclusive

- Implement Accessible Parking program changes which will include upgrades in City parkades
- Evaluated municipal role in affordable housing to guide where the City invests resources to ensure citizens of Kelowna have affordable and attainable housing mix options
- Explore land acquisition opportunities that can be used in partnership with BC Housing to meet our community's purpose-built shelter and affordable housing needs
- Develop the Parks Masterplan to consider park distribution, amenity needs and preferences and priority setting tools

Transportation & Mobility

- Complete development of a parking plan for the Capri-Landmark area
- Develop a curb space management strategy to facilitate alternative uses of parking assets, such as loading/pick-up zones to support the increase in ridesharing and food delivery services
- Study sustainable transportation opportunities for the forthcoming PRC redevelopment, including mode shifts and traffic demand management methods
- Commission 'Horizon', an interactive public art piece at Boyce-Gyro Beach Park as a celebration of cycling within the City
- Obtain necessary approvals for the construction of the next stages of Bellevue Creek and Gopher Creek Linear Park trails

Vibrant Neighbourhoods

- Engagement with Kelowna Community Theatre users and the community at large to understand the community impact of an extended closure of the current facility, and development of strategies to mitigate the impact
- Confirmation of the operating model and business plan and negotiation of an agreement between the City and the operating entity
- Launch new Residential Parking Permit program/system to provide better customer service for residents
- Staff will explore the disposition of 185 & 195 Dougal Road in a manner that achieves strong site design, ensures architecture is high quality and is contextually sensitive while animating the public realm
- Undertake the adaptive reuse of key heritage sites in a manner that achieves multiple objectives
- Research and recommend best practices for downtown mobile food vendor program
- Ensure delivery of objectives of the Civic Precinct Plan through the delivery of residential units, community space and artwalk on 350 Doyle Avenue development
- Create the Alternative parks policies within the 2040 Official Community Plan (OCP) to provide public recreational spaces outside of the traditional City-owned park land
- Replace the existing walkway through City Park
- Develop a partnership plan with Kelowna Paddle Centre to ultimately integrate a new facility into the new park
- Develop the functional program for the potential construction of additional ice sheets at the Capital News Centre
- Work with local grassroots skateboard initiative to create an interim Sk8 Park at Mission Recreation Park through the Partners in Parks program
- Design the Mission Recreation Park softball diamond expansion, Ballou Park and Tallgrass Park

Economic Resiliency

- Work with internal City divisions and departments to prioritize and acquire development cost charge (DCC) park properties in a strategic and pragmatic manner
- Implement rental property asset management program
- Work with Airport to secure long-term land leases to generate alternate forms of revenue for YLW

Environmental Protection

- Continue expanding EV Charging Infrastructure and pursuing grants/partnerships
- Protection of Mill Creek through disposition of former McDonalds Property
- Pursue permitting and construction of shoreline protection measures at Sutherland Bay, Rotary Beach, Hobson Beach, Maude Roxby, Kinsmen and adjacent to the mouth of Thompson Brook
- Continue with a poison-free pest management system for Kelowna facilities

Financial Management

- Review of the 5-year pilot program for Sponsorships & Advertising program to gain an understanding of the pilot's results and opportunities for improvement through an updated Sponsorship Strategy
- Alternative revenue opportunities to gain an understanding of the current inventory of non-taxation revenue sources within the City and to identify opportunities for increasing revenue within current sources and potential new revenue options
- Grant strategy to identify upcoming grants through research and building connections with senior government staff
- Senior Government Relationships & Priorities Framework will focus on understanding the current Federal and Provincial political climate which is critical for aligning priority City projects with senior government priorities and funding
- Complete audit to identify unrealized revenue generation opportunities – Parking Services
- Formalize Real Estate Acquisition strategic plan focusing on the utilization of the Land Sales Reserve

Clear Direction

- Complete phase 1 of the Municipal Boating Facility review – and initiate phase 2 of the program
- Preparation for the Strategic Facilities Masterplan to assess divergent priorities across all municipally owned buildings

People

- Completion of the renovation to the garden level of City hall, which will increase the number of employee workspaces and create a more collaborative work environment

Base Business

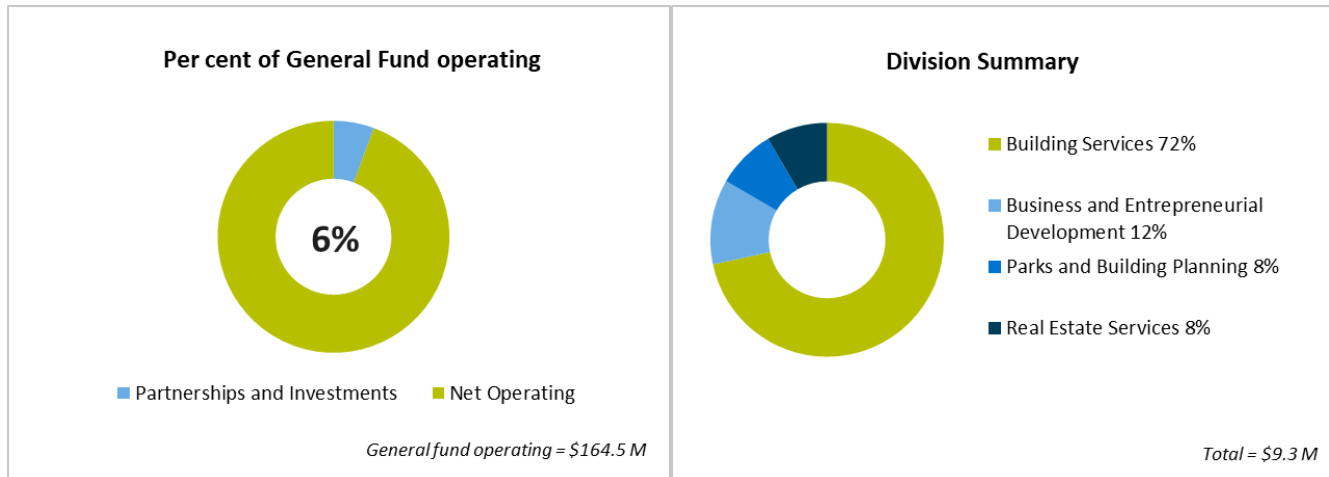
- Review of the Unsolicited Proposal Program through engagement with staff and external proponents to gain understanding of opportunities for improvement
- Ongoing Sponsorship & Advertising Management which includes the prospecting and discovery of potential new external partners, along with the activation, fulfillment and renewal of current sponsorship and advertising contracts
- Partnership Reporting Phase 2 launch of an annual process to check in on the financial, governance, facility maintenance and community impact of about 15 to 17 nonprofit organizations which operate a range of sport and recreation facilities
- City participation in Tourism Master Plan process led by Tourism Kelowna

- Ongoing liaison with City departments to inform and build upon partnership opportunities related to revenue generation
- Ongoing Grant Management which includes planning, securing, and managing external grants for the City of Kelowna, including maintaining the Grant Management Database, library, and dashboard
- Continue infrastructure renewal at the Chapman Parkade
- Complete equipment upgrades to support EMV Credit Card Processing Standard
- Addressing enquiries from the public regarding parks planning
- Reviewing all Development applications for parks, public spaces and landscaping considerations
- Support community groups in their Partners in Parks submissions
- Manage capital budget submissions and priorities for the buildings and parks cost centres
- Kelowna Family Y energy reduction infrastructure renewal
- City Hall and Stuart Park partial mechanical system renewal
- Implementation of the asset management plan
- Implementation of the Cityworks maintenance and asset management system
- Software upgrades for greenhouse gas (GHG) tracking in facilities which will allow more accurate reporting on GHGs

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Success rate on grants applications bases on 20 applications submitted per year (target = 50% approved per year)	67%	50%	50%
Percentage of Strategic Category partnerships reporting through Reporting Framework	N/A	73%	90%
Number of significant park acquisitions each year	1	1	1
Annual increase in non-taxation revenue Property Management	21%	12%	12%
Annual Increase (decrease) in parking revenue	(19.3%)	17.9%	5%
Citizen satisfaction survey (very & somewhat satisfied) with parks & sports fields (target 80%) (* 2020 Citizen survey)	91% *	91%	91%
Total value of parks projects completed in previous year (target \$9 million)	\$8,210,000	\$11,500,000	\$11,400,000
Percentage of City staff who rate user experience of workspaces favourably (target 80%) (* 2019 Employee Engagement Survey)	70% *	70%	74%
% of occupied major facilities with current facility condition assessment data	12%	28%	50%

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Building Services					
156 Building Services	4,292	4,312	4,452		
204 Property Maintenance - Library	9	0	0		
277 Energy Management	1,734	2,250	2,218		
	6,036	6,562	6,670	108	1.6%
Partnerships Office					
250 Business and Entrepreneurial Development	449	656	828		
273 Sponsorship & Advertising	82	16	17		
276 Partnerships and Investments	279	246	248		
	810	918	1,094	176	19.1%
Parks and Building Planning					
173 Parks and Building Planning	560	699	765		
	560	699	765	66	9.4%
Real Estate Services					
116 Real Estate Services	397	429	401		
118 Strategic Land Development	129	140	140		
155 Real Estate Services Department	232	267	284		
157 Property Management	(55)	20	109		
252 Parking Services	(150)	(150)	(150)		
	554	706	784	78	11.1%
Net operating expenditure	7,959	8,885	9,312	428	4.8%
Divisional capital cost centres (\$ thousands):					
300 Real Estate and Parking Capital	748	526	2,716		
301 Building Capital	395	2,721	752		
Net capital expenditures	1,143	3,246	3,468	222	6.8%
Total divisional net expenditures	9,102	12,131	12,780	650	5.4%
Operating full-time equivalent positions:					
Management	14.5	16.8	17.3		
Union hourly	11.3	17.9	20.4		
Union salary	10.3	11.5	12.3		
Total operating full-time equivalent positions	36.1	46.2	50.0	3.8	8.2%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

		Total	FTE
2021 revised budget		8,885	46.2
2022 net impacts			
One-time operating requests	(19)		
Prior years ongoing adjustments	(84)		0.5
Divisional adjustments	233	130	1.0
		9,015	47.7
2022 Program additions (P1)			
2022 operating requests:	297	297	2.3
Total		9,312	50.0
Unfunded 2022 requests (P2)			
2022 operating request		170	1.0
Total unfunded requests for 2022		170	1.0

Note: Totals may not add due to rounding.

Partnership & Investments - General Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(8,186)	(8,533)	(9,161)
Other Revenue	(695)	(434)	(380)
Transfers from Funds			
Special (Stat Reserve) Funds	(215)	(517)	(540)
Development Cost Charges	0	0	0
Accumulated Surplus	(426)	(1,230)	(793)
Total Revenue	(9,522)	(10,713)	(10,874)
<u>Expenditures</u>			
Salaries and Wages	4,481	5,049	5,340
Internal Equipment	253	268	286
Material and Other	6,158	7,727	7,116
Contract Services	2,336	2,747	2,779
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	219	166	578
Transfers to Funds			
Special (Stat Reserve) Funds	3,103	3,487	3,588
Development Cost Charges	0	0	0
Accumulated Surplus	931	155	500
Total Expenditures	17,481	19,598	20,186
Net Operating Expenditures	7,959	8,885	9,312
<u>Capital Expenditures</u>			
Gross Expenditures	22,797	18,452	12,856
Other Funding Sources	(21,654)	(15,206)	(9,388)
Taxation Capital	1,143	3,246	3,468
Net Operating & Tax Capital Exp.	9,102	12,131	12,780

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Partnerships & Investments Division									
Maintain									
CAP	317	General Building Infrastructure Renewal	(19,200)	0	0	0	0	19,200	OG
	166	Facility Condition Assessments	100,000	(100,000)	0	0	0	0	OG
	166	Knox Mountain Caretaker House - Facade Renewal	30,000	0	0	0	0	(30,000)	OT
	167	Performing Arts Centre – Long Range Plan	50,000	(50,000)	0	0	0	0	OT
	167	Creative Hub Phase 2 – Implementation	100,000	(100,000)	0	0	0	0	OT
	168	Kelowna Police Services Building - Accommodation Study	50,000	(50,000)	0	0	0	0	OT
	168	Strategic Land Development Projects	100,000	(100,000)	0	0	0	0	OT
		Total Maintain	410,800	(400,000)	0	0	0	(10,800)	
Growth									
	169	Curb Space Management Strategy - Development	40,000	(40,000)	0	0	0	0	OT
	169	Parking Services Traffic Officer Position	27,500	(15,800)	0	0	(11,700)	0	OG
		Total Growth	67,500	(55,800)	0	0	(11,700)	0	
New									
	170	4690 Hwy 97 Agricultural Considerations	350,000	(350,000)	0	0	0	0	OT
V&E	170	HVAC Technician Position	57,400	0	0	0	0	(57,400)	OG
V&E	171	Facilities Maintenance Foreman Position	58,800	0	0	0	0	(58,800)	OG
	171	GHG Emissions Reporting Software	50,000	0	0	0	0	(50,000)	OG
	172	Building Services Maintenance	50,000	0	0	0	0	(50,000)	OG
CAP	370	Parkinson Recreation Building - Replacement, Design	1,600	0	0	0	0	(1,600)	OG
	172	Operational Assessment of Municipal Boating Facilities - Ph 2	75,000	(75,000)	0	0	0	0	OT
	173	Administrative Clerk Position	33,800	0	0	0	0	(33,800)	OG
	173	Parks & Landscape Planner position – Parks & Buildings Planning	29,200	0	0	0	0	(29,200)	OG
	174	Cook Road Boat Launch – Provincial Approvals	100,000	(50,000)	0	0	(50,000)	0	OT
		Total New	805,800	(475,000)	0	0	(50,000)	0	(280,800)
Growth									
	388	* Fleet Growth	5,700	0	0	0	0	(5,700)	OG

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
	Total Growth	5,700	0	0	0	0	0	(5,700)	
	Division Priority 1 Total	1,289,800	(930,800)	0	0	(61,700)	0	(297,300)	
	Total Priority 1 Operating	1,289,800	(930,800)	0	0	(61,700)	0	(297,300)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Building Services		ON-GOING
Title:	Facility Condition Assessments		PRELIMINARY

Justification:

Approximately 50 facility condition assessments (FCA) will be prioritized to gather current facility data to capture future building system renewals to feed into the City's Strategic Facilities Master Plan. The FCA data will also be utilized within the City's asset management program - Cityworks. Ongoing assessments will be scheduled to maintain data accuracy.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	(100,000)	0	0	0	0	0	0
2023	75,000	0	0	0	0	0	0	(75,000)
2024	50,000	0	0	0	0	0	0	(50,000)

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Building Services		ONE-TIME
Title:	Knox Mountain Caretaker House - Facade Renewal		PRELIMINARY

Justification:

Budget is requested for the renewal of the exterior facade of the caretaker house at the top of Knox Mountain to ensure weather protection and help keep pests away.

Anticipated completion is Q3 of 2022.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	30,000	0	0	0	0	0	0	(30,000)

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Partnerships Office		ONE-TIME
Title:	Performing Arts Centre – Long Range Plan		PRELIMINARY

Justification:

The delivery of a funding feasibility study in 2021 advanced the vision and planning context for a new Performing Arts Centre (PAC). Work in 2022 will build on that context by engaging consulting expertise to examine in more detail some of the actions and strategies that can be undertaken by the City as part of a long-range plan for this major project. This may include preliminary formulation of a business plan and operating model, consideration of minor capital improvements in current facilities to increase their capacity and versatility, compiling an inventory of spaces and places that can support a range of performance activities, and engagement with Kelowna Community Theatre users.

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

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

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Partnerships Office		ONE-TIME
Title:	Creative Hub Phase 2 – Implementation		PRELIMINARY

Justification:

Following on Council's authorization to proceed to Phase two of Creative Hub feasibility work, budget is requested to cover consulting fees for schematic design, Class C costing, a funding strategy and ongoing facilitation with Hub occupants and the broader arts community. 2022 budget may be supplemented by alternate revenue sources including a grant of up to 50% of eligible costs from the Canada Cultural Spaces Fund. Work in 2022 will also include analysis regarding the operating model and business plan and an agreement with the City to enable a potential Phase three build-out of the space.

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	(100,000)	0	0	0	0	0	0

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Parks & Buildings Planning		ONE-TIME
Title:	Kelowna Police Services Building - Accommodation Study		PRELIMINARY

Justification:

Since the completion of the Kelowna Police Services Building in 2017, Police Services have experienced a growth in officers and support staff greater than originally expected. Budget is requested to consider reconfiguration of spaces and workstations within the existing building to accommodate additional positions, and to update a cost estimate for the planned future expansion.

Strategic Direction:	Community Safety - Crime rates are decreasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(50,000)	0	0	0	0	0	0

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

Justification:

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

Key projects undertaken with this funding will include the Harvey Avenue redevelopment sites, and planning for future civic facilities.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	(100,000)	0	0	0	0	0	0

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Growth
Department:	Real Estate		ONE-TIME
Title:	Curb Space Management Strategy - Development		PRELIMINARY

Justification:

A curb space management strategy will enable staff to maximize public value by effectively managing curb space in a way that supports mobility and access for people and goods, particularly within our town centres. Demands for this space continues to grow and broaden as we accommodate new forms of mobility. In recent years, the curb has become crowded as new users and alternative transportation services require access. This project was included in the 2020 Action Plan, and aligns with both Council priorities and the Parking Management Strategy. Experience gained during the pandemic from increased demand due to the growth of third party delivery and freight/courier services highlighted the need to optimize use of this valuable resource for effective, shared use.

Strategic Direction:	Transportation & mobility - People of all ages & abilities can easily get around							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	40,000	(40,000)	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	Growth
Department:	Real Estate		ON-GOING
Title:	Parking Services Traffic Officer Position		PRELIMINARY

Justification:

Parking Services has experienced exponential growth in recent years due to development and densification in town centers and the required increases in parking management measures. Budget is requested to allow for hiring a second Traffic Officer to ensure the branch is able to continue providing high standards of customer service. Over the last eight years, requests for service have increased by 238%, from 400 in 2013 to 1,400 in 2021. During the same period, staffing levels have increased by only 35%. Currently, the branch relies on enforcement support from Bylaw Services and meter technicians, putting a strain on other branch/department/division resources.

This request is to fund 0.6 of an FTE position. The remaining 0.4 would be funded by transferring existing budget used for casual enforcement staff hours.

Strategic Direction:	Transportation & mobility - Investments are connecting high density areas							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	27,500	(15,800)	0	0	0	(11,700)	0	0
2023	53,800	(30,400)	0	0	0	(23,400)	0	0
2024	53,800	(30,400)	0	0	0	(23,400)	0	0

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	New
Department:	Real Estate		ONE-TIME
Title:	4690 Hwy 97 Agricultural Considerations		PRELIMINARY

Justification:

The City is proposing a number of substantial and innovative initiatives to mitigate the agricultural impacts associated with the proposed exclusion of Agricultural Land Reserve property located 4690 Hwy 97 to facilitate the construction of a new transit center in conjunction with BC Transit. Budget is requested to fund the following initiatives: the establishment of an Agricultural Reclamation Fund (\$250k), the establishment of an Agricultural Signage Program (\$60k), and the implementation of new standards of development on the subject lands (\$40k).

Strategic Direction:	Transportation & mobility - Investments are connecting high density areas							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	600,000	(600,000)	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	New
Department:	Building Services		ON-GOING
Title:	HVAC Technician Position		PRELIMINARY

Justification:

There is an urgent need for additional Heating Ventilation & Air Conditioning (HVAC) Technician positions to adequately maintain the City's existing facility asset base. These positions will allow the department to maintain appropriate service levels, reduce operational and contracted services costs, achieve regulatory reporting requirements, and extend the useful life of HVAC assets. The program is currently operating with two staff positions being responsible for the maintenance and operation of over \$80M worth of HVAC system assets, resulting in many routine maintenance tasks not being completed. This priority one request is the first of two HVAC Tech positions requested for 2022. This position requires the purchase of a vehicle.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	57,400	0	0	0	0	0	0	(57,400)
2023	113,500	0	0	0	0	0	0	(113,500)
2024	113,500	0	0	0	0	0	0	(113,500)

Capital Impact:	Fleet Growth Supporting New Positions							
	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation	
	70,000	0	0	0	0	0	(70,000)	

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	New
Department:	Building Services		ON-GOING
Title:	Facilities Maintenance Foreman Position		PRELIMINARY

Justification:

A Facilities Maintenance Foreman position is being requested to maintain current service levels, support the implementation and development of the computerized maintenance management software - City Works, and to assist with the strategic department directives regarding the optimization of facilities management in preparation for the addition of key new facilities. The position requested is 1.0 FTE and will report to the Building Services Supervisor, as part of the Building Services team. This position requires the purchase of a vehicle.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	58,800	0	0	0	0	0	0	(58,800)
2023	116,200	0	0	0	0	0	0	(116,200)
2024	116,200	0	0	0	0	0	0	(116,200)

Capital Impact: Fleet Growth Supporting New Positions

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	75,000	0	0	0	0	0	(75,000)

Division:	Partnerships & Investments	Priority: 1	New
Department:	Building Services		ON-GOING
Title:	GHG Emissions Reporting Software		PRELIMINARY

Justification:

An ongoing operating budget is requested to support the Corporate Energy Management program. New software is required to help track and report on GHG emissions. New software will include the ability to forecast utility budgets, track the success of large GHG reduction projects, and ensure the City continues to accurately report its annual emissions and benchmark the City's success towards its goals. Evaluation of various software options on the market has determined that a new functional system will cost approximately \$50,000 per year ongoing.

Base Budget: \$0

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	0	0	0	0	0	0	(50,000)
2023	50,000	0	0	0	0	0	0	(50,000)
2024	50,000	0	0	0	0	0	0	(50,000)

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	New
Department:	Building Services		ON-GOING
Title:	Building Services Maintenance		PRELIMINARY

Justification:

City facilities are serviced by dozens of automated doors and gates that have seen significant failures in recent years. Doors and gates are of special importance at facilities like Firehalls, Police Services and City Yards. Budget is being requested to implement a wholistic preventative maintenance program for these assets. In addition, budget is requested for building materials which have experienced significant price increases over the last several years.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	0	0	0	0	0	0	(50,000)
2023	50,000	0	0	0	0	0	0	(50,000)
2024	50,000	0	0	0	0	0	0	(50,000)

Division:	Partnerships & Investments	Priority: 1	New
Department:	Real Estate		ONE-TIME
Title:	Operational Assessment of Municipal Boating Facilities - Ph 2		PRELIMINARY

Justification:

The effective operation and management of the City's three primary boat launch facilities (Cook Rd, Water St and Sutherland Park) has become increasingly challenging as a result of ever increasing marine traffic on Okanagan Lake. Initial work on this project began in the late summer/fall of 2021 and included data collection, issue identification and initial consultation with launch users. Budget is requested for additional third-party consulting services to expand on this work, once the phase one scope has been completed.

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

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

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	New
Department:	Parks & Buildings Planning		ON-GOING
Title:	Administrative Clerk Position		PRELIMINARY

Justification:

An Administrative Clerk position is being requested to support both the Parks & Buildings Planning and the Partnerships departments. The introduction of the Parks Development DCCs in 2019 has resulted in a tripling of value of annual parks development across the City, with a corresponding increase in public consultation, permitting, design coordination, etc. In that time the City has experienced a rapid growth of development, resulting in an increased workload in Development Application Reviews (DAR) requiring administrative support.

The Partnerships office continues to increase efforts in partnership agreements, grants management, advocacy and sponsorship, and advertising. This Administrative Clerk position will provide vital support for this growing department.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	33,800	0	0	0	0	0	0	(33,800)
2023	67,400	0	0	0	0	0	0	(67,400)
2024	67,400	0	0	0	0	0	0	(67,400)

Division:	Partnerships & Investments	Priority: 1	New
Department:	Parks & Buildings Planning		ON-GOING
Title:	Parks & Landscape Planner position – Parks & Buildings Planning		PRELIMINARY

Justification:

Budget for a Parks & Landscape Planner position is requested. This position will provide valuable assistance in delivering on Council's priorities for public parks and spaces. The addition of this position will allow the Parks Planning team to consult and deliver on the Parks Masterplan to provide a strong, strategic direction of the many competing and changing demands on our park system, realize the successful implementation of the \$211M ten-year Parks Development Plan, respond to partnership opportunities, improve levels of customer service, and reduce capital costs. This position will be funded 50% through capital projects.

Strategic Direction: People - Collaboration is improving problem solving

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	29,200	0	0	0	0	0	0	(29,200)
2023	56,500	0	0	0	0	0	0	(56,500)
2024	56,500	0	0	0	0	0	0	(56,500)

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	New
Department:	Parks & Buildings Planning		ONE-TIME
Title:	Cook Road Boat Launch – Provincial Approvals		PRELIMINARY

Justification:

Budget is requested to submit a Section 11 application(s) for a groyne or similar solution, to prevent the ongoing sedimentation of the Cook Road boat launch, and for the proposed shoreline works in the riparian zone in front of 3838 Capozzi Rd. Costs for this application(s) are to be shared with the developers, pending confirmation. A capital budget submission for full design and construction would be brought forward in subsequent years once the Section 11 is confirmed.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	(50,000)	0	0	0	(50,000)	0	0

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Partnerships & Investments Division									
Maintain									
CAP	373	General Building Infrastructure Renewal	(5,300)	0	0	0	0	5,300	OG
		Total Maintain	(5,300)	0	0	0	0	5,300	
New									
V&E	176	Plumber / Gas Fitter Position	57,800	0	0	0	0	(57,800)	OG
V&E	176	HVAC Technician Position	57,400	0	0	0	0	(57,400)	OG
	177	Energy Savings - Consulting	60,000	0	0	0	0	(60,000)	OG
		Total New	175,200	0	0	0	0	(175,200)	
		Division Priority 2 Total	169,900	0	0	0	0	(169,900)	
		Total Priority 2 Operating	169,900	0	0	0	0	(169,900)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 2	New
Department:	Building Services		ON-GOING
Title:	Plumber / Gas Fitter Position		PRELIMINARY

Justification:

A Plumber/Gasfitter position is being requested to support the expansive facilities asset base by maintaining current service levels, providing backup for the single existing plumber, supporting increased regulatory reporting requirements and participating in the development, implementation and continuous improvement of the Computerized Maintenance Management System, City Works. This position requires the purchase of a vehicle.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	57,800	0	0	0	0	0	0	(57,800)
2023	113,900	0	0	0	0	0	0	(113,900)
2024	113,900	0	0	0	0	0	0	(113,900)

Capital Impact: Fleet Growth Supporting New Positions

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

Division:	Partnerships & Investments	Priority: 2	New
Department:	Building Services		ON-GOING
Title:	HVAC Technician Position		PRELIMINARY

Justification:

There is an urgent need for additional Heating Ventilation & Air Conditioning (HVAC) Technician positions to adequately maintain the City's existing facility asset base. These positions will allow the department to maintain appropriate service levels, reduce operational and contracted services costs, achieve regulatory reporting requirements, and extend the useful life of HVAC assets. The program is currently operating with two staff positions being responsible for the maintenance and operation of over \$80M worth of HVAC system assets, resulting in many routine maintenance tasks not being completed. This priority two request is the second of two HVAC Tech positions requested for 2022. This position requires the purchase of a vehicle.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	57,400	0	0	0	0	0	0	(57,400)
2023	113,500	0	0	0	0	0	0	(113,500)
2024	113,500	0	0	0	0	0	0	(113,500)

Capital Impact: Fleet Growth Supporting New Positions

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	70,000	0	0	0	0	0	(70,000)

2022 Operating Request Details

Division:	Partnerships & Investments	Priority: 2	New
Department:	Building Services		ON-GOING
Title:	Energy Savings - Consulting		PRELIMINARY

Justification:

Budget is requested to support the ongoing investigation and evaluation of energy efficiency opportunities through energy and feasibility studies. This funding is necessary to develop a roadmap and an action plan for ongoing Green House Gas (GHG) corporate reductions. In order to have a continuous list of projects that can be delivered each year to achieve the City's reduction targets, funding for studies in the amount of \$60,000 is required per year.

Base Budget: \$0

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	60,000	0	0	0	0	0	0	(60,000)
2023	60,000	0	0	0	0	0	0	(60,000)
2024	60,000	0	0	0	0	0	0	(60,000)



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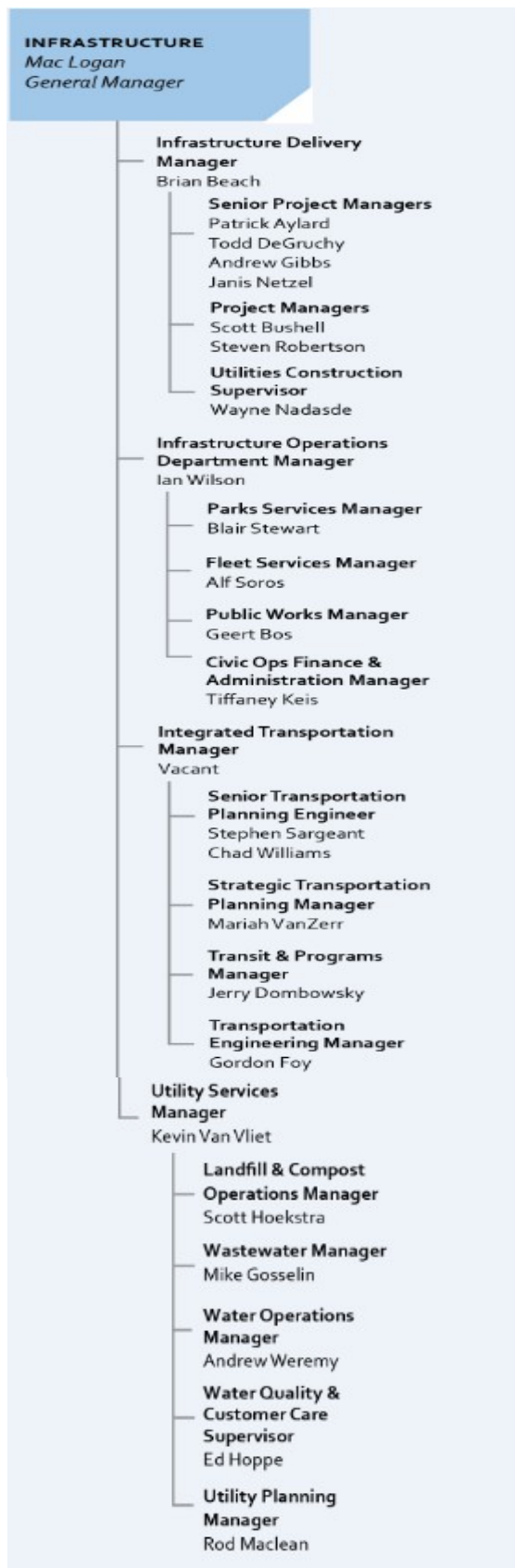
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Infrastructure

As a result of a corporate reorganization in late 2021, a new Infrastructure Division was created incorporating the roles and responsibilities of the previous Infrastructure Division with the Civic Operations Division. This change integrates both the infrastructure planning, design and construction of almost all city infrastructure with their ongoing operations and maintenance, improving the organization efficiency and effectiveness in delivering high quality services to the citizens of Kelowna. The areas of responsibility included within this Division are transportation, water, wastewater, drainage, solid waste, as well as parks operations and maintenance. Parks and Building planning as well as building operations and maintenance are included as part of the Partnership and Investments Division. Responsibility for managing transit governance and liaising with BC Transit also lies with Infrastructure.

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

Infrastructure Operations is responsible for managing, operating, and maintaining the City's fleet, parks, and street infrastructure in a sustainable manner meeting community need. Infrastructure that the branch is responsible for includes: the transportation network, parks, beaches, sports fields, natural areas, urban forests, Kelowna Memorial Park Cemetery, public open spaces, and corporate fleet. The branch also has a critical role during emergencies and provides Financial / Administrative support to the department.

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

inter-governmental collaboration to transportation planning and programs. As well, regional air quality planning and coordination is provided under contract to the Regional District of the Central Okanagan

Utility Services is responsible for planning, preliminary design, management, operations, and maintenance of essential services including water supply (potable and non-potable systems), water conservation programs, source water protection programs, wastewater collection and treatment, stormwater systems, biosolids composting, and the Glenmore Landfill.

Divisional activities

Community Safety

- Proactively participate in design reviews, bylaw updates, to ensure new spaces are safe, clean, sustainable and inviting
- Implement a training program for Crime Prevention through Environmental Design (CPTED) for key staff to help ensure CPTED principles are considered
- Regular communication with RCMP, Bylaw and partners for a better understanding of community concerns and areas for improvement

Social & Inclusive

- As part of the Transportation Master Plan (TMP) ensuring projects accommodate social and economic demographic needs

Transportation & Mobility

- Technical review of the transportation section of Subdivision, Development and Servicing Bylaw
- Completion of design and start of construction on the Bertram pedestrian and bicycle overpass
- Construction started on the Casorso 4 Active Transportation Corridor (ATC) (Raymer to KLO)
- Continue working on securing the funding, designs for a state-of-the-art transit maintenance facility
- Construction on Houghton ATC – Multiuse Pathway (Okanagan Rail Trail to Houghton)
- Work with RDCO on a new Regional Transportation Committee as part of the Sustainable Transportation Partnership of the Central Okanagan (STPCO) transition
- Planning and preliminary design of Commonwealth Rd connection to Jim Bailey Rd
- Completion of construction of South Perimeter Rd from Gordon to Stewart Rd West
- ATC
 - Abbott (Rose Ave - Cedar Ave) Protected Bike Lane Project – Construction
 - Casorso 3 DCC (KLO Rd - Lanfranco Rd), ATC – Construction
 - Dilworth (Leckie 1, 2, 3) ATC (Rails with Trails - Mission Creek Greenway) – Planning

Vibrant Neighbourhoods

- Participate in and improve land development review process to ensure proper consultation on new/renewed infrastructure (as per the new Development Process Review Guide)

Economic Resiliency

- Implement updated business plan for Kelowna Memorial Park Cemetery (completed in 2021)
- Partnership with Ministry of Transportation and Infrastructure (MoTI) to fund and deliver the first Goods Movement Study for the region

Environmental Protection

- Improve protection of the city-owned urban tree canopy and provide advice on protecting private tree canopy
- Identify ways to reduce wasteful practices and opportunities and develop plans to reduce waste
- Develop baseline surface water quality monitoring program and create public key performance indicators (KPI)
- Develop and monitor Emergency Response Plans for each service area
- Pilot demolition deconstruction with Real Estate Services
- Use grant funding programs for expand sanitary collection system areas still serviced by septic fields
- Conduct assessment of Hillspring Dam

Financial Management

- Regularly monitor budgets and variance through an automated process
- Document service levels and funding
- Use of dashboards and reports through the implementation of Cityworks
- Quarterly Capital Project Financial and Delivery status reports implemented

Clear Direction

- Review and update performance measures to meaningful, measurable KPI's (and benchmarks where available) for each branch
- Develop system to track and report on innovation for continuous improvement in Operations
- Create responsibility matrix to clarify roles & responsibilities for assets within Operations and regularly review
- Develop comprehensive list of External Relationships in which Operations has a role

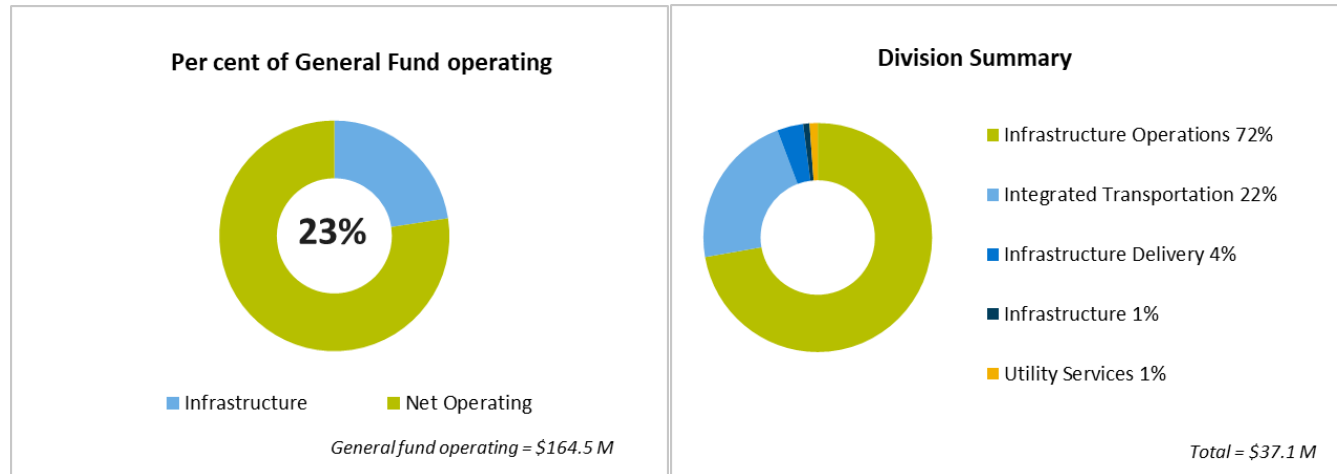
People

- Develop Employee Engagement Action Plans
- Address divisional growth and associated space needs
- Conduct regular Senior Leadership meetings with Staff
- Annually update branch succession plans with HR assistance
- Ensure staff are adequately trained

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Administration			
Service requests	10,536	11,000	11,500
Fleet Services			
% of electric light duty fleet vehicles	5.5%	7%	9%
# fleet electric vehicle chargers	5	9	31
Parks			
Average cost to maintain parks per hectare	\$10,092	\$10,150	\$10,250
# of full-time staff per hectare	0.05	0.06	0.06
Public Works			
Average maintenance cost per lane km (excludes snow & construction)	\$2,041	\$2,011	\$2,057
% of pothole requests fixed within 5 days (target 90%)	84.9%	87%	92%
Snow & ice control budget performance (target 100%)	142%	95%	95%
Landfill and compost operations			
Biosolids composted (tonnes)	33,204	33,800	32,000
Odour reports - ogogrow	18	10	10
Garbage landfilled (tonnes)	145,704	155,000	155,000
Materials recovered at landfill (% of total received)	32.7%	33.5%	34%
Infrastructure Delivery			
Total lane kilometres of roads resurfaced (km)	33.2	32.6	33.0
Renewal water main pipe installed (m)	2,030	1,385	745
Renewal sanitary sewer main pipe installed (m)	1,650	220	2,500
# of water main breaks (includes SEK non-potable)	9	12	15
# of water service breaks (includes SEK non-potable)	115	125	135
Air quality - # of woodstoves exchanged for high-efficiency stoves	1	47	54
Total value of capital construction projects (\$)			
Civic buildings	3.4M	14.0M	129.4M
Parks & public spaces	12.9M	32.2M	23.7M
Transportation	12.8M	41.9M	14.5M
Solid waste	7.5M	8.0M	4.4M
Storm drainage	1.5M	8.7M	9.7M
Water	21.2M	18.8M	5.6M
Wastewater	5.3M	9.7M	8.6M
Integrated Transportation			
Total corporate greenhouse gas (GHG) emissions (CO2) (tonnes)	10,764	10,800	10,800
Transit ridership (# of people per year)	5,968,823	3,915,869	3,044,100
Wastewater (See Wastewater Utility)			
Water Supply (See Water Utility)			

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Infrastructure					
220 Infrastructure	262	295	334		
226 Civic Operations	265	271	0		
	527	566	334	(231)	(40.8%)
Integrated Transportation					
185 Integrated Transportation	344	306	306		
192 Transportation Engineering	873	911	853		
193 Transit and Programs	201	172	173		
224 Strategic Transportation Planning	235	323	235		
257 Kelowna Regional Transit	6,096	6,102	6,602		
	7,749	7,814	8,169	355	4.5%
Infrastructure Delivery					
214 Infrastructure Delivery	968	1,180	1,212		
215 Utilities Construction	137	147	155		
	1,106	1,327	1,367	40	3.0%
Infrastructure Operations					
168 Infrastructure Operations	183	203	207		
169 Park Services	508	606	590		
170 Cemetery	0	0	0		
172 Parks, Beaches & Sports Fields	9,330	10,034	10,061		
174 Urban Forestry	2,078	2,585	2,666		
180 Street Lights	1,848	1,864	1,869		
183 Solid Waste	(200)	(200)	(200)		
184 Biosolids	0	0	0		
188 Roadways Construction	125	139	143		
189 Roadways Operations	6,776	5,772	5,933		
190 Traffic Operations & Technical Support	1,172	1,327	1,339		
191 Fleet Services	24	51	51		
199 Pumpstations - Stormwater	33	19	19		
201 Utility - Stormwater	1,018	1,002	1,054		

<i>Continued</i>					
211 Civic Operations Finance & Administration	639	800	1,065		
212 Public Works	172	148	149		
219 Traffic Signals & Systems	1,079	1,103	1,198		
267 Water Quality & Customer Care - General	118	371	375		
287 Technical Support Services	217	305	310		
	25,121	26,131	26,830	699	2.7%
Utility Services					
213 Utility Services	49	49	50		
221 Solid Waste Management	0	0	0		
245 Utility Planning	179	460	376		
	229	509	426	(83)	(16.3%)
Net operating expenditures	34,731	36,347	37,126	779	2.1%
Divisional capital cost centres (\$ thousands):					
302 Parks Capital	2,993	2,565	3,894		
304 Transportation Capital	3,934	5,293	4,527		
305 Solid Waste Capital	0	0	0		
306 Storm Drainage Capital	340	500	1,046		
310 Vehicle & Mobile Equipment	265	11	255		
	7,531	8,369	9,722	1,352	16.2%
Total divisional net expenditures	42,262	44,716	46,848	2,132	4.8%
Operating full-time equivalent positions:					
Management	31.9	30.7	29.7		
Union hourly	132.0	155.2	157.8		
Union salary	33.9	35.0	38.3		
Total operating full-time equivalent positions	197.8	220.9	225.8	4.9	2.2%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

		Total	FTE
2021 revised budget		36,347	220.9
2022 net impacts			
One-time operating requests	(335)		
Prior years ongoing adjustments	123		0.7
Divisional adjustments	(191)	(403)	1.7
		35,944	223.3
2022 Program additions (P1)			
2022 operating requests:	1,182	1,182	2.5
Total		37,126	225.8
Unfunded 2022 requests (P2)			
2022 operating request		285	0.3
Total unfunded requests for 2022		285	0.3

Note: Totals may not add due to rounding.

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

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(39,585)	(38,049)	(39,696)
Other Revenue	(18,165)	(18,474)	(17,295)
Transfers from Funds			
Special (Stat Reserve) Funds	(423)	(466)	(111)
Development Cost Charges	0	0	0
Accumulated Surplus	(363)	(1,413)	(1,839)
Total Revenue	(58,536)	(58,401)	(58,941)
<u>Expenditures</u>			
Salaries and Wages	20,119	21,369	21,824
Internal Equipment	7,226	7,231	7,624
Material and Other	13,206	16,218	14,071
Contract Services	33,646	35,136	37,297
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	3,816	4,317	4,669
Transfers to Funds			
Special (Stat Reserve) Funds	11,880	9,557	9,666
Development Cost Charges	0	0	0
Accumulated Surplus	3,374	920	917
Total Expenditures	93,267	94,748	96,067
Net Operating Expenditures	34,731	36,347	37,126
<u>Capital Expenditures</u>			
Gross Expenditures	42,774	100,676	57,832
Other Funding Sources	(35,243)	(92,307)	(48,110)
Taxation Capital	7,531	8,369	9,722
Net Operating & Tax Capital Exp.	42,262	44,716	46,848

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Infrastructure Division									
Maintain									
190	Stormwater Dam Inspection and Maintenance	53,000	0	0	0	0	0	(53,000)	OG
190	Landfill - Sliver Fill & Area 3 Landfill Gas Final Design	100,000	(100,000)	0	0	0	0	0	OT
191	Transit Base Operating Cost	2,435,300	(1,613,700)	0	(2,254,500)	1,932,900	0	(500,000)	OG
191	Strategic Transportation Partnership of Central Okanagan 2022 Transition	90,300	(58,900)	0	(4,500)	(26,900)	0	0	OT
192	Landfill - Statutory Right of Way Review & Lot Amalgamation	100,000	(100,000)	0	0	0	0	0	OT
192	Hill Spring Dam Study	75,000	0	0	0	0	0	(75,000)	OT
193	Traffic Signal System Growth	66,000	0	0	0	0	0	(66,000)	OG
193	Turf Maintenance Materials	70,000	0	0	0	0	0	(70,000)	OG
194	Glengrow Composting - Equipment Rental	62,000	0	0	0	(62,000)	0	0	OG
194	Beach Wheelchair Access Mats	18,800	0	0	0	0	0	(18,800)	OG
V&E 195	Groundsperson II Position	0	0	0	0	0	0	0	OG
195	Fleet Consulting Services	50,000	(50,000)	0	0	0	0	0	OG
195	Fleet EV Charging Infrastructure Installation	50,000	(50,000)	0	0	0	0	0	OG
196	Cemetery Security Fencing	35,000	(35,000)	0	0	0	0	0	OT
197	Rutland Exchange - Maintenance	50,000	(50,000)	0	0	0	0	0	OT
197	Parks Pedestrian Bridge Inspections and Evaluations	10,000	0	0	0	0	0	(10,000)	OG
198	Irrigation Technician Position	45,100	0	0	0	0	0	(45,100)	OG
198	Waste Receptacle Renewal	10,000	0	0	0	0	0	(10,000)	OG
199	Snow & Ice Control and Road Network Growth	113,900	0	0	0	0	0	(113,900)	OG
199	Glenmore Recreation Park Natural Area Maintenance	8,900	0	0	0	0	0	(8,900)	OG
CAP 376	DeHart Park	0	0	0	0	0	0	0	OG
CAP 404	Rutland Park & Ride, Mobility Hub, Operations facility	500	0	0	0	0	0	(500)	OG
200	Plant Replacement	10,000	0	0	0	0	0	(10,000)	OG
200	Rail Trail Fuel Management and CPTED	10,000	0	0	0	0	0	(10,000)	OG
201	Smart Waste Sensor Pilot	27,500	(27,500)	0	0	0	0	0	OG
201	Sport Court Minor Repairs	15,000	0	0	0	0	0	(15,000)	OG
	Total Maintain	3,506,300	(2,085,100)	0	(2,259,000)	1,844,000	0	(1,006,200)	
Growth									
202	Landfill - Waste Reduction - Evaluation of Building Deconstruction	50,000	(50,000)	0	0	0	0	0	OT
202	Bylaw 7900 Update - Implementation	40,000	0	0	0	0	0	(40,000)	OT

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
CAP 396	Casorso 3 DCC (KLO Rd - Lanfranco Rd), ATC	16,300	0	0	0	0	0	(16,300)	OG
CAP 398	Fleet Growth	44,100	(27,000)	0	0	0	0	(17,100)	OG
	Total Growth	150,400	(77,000)	0	0	0	0	(73,400)	
New									
203	Equipment Operator III Landfill and Roadways Position	40,600	(27,500)	0	0	0	0	(13,100)	OG
203	Landfill - Environmental Monitoring - Landfill Gas	75,000	(75,000)	0	0	0	0	0	OT
CAP 403	Pedestrian and Road Safety Projects	7,000	0	0	0	0	0	(7,000)	OG
204	Project Technician (Parks) Position	11,600	0	0	0	0	0	(11,600)	OG
204	Black Mountain Trail	8,500	0	0	0	0	0	(8,500)	OG
CAP 399	Rails with Trails DCC (Dilworth - Commerce Ave), ATC	1,300	0	0	0	0	0	(1,300)	OG
CAP 397	Abbott DCC (Rose Ave - Cedar Ave) Protected Bike Lane Project	12,400	0	0	0	0	0	(12,400)	OG
CAP 404	Active Transportation Corridor/Bicycle Network Expansion	18,600	0	0	0	0	0	(18,600)	OG
CAP 398	Houghton 2 AT (Hollywood - Rutland)	19,800	0	0	0	0	0	(19,800)	OG
CAP 380	Mill Creek Linear Park	6,800	0	0	0	0	0	(6,800)	OG
CAP 407	Transit - New Bus Stops	1,800	0	0	0	0	0	(1,800)	OG
205	Downtown Cleanup Patrol	50,000	(50,000)	0	0	0	0	0	OT
308	<i>* 2040 Infrastructure Plan Consulting Support</i>	0	0	0	0	0	0	0	OT
CAP 372	<i>* Parkinson Recreation Building - Replacement, Design</i>	1,300	0	0	0	0	0	(1,300)	OG
	Total New	254,700	(152,500)	0	0	0	0	(102,200)	
Division Priority 1 Total		3,911,400	(2,314,600)	0	(2,259,000)	1,844,000	0	(1,181,800)	
Total Priority 1 Operating		3,911,400	(2,314,600)	0	(2,259,000)	1,844,000	0	(1,181,800)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Stormwater Dam Inspection and Maintenance		PRELIMINARY

Justification:

There are four dams connected to the City's stormwater system: Mair Pond, Walroy Dam, Fraser Dam and Hillspring Pond. There is a regulatory requirement for the operations group to regularly inspect and maintain equipment, submit an annual report, creation, or update of both the dam emergency plan (DEP) and operational maintenance and surveillance manual (OMS). Budget is requested to provide funding for the regulatory inspections, annual reports and completion of outstanding DEP and OMS reports.

Base budget \$0.00

Strategic Direction: Environmental protection - Emergency response & preparation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	53,000	0	0	0	0	0	0	(53,000)
2023	53,000	0	0	0	0	0	0	(53,000)
2024	53,000	0	0	0	0	0	0	(53,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Landfill - Sliver Fill & Area 3 Landfill Gas Final Design		PRELIMINARY

Justification:

Budget is requested to complete the detailed design for filling operations and re-alignment of existing landfill infrastructure.

As part of the site design, operations and closure plan there is a re-alignment of the filling on historical side slopes that result in added landfill capacity. In order to complete this work, filling considerations and recommendations are required for safe access and how to re-locate and extend existing landfill gas and leachate recirculation systems. This would also include a design for the pending Area 3 landfill gas system.

Base budget \$0.00

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	(100,000)	0	0	0	0	0	0

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Integrated Transportation		ON-GOING
Title:	Transit Base Operating Cost		PRELIMINARY

Justification:

This request is to reflect changes in revenue and costs in transit operations including transit management/labor, fuel, maintenance and lease fees, and expansion. This operating request will increase Conventional and Community Transit by \$2.866M and increase Custom Transit by \$4k. This increase is offset by 3 months of the remaining Safe Restart Grant to be applied via the annual operating agreement January-March 2022, and funding from the City's Transit Reserve.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	2,435,300	(1,613,700)	0	(2,254,500)	0	1,932,900	0	(500,000)
2023	2,435,300	(666,000)	0	(1,497,500)	0	1,932,900	0	(2,204,700)
2024	2,471,300	(334,000)	0	(1,497,500)	0	1,932,900	0	(2,572,700)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Integrated Transportation		ONE-TIME
Title:	Strategic Transportation Partnership of Central Okanagan 2022 Transition		PRELIMINARY

Justification:

Budget is requested for the City's portion of the contracted regional transit programs run on behalf of the Regional District of Central Okanagan during this final transition year. The Strategic Transportation Partnership of the Central Okanagan dissolved at the end of 2020 and the City was contracted to provide transitional services for 2021 and 2022.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	90,300	(58,900)	0	(4,500)	0	(26,900)	0	0

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Landfill - Statutory Right of Way Review & Lot Amalgamation		PRELIMINARY

Justification:

Budget is requested to review and update the existing statutory right of ways (blanket and surveyed), road right of ways and potential consolidation of the City of Kelowna owned properties at and surrounding the Glenmore Landfill in order to protect and maximize the City's utilization of the lands. There are currently road right of ways through the existing waste and other statutory right of ways that could allow other jurisdictions or third party utility companies the legal right to construct infrastructure at the site. This update will remove or realign these right of ways to minimize potential future impacts to the site. This work will be overseen by the City's Real Estate Division.

Base budget \$0.00

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	(100,000)	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Hill Spring Dam Study		PRELIMINARY

Justification:

In 2021, the Provincial Dam Safety Officer emphasized the importance of improving the maintenance of Hill Spring Dam and the associated structures located in the Upper Mission. The dam impounds a riparian wetland and is now only fed through groundwater. The dam was acquired by the City as an asset through the development process, and a new storage license is required from the Province before completing further upgrades. The studies required include environmental, financial and regulatory investigations required as background documentations.

Strategic Direction:	Economic resiliency - Infrastructure deficit is reduced							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	75,000	0	0	0	0	0	0	(75,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Traffic Signal System Growth		PRELIMINARY

Justification:

Development led projects have increased the traffic signals systems significantly in 2021 with the addition of seven new signals. Each new signal costs \$8k per year to maintain, plus energy costs.

Budget is requested for the ongoing operational costs for development led projects that are not captured through the normal capital budget process.

Base budget \$528,000

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	66,000	0	0	0	0	0	0	(66,000)
2023	66,000	0	0	0	0	0	0	(66,000)
2024	66,000	0	0	0	0	0	0	(66,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Turf Maintenance Materials		PRELIMINARY

Justification:

Budget is requested to support materials purchase for the turf management program. Kelowna sportsfield have a rigorous maintenance program to support the 30,000+ hours of booked time. Higher demand means more maintenance to help them recover. The sportsfield undergo maintenance which requires fertilizer, seed and specialized sand. Recently all of these materials have seen on average a 25% increase of cost over the last two years. Budget is requested to cover these increased costs.

Base Budget \$245,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	70,000	0	0	0	0	0	0	(70,000)
2023	70,000	0	0	0	0	0	0	(70,000)
2024	70,000	0	0	0	0	0	0	(70,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Glengrow Composting - Equipment Rental		PRELIMINARY

Justification:

Compost sales volumes and revenue has more than doubled in the past two years. This increase, along with increased organics (green waste) management, has resulted in increased need for equipment rental. This request is to increase the equipment rental budget from \$63k to \$125k annually, offset by a revenue budget increase for the expected increase for glengrow sales.

Base budget \$63,000

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	62,000	0	0	0	0	(62,000)	0	0
2023	62,000	0	0	0	0	(62,000)	0	0
2024	62,000	0	0	0	0	(62,000)	0	0

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Beach Wheelchair Access Mats		PRELIMINARY

Justification:

Wheelchair access to Okanagan lake is available at two major beaches (Boyce/Gyro Beach and Rotary Beach) The current concrete structures are deteriorating and has led to a number of complaints. Budget is requested to pilot a rollout beach wheelchair access mat at Rotary Beach. The mat will roll out over the sand to provide wheelchair access into the water. Budget request includes US Dollars and was calculated using the exchange rate of 1.25.

Base budget \$0.00

Strategic Direction: Transportation & mobility - People of all ages & abilities can easily get around

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	18,800	0	0	0	0	0	0	(18,800)
2023	4,300	0	0	0	0	0	0	(4,300)
2024	4,300	0	0	0	0	0	0	(4,300)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Groundsperson II Position		PRELIMINARY

Justification:

Budget is requested for a Groundsperson II position to maintain parks maintenance service levels. As new parks are developed through the Parks DCC program, this position will become critical to maintaining current service levels. The DCC Parks capital program has been actively planning and developing new parks over the last few years with Pandosy Waterfront Park, DeHart Park, and Glenmore Recreation Park expected to be online for maintenance in 2023. This position requires the purchase of a vehicle.

Base budget \$830,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	0	0	0	0	0	0	0
2023	46,500	0	0	0	0	0	0	(46,500)
2024	91,700	0	0	0	0	0	0	(91,700)

Capital Impact: Fleet Growth Supporting New Positions

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	80,000	0	0	0	0	0	(80,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Fleet Consulting Services		PRELIMINARY

Justification:

Budget is requested to hire contract services to assist Fleet with financial and process analysis including engineered certifications on damaged or modified equipment, equipment life cycle analysis, electric vehicle integration, fueling stations and environmental assessments. Funding will be drawn from the fleet reserve.

Base Budget: \$50,000

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(50,000)	0	0	0	0	0	0
2023	50,000	(50,000)	0	0	0	0	0	0
2024	50,000	(50,000)	0	0	0	0	0	0

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Fleet EV Charging Infrastructure Installation		PRELIMINARY

Justification:

Budget is requested for the City's contribution towards grants for Electric Vehicle (EV) Charger programs. Municipalities can access provincial, FortisBC and federal programs such as the zero emission infrastructure program (ZEVIP) incentives with matching contributions to lower the price of EV charger infrastructure.

Base Budget: \$0

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(50,000)	0	0	0	0	0	0
2023	50,000	(50,000)	0	0	0	0	0	0
2024	50,000	(50,000)	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ONE-TIME
Title:	Cemetery Security Fencing		PRELIMINARY

Justification:

Budget is requested to improve the perimeter fencing at Kelowna Memorial Park, to increase safety and aesthetics of the eastern portion of Cemetery (top of cliff) for future sales and usability of this section of the Cemetery.

Base budget \$0.00

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	35,000	(35,000)	0	0	0	0	0	0

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Integrated Transportation		ONE-TIME
Title:	Rutland Exchange - Maintenance		PRELIMINARY

Justification:

Amenities including artwork at the Rutland Transit Exchange completed in 2018 are in need of maintenance to protect them from the elements over the long term.

Strategic Direction:	Transportation & mobility - More trips by transit, carpooling, cycling & walking							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(50,000)	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Parks Pedestrian Bridge Inspections and Evaluations		PRELIMINARY

Justification:

There are currently 40 vehicle bridges and 69 pedestrian bridges in the City. The bridge inspection program has historically focused on vehicle bridges and pedestrian bridges on roadways. However, the majority of pedestrian bridges are within parks, many of which are showing signs of age and decay. Additional budget is required to routinely inspect half of the pedestrian bridges each year to ensure safety, effective asset management and a consistent baseline across the network.

2022 base Budget: \$56k

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)
2024	10,000	0	0	0	0	0	0	(10,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Irrigation Technician Position		PRELIMINARY

Justification:

An Irrigation Technician position is being requested to support irrigation central control systems that operate 400+ irrigation systems. This position will lead programming, maintenance, and field inspections. This position will also work on the goal of water conservation in parks and public spaces.

Base budget \$830,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	45,100	0	0	0	0	0	0	(45,100)
2023	89,100	0	0	0	0	0	0	(89,100)
2024	89,100	0	0	0	0	0	0	(89,100)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Waste Receptacle Renewal		PRELIMINARY

Justification:

Parks services manages over 1000 waste receptacles, as part of the asset management plan the City should be replacing approximately 20 per year. Many of these cans are beyond their life expectancy and require replacement. Furthermore, many of them are not wildlife proof in the City's natural parks. This budget request will go towards a long-term replacement plan.

2021 Base Budget: \$60,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	10,000	0	0	0	0	0	0	(10,000)
2023	15,000	0	0	0	0	0	0	(15,000)
2024	20,000	0	0	0	0	0	0	(20,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Snow & Ice Control and Road Network Growth		PRELIMINARY

Justification:

Roadways expenditures are often affected by weather which leads to volatile year-over-year costs. The increase in road inventory since 2017 (much of this built by developers) is 11% while the budgets have gone up 5%. The obligation to provide safe roads has led to costs being incurred irrespective of the budget which has led to yearly deficits being covered by Reserve. Additional budget is requested to be phased in over a three year period and will also be adjusted based upon the results of a performance based budget currently being developed.

Base Budget: \$683,459

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	113,900	0	0	0	0	0	0	(113,900)
2023	188,900	0	0	0	0	0	0	(188,900)
2024	263,900	0	0	0	0	0	0	(263,900)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Glenmore Recreation Park Natural Area Maintenance		PRELIMINARY

Justification:

Glenmore Recreation Park is surrounded by an Agricultural Land Reserve (ALR) natural area buffer. This area has recently been expanded and requires additional operating budget to manage the weeds and natural growth within the buffer. Budget is requested for ongoing establishment of the ALR buffer, rough mowing, string trimming and garbage clean up three times a year.

Base budget \$83,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	8,900	0	0	0	0	0	0	(8,900)
2023	8,900	0	0	0	0	0	0	(8,900)
2024	8,900	0	0	0	0	0	0	(8,900)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Plant Replacement		PRELIMINARY

Justification:

Budget is requested to replace plants in parks and medians that have died due to heat and drought stress from unseasonable conditions. Many locations throughout the City have seen significant plant mortality due to abnormal weather and drought conditions. Irrigation was reduced due to drought which has resulted in plant desiccation. Current budget is inadequate to help with annual replacements.

Base budget \$6,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)
2024	10,000	0	0	0	0	0	0	(10,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Rail Trail Fuel Management and CPTED		PRELIMINARY

Justification:

Budget is requested to perform annual fuel management and Crime Prevention Through Environmental Design (CPTED) work along the rail trail. The 16+ km of the rail trail in Kelowna includes sections of dense vegetation where spot fires have occurred in the last few years. This budget would cover additional mowing, pruning of trees and improved access to City owned land along the trail.

Base budget \$285,000

Strategic Direction: Environmental protection - Emergency response & preparation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	10,000	0	0	0	0	0	0	(10,000)
2023	20,000	0	0	0	0	0	0	(20,000)
2024	30,000	0	0	0	0	0	0	(30,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Smart Waste Sensor Pilot		PRELIMINARY

Justification:

Budget is requested to expand a preliminary trial of a smart waste sensor for two years. The sensor sends real time data from litter containers in parks to determine an optimum waste management schedule. Budget will be used to expand the trial for two years. Staff plan to use the results to determine possible savings on the next waste collection contract.

Base budget \$0.00

Strategic Direction: Clear direction - Innovation is encouraged & supported

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	27,500	(27,500)	0	0	0	0	0	0
2023	27,500	(27,500)	0	0	0	0	0	0
2024	0	0	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Operations		ON-GOING
Title:	Sport Court Minor Repairs		PRELIMINARY

Justification:

Additional budget is requested for the minor annual repairs to sport and multi-use courts program. Annual repairs could include acrylic surfacing, fencing, edge boards and structures. Current budget is inadequate to keep up with essential repairs, resulting in a regular budget variance.

Base budget \$10,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	15,000	0	0	0	0	0	0	(15,000)
2023	15,000	0	0	0	0	0	0	(15,000)
2024	15,000	0	0	0	0	0	0	(15,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Growth
Department:	Utility Services		ONE-TIME
Title:	Landfill - Waste Reduction - Evaluation of Building Deconstruction		PRELIMINARY

Justification:

Budget is requested to perform building deconstruction rather than demolition on three to four City owned houses. The purpose of this is to assess waste reduction options for demolition debris as a waste diversion initiative. A number of municipalities currently have a mandatory recovery rate required for demolition permits.

This budget will fund the incremental increase over the existing demolition costs as well as provide a summary of results and lessons learned about recovering materials by deconstructing a house rather than demolishing it. This would allow City and Regional District staff to consider implementation of landfill bans of additional selected materials and provide understanding of additional processing facilities that may be required to manage waste differently.

Base budget \$0.00

Strategic Direction:	Financial management - Cost to deliver services is quantified							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(50,000)	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	Growth
Department:	Integrated Transportation		ONE-TIME
Title:	Bylaw 7900 Update - Implementation		PRELIMINARY

Justification:

Budget is requested to continue an ongoing update to the Transportation sections of the Subdivision, Development & Servicing Bylaw (7900) - Schedule 4 and 5. Schedule 4 and 5 pertain to the design and construction standards for all new transportation infrastructure work in the city. In 2021, a staff/consultant team updated many technical elements of the bylaw. This work has been completed in coordination with the Transportation Master Plan and 2040 Official Community Plan. This funding will support the consultation, revision, adoption and implementation of the updates in 2022.

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	40,000	0	0	0	0	0	0	(40,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Utility Services		ON-GOING
Title:	Equipment Operator III Landfill and Roadways Position		PRELIMINARY

Justification:

Budget is requested for a new Equipment Operator III full time position which will be shared between Landfill and Roadways. The position will be with Landfill eight months of the year and Roadways four months. Landfill is self funded whereas Roadways will rely on taxation funding.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	40,600	(27,500)	0	0	0	0	0	(13,100)
2023	80,400	(54,100)	0	0	0	0	0	(26,300)
2024	80,400	(54,100)	0	0	0	0	0	(26,300)

Division:	Infrastructure	Priority: 1	New
Department:	Utility Services		ONE-TIME
Title:	Landfill - Environmental Monitoring - Landfill Gas		PRELIMINARY

Justification:

Budget is requested to install eleven landfill gas monitoring wells at the perimeter of the property. This is a regulatory requirement of the Environmental Monitoring program under the BC Landfill Guidelines.

Design and consulting work was completed in 2021 and the installation is expected to be completed in Summer 2022.

Base budget \$0.00

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

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

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Delivery		ON-GOING
Title:	Project Technician (Parks) Position		PRELIMINARY

Justification:

With the establishment of the Parks Development DCC funding source, the capital construction budget for Parks has more than doubled, increased to roughly \$12M per year in the 10 Year Capital Plan. There are currently over 20 Parks related projects in progress within the capital program. An additional staff member with specific skills is required to help manage and administer this increased workload. The position is proposed to be funded 20% from an increase to the operational budget through taxation and 80% through capital projects.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	11,600	0	0	0	0	0	0	(11,600)
2023	22,000	0	0	0	0	0	0	(22,000)
2024	22,000	0	0	0	0	0	0	(22,000)

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Operations		ON-GOING
Title:	Black Mountain Trail		PRELIMINARY

Justification:

Budget is requested to support the maintenance of a new Black Mountain trail built by the developer. The trail was not part of the capital program and was maintained by the developer until 2021. Funds will support trail maintenance, garbage removal and signage.

Base budget \$0.00

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	8,500	0	0	0	0	0	0	(8,500)
2023	5,000	0	0	0	0	0	0	(5,000)
2024	5,000	0	0	0	0	0	0	(5,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Operations		ONE-TIME
Title:	Downtown Cleanup Patrol		PRELIMINARY

Justification:

Budget is requested to fund a pilot partnership for several downtown cleanup initiatives. The funds would go toward a needle patrol, litter and garbage pickup downtown and along the rail trail. The partnership would include the PEOPLE project which hires people with lived experience to help complete the tasks.

Base budget \$0.00

Strategic Direction:	Vibrant neighbourhoods - Animated parks & public spaces							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(50,000)	0	0	0	0	0	0

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Infrastructure Division									
Maintain									
CAP	384	Capital Opportunities and Partnership Fund	19,600	0	0	0	0	(19,600)	OG
	207	Clean-Up of Previous Year's Work	10,000	0	0	0	0	(10,000)	OG
	207	Parks Fencing and Signage Replacement	22,500	0	0	0	0	(22,500)	OG
CAP	406	Rutland Park & Ride, Mobility Hub, Operations facility	300	0	0	0	0	(300)	OG
CAP	390	Fleet Growth	39,200	0	0	0	0	(39,200)	OG
	208	Travel Model Asset Management Plan	20,000	0	0	0	0	(20,000)	OT
	208	Bicycle Map and Wayfinding Program	15,000	0	0	0	0	(15,000)	OG
		Total Maintain	126,600	0	0	0	0	(126,600)	
New									
CAP	384	Art Walk - Extension Doyle to Queensway	5,500	0	0	0	0	(5,500)	OG
CAP	408	Pedestrian and Road Safety Projects	1,000	0	0	0	0	(1,000)	OG
	209	Transportation Safety Strategy	68,000	0	0	0	0	(68,000)	OT
CAP	408	Traffic Signals and Roundabouts	17,500	0	0	0	0	(17,500)	OG
CAP	408	Local Street Urbanization	1,000	0	0	0	0	(1,000)	OG
CAP	408	Sidewalk Network Expansion	500	0	0	0	0	(500)	OG
	209	Green Infrastructure Storm Analysis	30,000	0	0	0	0	(30,000)	OT
	210	Cloud Based Travel Time Monitoring	35,000	0	0	0	0	(35,000)	OT
		Total New	158,500	0	0	0	0	(158,500)	
		Division Priority 2 Total	285,100	0	0	0	0	(285,100)	
		Total Priority 2 Operating	285,100	0	0	0	0	(285,100)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Infrastructure	Priority: 2	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Clean-Up of Previous Year's Work		PRELIMINARY

Justification:

Budget is requested to increase the allowance for the clean up of a number of minor items related to the previous years' Capital Program that are not significant enough to warrant individual budgeting.

2022 Base Budget: \$23k

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)
2024	10,000	0	0	0	0	0	0	(10,000)

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

Justification:

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

Base Budget: \$20,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	22,500	0	0	0	0	0	0	(22,500)
2023	30,000	0	0	0	0	0	0	(30,000)
2024	38,500	0	0	0	0	0	0	(38,500)

2022 Operating Request Details

Division:	Infrastructure	Priority: 2	Maintain
Department:	Integrated Transportation		ONE-TIME
Title:	Travel Model Asset Management Plan		PRELIMINARY

Justification:

Budget is requested to update the travel model, which is important for analyzing the benefits of potential transportation projects. As the population grows, land uses intensify, travel behaviours change, and infrastructure is constructed, it is important to keep the model up to date. Updating the travel model requires coordination with regional partners and the household travel survey. In the past this has been done on an ad-hoc basis, but with a growing region, these updates need to be coordinated and operationalized. The last update of the travel model occurred in 2016 and is due for an update. This is a one-time budget request for some consulting funds to develop a plan, work with regional partners, and develop coordinated recommendations for keeping both the household travel survey and travel model up to date.

Strategic Direction:	Transportation & mobility - Travel times are optimized							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	20,000	0	0	0	0	0	0	(20,000)

Division:	Infrastructure	Priority: 2	Maintain
Department:	Integrated Transportation		ON-GOING
Title:	Bicycle Map and Wayfinding Program		PRELIMINARY

Justification:

Kelowna's bike network is growing and will continue to grow. As recommended in the Transportation Master Plan (TMP), it will be important to communicate these changes to the public to capitalize on these investments and maximize mode shift. Kelowna's current bike map was printed before the Okanagan Rail Trail was complete and no copies have been available to the public for the last 1.5 years. Ongoing budget is requested to keep the map up to date (both digitally online and in print), and print and distribute copies as connectivity of the bicycle network expands to increase bicycle ridership. In conjunction, regular maintenance of the City's bicycle wayfinding signs is necessary to replace aging or broken signs in need of repair.

Strategic Direction:	Transportation & mobility - More trips by transit, carpooling, cycling & walking							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	15,000	0	0	0	0	0	0	(15,000)
2023	15,000	0	0	0	0	0	0	(15,000)
2024	15,000	0	0	0	0	0	0	(15,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 2	New
Department:	Integrated Transportation		ONE-TIME
Title:	Transportation Safety Strategy		PRELIMINARY

Justification:

A goal of the Transportation Master Plan is to reduce transportation related injuries and fatalities, in response to public feedback that this is a top priority for the community. Budget is requested for a transportation safety strategy that would work to identify an appropriate transportation safety policy, target and series of actions to help achieve this goal. Development of the strategy would include hiring a consultant, and working both internally and with the public, key stakeholders, and Council to develop a comprehensive strategy to improve safety across all transportation modes.

Strategic Direction:	Transportation & mobility - People of all ages & abilities can easily get around							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	68,000	0	0	0	0	0	0	(68,000)

Division:	Infrastructure	Priority: 2	New
Department:	Utility Services		ONE-TIME
Title:	Green Infrastructure Storm Analysis		PRELIMINARY

Justification:

Budget is requested to enable capital planning for areas where green infrastructure for stormwater minor systems can be applied. Mapping must be created to assist development with this adjusted process.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	30,000	0	0	0	0	0	0	(30,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 2	New
Department:	Integrated Transportation		ONE-TIME
Title:	Cloud Based Travel Time Monitoring		PRELIMINARY

Justification:

Budget is requested to set up a stable monitoring system to help the City understand how, where, and how quickly travel times are changing across the City over the long term. Through partnerships, the City now has access to similar real-time travel time data used to drive online mapping tools such as Google Maps. This is a performance measure of the Transportation Master Plan. This project would be a collaboration between Integrated Transportation and Information Services.

Strategic Direction:	Transportation & mobility - Travel times are optimized							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	35,000	0	0	0	0	0	0	(35,000)



Water Utility



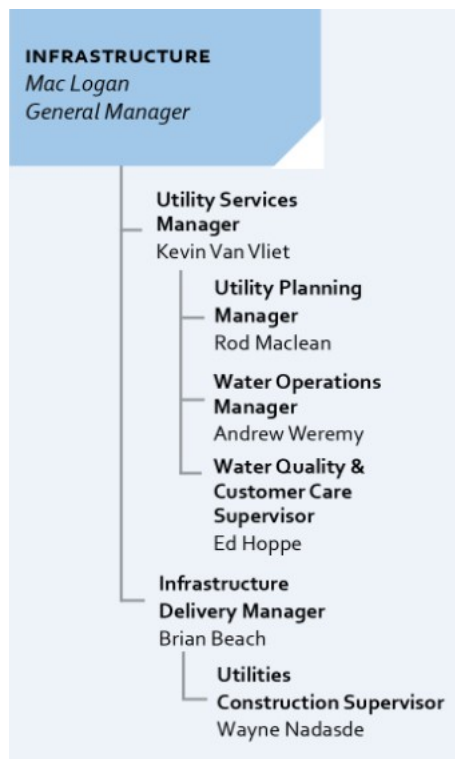


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Water Utility

The City Water Utility sources its drinking water from Okanagan Lake and provides water to just over half of the Kelowna population. We serve approximately 86,000 customers from the Poplar Point, Eldorado, Cedar Creek, and the Swick Road pump stations. The City also provides non-potable water for irrigation in southeast Kelowna from Hydraulic Creek. The City water systems deliver up to 210 million litres of water per day and requires over 630km of pipes, 57 water pump stations, 4 treatment stations and 26 reservoirs to support water delivery.



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

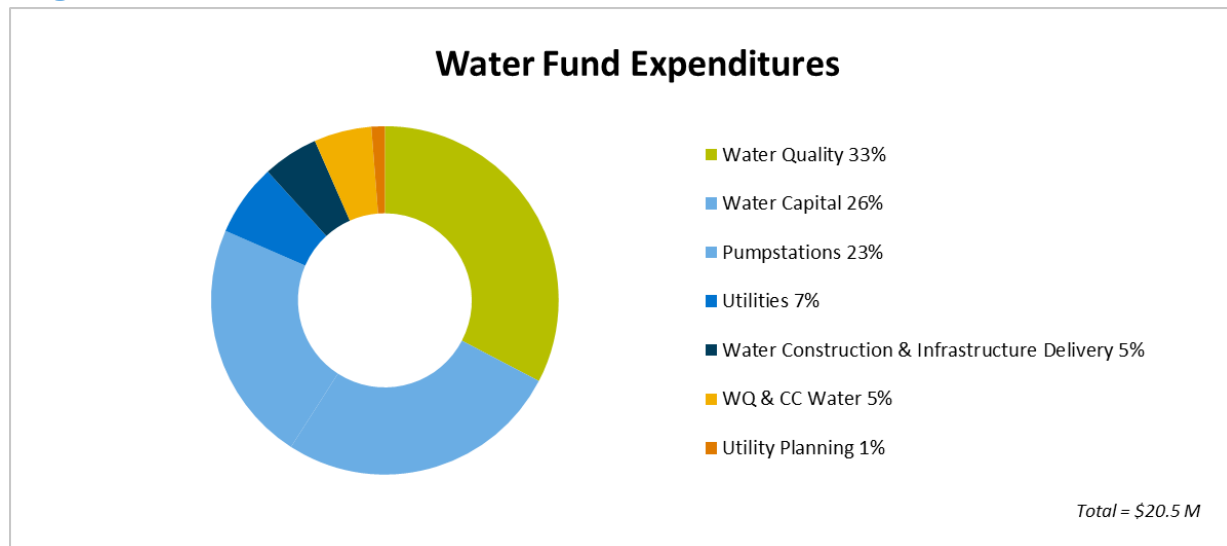
The Southeast Kelowna and South Mission water systems, added through Phase 1 of the Kelowna Integrated Water Supply Plan, are an extension of the Cedar Creek system, adding 6,560 people to the potable supply. This project was completed in 2021.

Staff continue to work on water conservation and efficiency programs to be able to sustainably provide water for our community. Coupled with the fact that new water fixtures and appliances continue to be more efficient, per capita residential water consumption continues to drop in the city. The growth rate of total production of potable water remains lower than our population growth rate.

Water Utility - Performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Potable water production (1,000 cubic metres)	16,504	18,500	17,250
Number water quality complaints (potable system)	15	20	17
# water main breaks (potable & non-potable systems)	9	12	15
# Water service breaks	115	125	135
Infrastructure renewal / total infrastructure asset value	0.4%	0.4%	0.5%
Renewal water main installed (m)	1,520	1,700	700

Budget overview



Utility summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Water					
196 Water Operations	(12,077)	(12,192)	(12,744)		
198 Pumpstations - Water	3,605	4,438	4,590		
200 Utility - Water	737	1,127	1,129		
237 Water Construction	967	962	964		
247 Utility Planning - Water	233	314	255		
264 Infrastructure Delivery - Water	47	93	93		
266 Water Quality & Customer Care - Water	1,017	1,072	1,014		
Net operating expenditures	(5,472)	(4,186)	(4,700)	(515)	12.3%
Divisional capital cost centres (\$ thousands):					
313 Water Capital	3,488	4,186	4,700		
Net capital expenditures	3,488	4,186	4,700	515	12.3%
Total departmental net expenditures	(1,984)	0	0	0	0.0%
Operating full-time equivalent positions:					
Management	4.0	4.3	4.3		
Union hourly	31.7	37.1	37.6		
Union salary	4.7	4.5	4.5		
Total operating full-time equivalent positions	40.4	45.9	46.4	0.5	1.1%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	(4,186)	45.9
2022 net impacts		
One-time operating requests	(100)	
Prior years ongoing adjustments	94	0.5
Divisional adjustments	(617)	
	(4,808)	46.4
2022 Program additions (P1)		
2022 operating requests:	108	108
Total	(4,700)	46.4
Unfunded 2022 requests (P2)		
2022 operating request	0	
Total unfunded requests for 2022	0	0.0

Note: Totals may not add due to rounding.

Infrastructure - Water
Water Utility - Water Fund
Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
Revenue			
Property Tax	0	0	0
Parcel Tax	(1,863)	(1,900)	(1,983)
Fees and Charges	(16,279)	(16,437)	(17,919)
Other Revenue	(2,490)	(414)	(326)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(406)	(1,883)	0
Total Revenue	(21,038)	(20,633)	(20,228)
Expenditures			
Salaries and Wages	3,883	4,545	4,593
Internal Equipment	749	697	701
Material and Other	3,219	4,163	3,840
Contract Services	4	72	118
Debt Interest	297	297	297
Debt Principal	335	335	335
Internal Allocations	2,090	2,938	1,719
Transfers to Funds			
Special (Stat Reserve) Funds	17	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	4,972	3,400	3,925
Total Expenditures	15,566	16,448	15,528
Net Operating Expenditures	(5,472)	(4,186)	(4,700)
Capital Expenditures			
Gross Expenditures	23,865	18,793	5,402
Other Funding Sources	(20,377)	(14,607)	(702)
Taxation Capital	3,488	4,186	4,700
Net Operating & Tax Capital Exp.	(1,984)	0	0

2022 Operating Requests

Preliminary Budget

Summary - Water Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Cat
Water								
Maintain								
217	Water System Renewal and Growth Budget Increase	50,000	0	0	0	0	(50,000)	OG
217	Grainger Reservoir Drainage System Assessment & Design	35,000	0	0	0	0	(35,000)	OT
	Total Maintain	85,000	0	0	0	0	(85,000)	
Growth								
218	Water Operations - Lease Space	23,000	0	0	0	0	(23,000)	OG
CAP 388	* <i>Fleet Growth</i>	0	0	0	0	0	0	OG
	Total Growth	23,000	0	0	0	0	(23,000)	
New								
308	* <i>2040 Infrastructure Plan Consulting Support</i>	0	0	0	0	0	0	OT
	Total New	0	0	0	0	0	0	
	Department Priority 1 Total	108,000	0	0	0	0	(108,000)	
	Total Priority 1 Operating	108,000	0	0	0	0	(108,000)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Water System Renewal and Growth Budget Increase		PRELIMINARY

Justification:

The water system electrical, mechanical, and building HVAC system are aging and require increased repair and renewal. Additional budget is requested to address higher equipment and repair costs, as well as to cover growth in complexity, and the number of water system facilities acquired through the Kelowna Integrated Water Project.

2022 Base budget: \$375k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	50,000	0	0	0	0	0	(50,000)
2023	50,000	0	0	0	0	0	(50,000)
2024	50,000	0	0	0	0	0	(50,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Grainger Reservoir Drainage System Assessment & Design		PRELIMINARY

Justification:

Budget is requested to assess the reservoir drain system and develop a design to prevent further erosion affecting downstream water bodies as well provide a means of capturing sediment and dechlorinating to meet regulatory requirements. Work will include information required to develop the 2023 budget request for construction.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	35,000	0	0	0	0	0	(35,000)

2022 Operating Request Details

Division:	Infrastructure	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Water Operations - Lease Space		PRELIMINARY

Justification:

Water Operations has grown significantly over the last few years with the merger of SEKID and accommodating growth. Currently, the branch is split in two locations reducing operational efficiency, effectiveness and resiliency, and is outgrowing the space at Hardy Yards. This budget will allow Water Operations to be consolidated at a leased location for the medium term while Hardy Yards is configured. It will also allow Wastewater Operations to consolidate at the Wastewater Treatment Facility. This request is for the additional budget required above the base budget of \$52k.

2022 Base budget: \$52k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	23,000	0	0	0	0	0	(23,000)
2023	248,000	0	0	0	0	0	(248,000)
2024	248,000	0	0	0	0	0	(248,000)



Wastewater Utility





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Wastewater Utility

The City of Kelowna's Wastewater collection and treatment infrastructure serves approximately 85 per cent of Kelowna's population (including residents, businesses and industries) and is being expanded to reach unserved areas and to accommodate the city's growth.



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

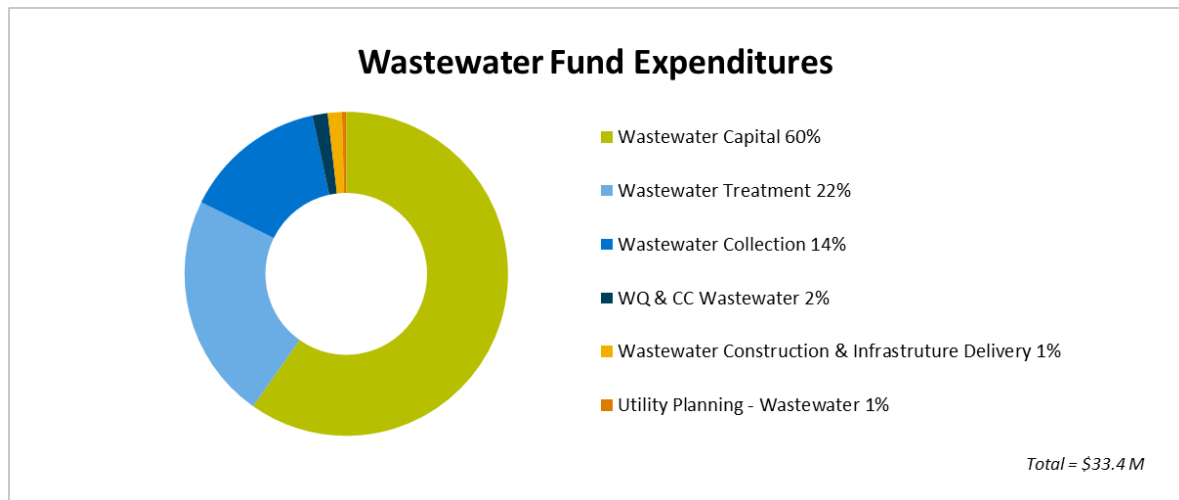
In 2011, the City completed an expansion of the Wastewater Treatment Facility (WWTF). With this project, the facility has been able to increase its capacity to treat water from 40 to 70 million litres a day. This will accommodate the City's sewer servicing needs beyond 2030.

The next substantial wastewater treatment project is to address biosolids capacity and treatment, possibly through the development of a solids digestion plant which is currently under review.

Wastewater Utility - Performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Renewal investment / total system value	0.4%	0.5%	0.7%
Renewal sanitary mains (m)	1,650	220	2,500
# blocked mains / 100 km of sewer length	1	1	1
Wastewater Treatment Facility			
Wastewater total phosphorous (mg/l)	0.20	0.19	0.18
Wastewater total nitrogen (mg/l)	6.1	5.5	5.5
Wastewater b.o.d. (mg/l)	2.8	2.7	2.7
# odour complaints WWTF	0	0	0

Budget overview



Utility summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Wastewater					
194 Wastewater Collection	(15,271)	(13,249)	(16,125)		
195 Wastewater Treatment	5,606	5,974	6,609		
236 Wastewater Construction	349	384	386		
246 Utility Planning - Wastewater	189	349	140		
263 Infrastructure Delivery - Wastewater	58	88	88		
265 Water Quality & Customer Care - Wastewater	475	508	512		
Net operating expenditures	(8,594)	(5,945)	(8,389)	(2,444)	41.1%
Divisional capital cost centres (\$ thousands):					
314 Wastewater Capital	1,461	5,945	8,389		
Net capital expenditures	1,461	5,945	8,389	2,444	41.1%
Total departmental net expenditures	(7,133)	0	0	0	0.0%
Operating full-time equivalent positions:					
Management	3.9	3.5	4.0		
Union hourly	30.0	34.7	35.2		
Union salary	2.9	5.4	5.4		
Total operating full-time equivalent positions	36.8	43.6	44.6	1.0	2.3%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	(5,945)	43.6
2022 net impacts		
One-time operating requests	(275)	
Prior years ongoing adjustments	49	0.5
Divisional adjustments	(2,314)	
	(8,485)	44.1
2022 Program additions (P1)		
2022 operating requests:	96	0.5
Total	(8,389)	44.6
Unfunded 2022 requests (P2)		
2022 operating request	0	
Total unfunded requests for 2022	0	0.0

Note: Totals may not add due to rounding.

Infrastructure - Wastewater
Wastewater Utility - Wastewater Fund
Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(1,292)	(1,296)	(1,296)
Fees and Charges	(18,428)	(19,027)	(20,870)
Other Revenue	(2,064)	(1,470)	(1,397)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	(1,313)	0	0
Accumulated Surplus	(612)	(964)	0
Total Revenue	(23,710)	(22,757)	(23,562)
<u>Expenditures</u>			
Salaries and Wages	3,655	4,265	4,369
Internal Equipment	878	884	913
Material and Other	3,199	3,970	3,534
Contract Services	93	102	96
Debt Interest	687	350	350
Debt Principal	1,661	693	693
Internal Allocations	3,740	4,291	3,141
Transfers to Funds			
Special (Stat Reserve) Funds	289	156	156
Development Cost Charges	0	0	0
Accumulated Surplus	912	2,098	1,922
Total Expenditures	15,116	16,812	15,173
Net Operating Expenditures	(8,594)	(5,945)	(8,389)
<u>Capital Expenditures</u>			
Gross Expenditures	6,273	9,651	19,980
Other Funding Sources	(4,812)	(3,706)	(11,591)
Taxation Capital	1,461	5,945	8,389
Net Operating & Tax Capital Exp.	(7,133)	0	0

2022 Operating Requests

Preliminary Budget

Summary - Wastewater Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Cat
Wastewater								
Growth								
CAP	CAP Rutland Centre (SCA 22) Sewer Connection Project	700	0	0	0	0	(700)	OG
	Total Growth	700	0	0	0	0	(700)	
New								
225	Wastewater Treatment Supervisor Position	59,300	0	0	0	0	(59,300)	OG
225	Wastewater Treatment Influent Investigation and Process Optimization	36,000	0	0	0	0	(36,000)	OT
308	* <i>2040 Infrastructure Plan Consulting Support</i>	0	0	0	0	0	0	OT
	Total New	95,300	0	0	0	0	(95,300)	
	Department Priority 1 Total	96,000	0	0	0	0	(96,000)	
	Total Priority 1 Operating	96,000	0	0	0	0	(96,000)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

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2022 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Utility Services		ON-GOING
Title:	Wastewater Treatment Supervisor Position		PRELIMINARY

Justification:

Budget is requested to add an additional full time Wastewater Treatment Supervisor to Wastewater Operations. Wastewater Operations is a 365-day complex technical operation with 36 permanent full time CUPE staff and only two exempt staff (Manager and Network Supervisor). The Utility is continually growing in staff numbers and infrastructure. This added Supervisor position allows for improved staff management, operational/maintenance support, and succession planning. Additionally, changes to wastewater concentrations, treatment operations, changing technology, biosolids diversion, biosolids digestion project and aging infrastructure all require higher levels of system direction, supervision, and support as some of the City facilities are reaching capacity. This position will be responsible to oversee daily operations and maintenance as well as being the designated Chief Operator for Wastewater Treatment which is one of the Ministry of Environment legal operational requirements.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	59,300	0	0	0	0	0	(59,300)
2023	115,400	0	0	0	0	0	(115,400)
2024	115,400	0	0	0	0	0	(115,400)

Division:	Infrastructure	Priority: 1	New
Department:	Utility Services		ONE-TIME
Title:	Wastewater Treatment Influent Investigation and Process Optimization		PRELIMINARY

Justification:

As part of a recent capacity review for the Wastewater Treatment Facility, it was identified that the raw sewage influent concentrations of nutrient and organic constituents loadings are increasing. These increases are impacting daily facility operations resulting in effluent quality nearing Ministry of Environment Permit levels for total nitrogen. Budget is requested for a detailed system wide sampling program to find the cause of this higher influent loading, treatment optimization activities that could aid biological nutrient reduction from the facility during challenging times, and engineering reports for both.

Strategic Direction: Other - Supports Base Business

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

2022 Operating Requests

Preliminary Budget

Summary - Wastewater Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Cat
Wastewater								
Maintain								
CAP	390 * <i>Fleet Growth</i>	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
Department Priority 2 Total								
		0	0	0	0	0	0	
Total Priority 2 Operating								
		0	0	0	0	0	0	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

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Active Living &
Culture





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Active Living & Culture

The Active Living & Culture (ALC) Division provides a leadership role in enriching the social health and well-being of the community. Divisional focus areas include promoting healthy active lifestyles, building neighbourhood connections, supporting and developing an integrated sport system, enabling cultural vibrancy, encouraging a dynamic events community and addressing complex social issues. The Division's service delivery model involves direct provision, support and facilitation, and partnership development. Activities are delivered through the following departments:



Administration & Business Services is responsible for divisional financial management processes and reporting; systems application and administration; business management, including supporting the development and maintenance of business plans and performance measurements; front line customer service and management of division-wide marketing and promotion.

Community & Neighbourhood Services delivers programs throughout the community which engage, activate and connect people. This includes Strong Neighbourhoods, outlying area programs and the Parkinson Recreation Centre (PRC). The focus of this team is to reduce barriers to participation, animate spaces, and promote a healthy, active and inclusive community.

Cultural Services provides programs and services to support cultural development in the community. This includes oversight of cultural policies and plans, organizing special events and convenings, maintaining healthy partnerships with cultural facility operators, community organizations and professional and emerging artists, administering grant programs and operating the Kelowna Community Theatre (KCT).

Social Development provides leadership to convene community groups, agencies and other levels of government to collectively address complex

social issues. The main focus is to build capacity of multi-sector stakeholders to work within a collaborative framework which aligns plans, resources, and funding to maximize efforts to impact social issues.

Sport & Event Services provides strategic direction and organizational leadership to Kelowna's sport and event community through the facilitation and provision of a wide variety of recreation, sport and special event initiatives. Key areas of focus include Sport for Life (S4L) promotion and implementation; event permitting, development and procurement; organizational development and facility operations support.

Divisional activities

Community Safety

- Advance synergies and opportunities between the Block Watch and Block Connector programs that merge or enhance the programs based on collaborative strengths
- Conduct a protective netting audit of ball fields that includes an inventory of needs, prioritization of locations, breakdown of costs and funding plan for the next five years

Social & Inclusive

- Work collectively within the City to establish a framework for indigenous relations and cultural development
- Evaluate and enhance all ALC application-based grant programs to improve the process that creates equitable, diverse and inclusive access to meet community needs
- Advance the priorities and action items from the Child Care Needs Assessment including examining grant opportunities for space creation and wage enhancements
- Support Central Okanagan Journey Home Society's (COJHS) last two years of implementing the Journey Home Strategy including updating supportive housing targets, design/implementation of governance structure, and re-prioritization of strategy actions
- Work with regional partners to finalize the development of a Regional Poverty Reduction Strategy, with an emphasis on lived experience and Indigenous engagement
- Work with COJHS and partners to achieve integration of Homeless Serving System data to achieve system-wide, real-time data dashboard to inform investment decisions and continuous improvement
- Work with Regional partners to continue to advocate for systems change to support Complex Care Housing and continue to explore opportunities for integration of health and housing services
- Work with partners on the Outdoor Sheltering Strategy implementation of programs to improve health and safety of unsheltered persons, enhance health and social support coordination, and mitigate community impacts
- Implement programs and services through the Youth Services Framework which provide upstream solutions for youth in vulnerable situations

Vibrant Neighbourhoods

- Proceed with foundational work required for the successful development of the Creative Hub at 350 Doyle
- Lead the development of a framework for Neighbourhood Associations to build strong connections and collaborative working relationships which improve City processes and neighbourhood capacity
- Advance discussions with School District No. 23 (SD23) towards a community-wide reciprocal use agreement which considers a broad range of both City and SD23 facilities with the objective of expanding facility use and reach into all areas of the city
- Develop and implement a homegrown "signature" event that brings together the Sport, Arts & Culture communities into a weeklong festival

Economic Resiliency

- Work with staff and key stakeholders to support the recovery of sport, event and cultural programs, services and organizations that have been significantly impacted by the COVID-19 pandemic
- Review and update current policies and practice related to the contribution to facility-based and program reserve accounts funded through ALC fees and charges to ensure alignment with corporate financial strategies and best practice

Financial Management

- Based on the Value for Money Audit and subsequent business review, operationalize through in-house resources both the KCT Box Office and Front of House services
- With the H2O Adventure Fitness Centre Management and Operating Agreement expiring in 2023, commence a review to determine a future operating and management model
- Develop a digital first strategy for our Activity & Program Guide to replace our pre-COVID-19 hardcopy standard with a robust, easy-to-use, customer focused online solution
- Evaluate and modify, as required, ALC fees and charges

Clear Direction

- Report to the community on the first two years of progress on the 2020-2025 Cultural Plan through a Community Impact and Benefits of Culture Report
- Review and revise the current facility-based Advisory Committee structure and related Council Policies to reflect up-to-date practice with a continued focus on effective support and advocacy for Sport
- Renew divisional performance measures to focus on how we are fulfilling our mandates and purpose

People

- Review and update staff development, integration and succession plans considering future staff retirements and career plans, and organizational efficiencies

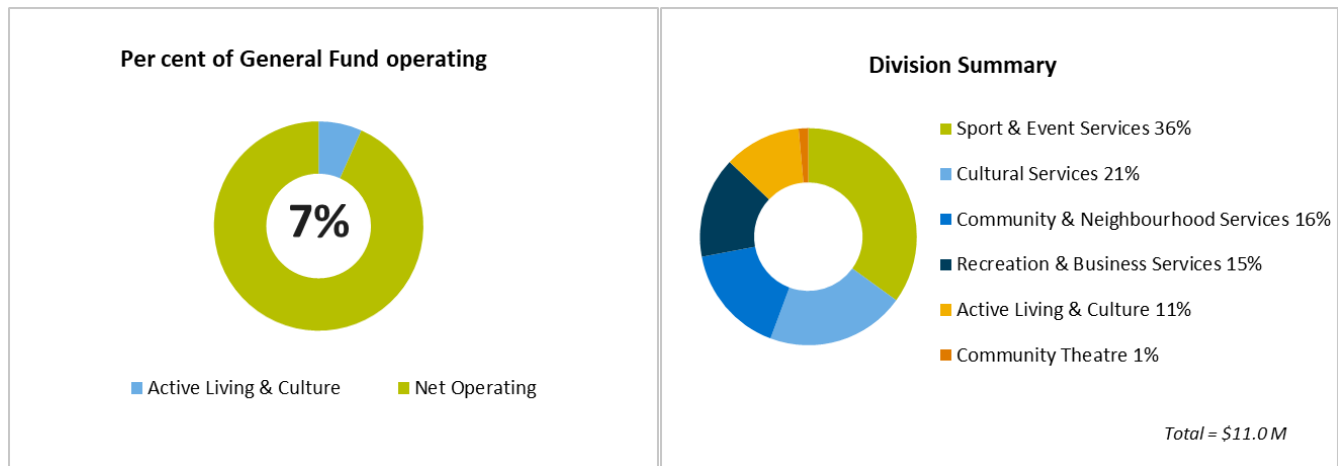
Base Business

- While continuing to offer guidance and support to our facility and program partners, adjust and ensure adherence to COVID-19 protocols in all City programs and City owned and operated facilities
- Based on the newly developed Quality Sport program, work with provincial partners and key stakeholders to implement a pilot program in Kelowna
- Transition the Sport Leagues/Programs service delivery system to new software app and implement new processes to better support service delivery and administrative tasks
- Strive to advance new partnership opportunities while continually refining management of existing facility, operating and program agreements

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
% Satisfied with City-operated recreational & cultural facilities/programs (data from Citizen Survey)	89%	89%	90%
# of hours booked in sport and recreation facilities (arenas, sportsfield and stadiums)	37,200	39,500	41,700
# of outdoor event permits issued	31	45	132
# of individuals/organizations supported by application based grants	73	110	172
# of participants in Adult Sport Leagues/Programs	5,700	4,400	6,500
General Interest Program delivery success rate (not cancelled)	55%	72%	75%
Investment in arts, culture & heritage by City of Kelowna per capita	\$23.75	\$24.96	\$25.50
Attendance at KCT	14,571	13,275	77,856
# of additional units of housing with supports opened	139	49	40

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Active Living & Culture					
159 Cultural Services	2,089	2,122	2,282		
161 Community Theatre	192	159	159		
164 Active Living & Culture	791	1,365	1,266		
165 Recreation & Business Services	1,049	1,611	1,658		
166 Sport & Event Services	3,028	3,569	3,853		
167 Community & Neighbourhood Services	1,316	1,801	1,803		
Net operating expenditure	8,465	10,625	11,019	394	3.7%
Divisional capital cost centres (\$ thousands):					
309 Recreation Capital	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total divisional net expenditures	8,465	10,625	11,019	394	3.7%
Operating full-time equivalent positions:					
Management	9.4	9.0	10		
Union hourly	35.1	56.6	63.9		
Union salary	6.3	8.5	8.5		
Total operating full-time equivalent positions	50.8	74.1	82.4	8.3	11.2%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

		Total	FTE
2021 revised budget		10,625	74.1
2022 net impacts			
One-time operating requests	(124)		2.1
Prior years ongoing adjustments	150		
Divisional adjustments	96	122	1.0
		10,747	77.2
2022 Program additions (P1)			
2022 operating requests:	272	272	5.2
Total		11,019	82.4
Unfunded 2022 requests (P2)			
2022 operating request		25	
Total unfunded requests for 2022		25	0.0

Note: Totals may not add due to rounding.

Active Living & Culture - General Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(2,776)	(3,943)	(4,813)
Other Revenue	(343)	(1,103)	(174)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(256)	(506)	(273)
Total Revenue	(3,374)	(5,552)	(5,261)
<u>Expenditures</u>			
Salaries and Wages	4,622	6,291	6,845
Internal Equipment	181	194	194
Material and Other	3,066	4,253	4,446
Contract Services	3,196	4,715	3,903
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	775	724	892
Total Expenditures	11,840	16,177	16,280
Net Operating Expenditures	8,465	10,625	11,019
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	8,465	10,625	11,019

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Active Living & Culture Division									
Maintain									
236	Kinsmen Fieldhouse - Washroom/Changeroom Replacement	30,000	0	0	0	0	0	(30,000)	OG
236	Meet Me on Bernard	105,000	0	0	0	(80,000)	0	(25,000)	OG
237	International Children's Games Grant	7,000	0	0	0	0	0	(7,000)	OG
237	Apple Bowl - Ticket Booth	50,000	(20,000)	0	0	0	0	(30,000)	OT
238	King Stadium - Score Clock and Fencing	20,000	(10,000)	0	0	0	0	(10,000)	OT
238	Rutland Arena (East) - Sound System Renewal	20,000	(20,000)	0	0	0	0	0	OT
	Total Maintain	232,000	(50,000)	0	0	(80,000)	0	(102,000)	
Growth									
239	KCT Box Office and Front of House Operations	369,200	(213,500)	0	0	(155,700)	0	0	OG
CAP 377	Mission Recreation - Softball Diamonds	0	0	0	0	0	0	0	OG
239	Community Development Coordinator - Contract Administrator Position	45,200	0	0	0	0	0	(45,200)	OG
240	Recreation Technician - Scheduling Position	34,100	0	0	0	0	0	(34,100)	OG
	Total Growth	448,500	(213,500)	0	0	(155,700)	0	(79,300)	
New									
240	Community Development Coordinator - Outdoor Shelter Term Position	36,200	0	0	0	0	0	(36,200)	OG
241	Washroom at Queensway, Operations	70,000	0	0	0	(10,000)	0	(60,000)	OG
241	Memorial Arena - Event Hosting Audit	20,000	0	0	0	0	0	(20,000)	OT
CAP 386	Transportable Bleacher (Tournament/Event Hosting)	2,000	0	0	0	(4,000)	0	2,000	OG
242	Island Stage - Planning & Design	50,000	0	0	0	0	0	(50,000)	OT
	Total New	178,200	0	0	0	(14,000)	0	(164,200)	
Maintain									
265	* <i>Child Advocacy Centre Rent</i>	(73,200)	0	0	0	0	0	73,200	OG
	Total Maintain	(73,200)	0	0	0	0	0	73,200	
Division Priority 1 Total		785,500	(263,500)	0	0	(249,700)	0	(272,300)	
Total Priority 1 Operating		785,500	(263,500)	0	0	(249,700)	0	(272,300)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ON-GOING
Title:	Kinsmen Fieldhouse - Washroom/Changeroom Replacement		PRELIMINARY

Justification:

The development of two new softball diamonds at Mission Recreation Park is underway and scheduled to be completed in 2022. As part of the project, the main on-site amenity building (Kinsmen Fieldhouse Hall) will be taken down. Capital plans for additional support buildings are still a few years away and an interim solution is needed to support the current needs of sports field users. Budget is requested for the acquisition and set-up of a temporary washroom/changeroom unit at the Mission Recreation Park that would be in place until the build-out of a new on-site amenity building.

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	30,000	0	0	0	0	0	0	(30,000)
2023	20,000	0	0	0	0	0	0	(20,000)
2024	20,000	0	0	0	0	0	0	(20,000)

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ON-GOING
Title:	Meet Me on Bernard		PRELIMINARY

Justification:

The 'Meet Me on Bernard' program was a community-driven initiative to revitalize the downtown core and stimulate the local economic and social recovery process from the COVID-19 pandemic. The program transformed Bernard Avenue from a vehicular corridor to an urban park, allowing pedestrians to move freely through the downtown core, explore shops and restaurants and enjoy a variety of activities. Despite the COVID related challenges, the program was a major success that provided significant value to the community. As the program continues to get established and community leadership and support for it strengthens, budget is requested to operationalize the program on an annual basis. Total anticipated annual project budget to the City is \$105k which includes \$30k from the patio extension program, \$50k from sponsorship and \$25k from taxation. In-kind partner contributions (Downtown Kelowna Association, Tourism Kelowna, Festivals Kelowna) will cover additional annual project costs.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	105,000	0	0	0	0	(80,000)	0	(25,000)
2023	105,000	0	0	0	0	(80,000)	0	(25,000)
2024	105,000	0	0	0	0	(80,000)	0	(25,000)

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Active Living & Culture		ON-GOING
Title:	International Children's Games Grant		PRELIMINARY

Justification:

Since hosting the 2011 International Children's Winter Games, the local ICG committee has provided opportunities for athletes (12-15 yr olds) to represent Kelowna at International Children's Games (ICG) around the world, sending over 350 athletes and coaches to 12 Games since the Kelowna event. These young athletes have been able to experience international travel, participate in high level competition and gain exposure to other cultures. The City has provided the local committee with funding to support their attendance at annual Summer and Winter Games and contribute to the team's uniform expenses. All other Games' expenses have been covered by participants and subsidized through fundraising events, community sponsorship and local sport organizations. The funding for this program ends in 2021. Budget is requested to support the continuation of the program for another three years.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	7,000	0	0	0	0	0	0	(7,000)
2023	7,000	0	0	0	0	0	0	(7,000)
2024	7,000	0	0	0	0	0	0	(7,000)

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ONE-TIME
Title:	Apple Bowl - Ticket Booth		PRELIMINARY

Justification:

Located at the north end of Parkinson Recreation Park, the Apple Bowl is a 2200-seat stadium that serves as the home for the Okanagan Athletics Club, Okanagan FC Soccer and the Okanagan Sun Football Club. The stadium has played host to numerous provincial, national and international competitions and outdoor events. Stadium amenities include four dressing rooms, a concession stand, permanent restrooms, a fully equipped sound booth and sound system, and a covered press box. Currently, the front entry ticket booth is in a state of disrepair and needs to be replaced as it plays a key function related to park entry controls and event hosting logistics, and contributes to overall park aesthetics.

Budget is requested for the purchase and set-up of a temporary modular unit to accommodate the "game-day" logistics and ticketing requirements for event organizers.

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(20,000)	0	0	0	0	0	(30,000)

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ONE-TIME
Title:	King Stadium - Score Clock and Fencing		PRELIMINARY

Justification:

King Stadium, located in Recreation Avenue Park, is a 1000-seat fastball stadium operated by the Kelowna Major Men's Fastball Association (KMMFA) through a non-market lease agreement. The KMMFA maintains the facility and runs a full slate of programs and activities from April to October annually. To support their operational efforts, budget is requested to repair, and replace a number of aging amenities within the facility including the scoreboard and stadium fencing. The \$20,000 will be funded equally from the King Stadium reserve and taxation with additional project costs covered by in-kind contributions from KMMFA.

Strategic Direction:	Vibrant neighbourhoods - Animated parks & public spaces							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	20,000	(10,000)	0	0	0	0	0	(10,000)

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ONE-TIME
Title:	Rutland Arena (East) - Sound System Renewal		PRELIMINARY

Justification:

Rutland Arena is a free-standing single-story complex constructed in 1974 as a single sheet ice arena. A second sheet of ice was added to the east side of the building in 1993. The original west rink provides spectator seating for approximately 1000 people and has a fully-equipped sound booth and sound system. The east rink provides spectator seating for approximately 200 people and has an inadequate sound system for its size and usage. A consultant has identified several issues with the Rutland East sound system including: poor intelligibility and phasing of the sound spectrum; incorrect wiring; amplifier overload; and minimal sound absorption. Budget is requested to undertake the tasks required to repair and renew the sound system on the Rutland East Arena.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	20,000	(20,000)	0	0	0	0	0	0

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Cultural Services		ON-GOING
Title:	KCT Box Office and Front of House Operations		PRELIMINARY

Justification:

A business case for the KCT Box Office and Front of House was completed (January 2021) in response to recommendations put forward in a Value for Money Audit of Kelowna Community Theatre - Operating Models (June 2020). The business case recommended that KCT enhance operations through the addition of an in-house box office and front-of-house. This budget outlines the required ongoing budget amendment for the operation in-house box office services to go live June 2022 and in-house Front of House services to begin September 1, 2022 and continue ongoing. The program will be reviewed in 2024 and budgets adjusted based on actual performance. Initial startup costs will be funded from reserve in 2022 and will be repaid in 2023.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	369,200	(213,500)	0	0	0	(155,700)	0	0
2023	542,000	213,500	0	0	0	(790,500)	0	35,000
2024	545,000	200,000	0	0	0	(800,500)	0	55,500

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Administration & Business Services		ON-GOING
Title:	Community Development Coordinator - Contract Administrator Position		PRELIMINARY

Justification:

ALC provides direct oversight to over 30 lease and operating agreements that align with City priorities and support community needs. Many of these agreements involve annual funding from the City for the delivery of community programs and services and/or operations and maintenance of City-owned sites and buildings. Staff are challenged to effectively manage these agreements given the number and complexity of them, and the operational and reporting requirements for each. Budget is requested for a full time Contract Administrator position to provide administrative leadership that is focused on contract management aspects of the relationship. Expected outcomes include improved oversight of contractual requirements, enhanced accountability and reporting processes, and increased capacity to work inter-departmentally to address key priorities relating to program delivery, maintenance and renewal of leased City assets.

Strategic Direction: Clear direction - Progress on results is measured, monitored & reported

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	45,200	0	0	0	0	0	0	(45,200)
2023	89,100	0	0	0	0	0	0	(89,100)
2024	89,100	0	0	0	0	0	0	(89,100)

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Sport & Event Services		ON-GOING
Title:	Recreation Technician - Scheduling Position		PRELIMINARY

Justification:

Within the Sport & Event Services Department, the Sport Development team plays a key role with the local Sport Community related to facility scheduling, tournament hosting and sport development. This team currently has 1.5 FTE staff that work with over 100 local sport organizations annually to allocate the City's sportsfields, stadiums, arenas and pools, all of which are booked at or near capacity. Increased levels of staff resources are needed to effectively manage the booking process and maintain a high level of service. Budget is requested to add 15 hours/week to the current Recreation Technician position (from 25 to 40) to better support the team's sport development efforts and provide further opportunities for growth and development, while building capacity within the Department.

2022 Base Budget: \$43,036

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	34,100	0	0	0	0	0	0	(34,100)
2023	34,100	0	0	0	0	0	0	(34,100)
2024	34,100	0	0	0	0	0	0	(34,100)

Division:	Active Living & Culture	Priority: 1	New
Department:	Active Living & Culture		ON-GOING
Title:	Community Development Coordinator - Outdoor Shelter Term Position		PRELIMINARY

Justification:

Lack of housing/shelter space has significantly increased the number of people required to shelter outdoors, requiring City leadership to manage/support coordination of service providers to meet the needs of people sheltering outside and to mitigate impacts on neighbourhoods and businesses. These tasks are currently shared across divisions/staff roles, impacting workloads and productivity. Dedicated resources are required to support operation, coordination, and management of an outdoor sheltering strategy including convening staff and partners to mitigate related impacts. While a UBCM grant is funding this role temporarily until July 2022, budget is requested for a three year term position situated in Social Development, working with Community Safety, beginning in August 2022.

Strategic Direction: Social & inclusive - Homelessness is decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	36,200	0	0	0	0	0	0	(36,200)
2023	86,700	0	0	0	0	0	0	(86,700)
2024	86,700	0	0	0	0	0	0	(86,700)

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 1	New
Department:	Active Living & Culture		ON-GOING
Title:	Washroom at Queensway, Operations		PRELIMINARY

Justification:

Queensway Washroom pilot was designed to address the lack of washroom access for people experiencing homelessness while being available for the whole community. The pilot began during COVID's first wave at a time when the lack of equity in access to public washrooms was exposed. PEOPLE Employment Services is contracted to staff/operate the washroom. Peer Navigators have dual roles as custodians, while connecting with vulnerable citizens to assist with access to services. This fills a gap by supporting/encouraging people to connect with outreach, services, housing opportunities. They also fill the evenings/weekend gap when access to services is limited. Proposed budget is to continue PEOPLE's contract ongoing, including facility operation/maintenance, custodial services, security, and Peer Navigation services. When compared to other washroom operations the additional investment is approximately \$80k annually. Proposed revenues include grant funding/potential for social enterprises.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	70,000	0	0	0	0	(10,000)	0	(60,000)
2023	145,000	0	0	0	0	(10,000)	0	(135,000)
2024	153,300	0	0	0	0	(10,000)	0	(143,300)

Division:	Active Living & Culture	Priority: 1	New
Department:	Sport & Event Services		ONE-TIME
Title:	Memorial Arena - Event Hosting Audit		PRELIMINARY

Justification:

The Memorial Arena was constructed in 1948 with an ice surface, tiered seating (1800), washrooms & changerooms, offices, concession area and various other storage and support areas. Over the years, a number of additions have taken place including the addition of the Centennial Hall in 1958. The building has served the community well, primarily hosting ice sports (hockey, ringette, figure skating) throughout the winter months and dry floor sports (lacrosse, ball hockey, roller derby) in the spring. The City receives numerous requests to hold events and non-sporting activities at the site however the building does not meet current code requirements for event hosting. Budget is requested to conduct a facility audit to analyze the building for compliance with the major fire and life safety requirements and identify implementation measures to accommodate other potential uses. Further visioning exercises may be considered once compliance measures are addressed.

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

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

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 1	New
Department:	Sport & Event Services		ONE-TIME
Title:	Island Stage - Planning & Design		PRELIMINARY

Justification:

Island stage, located in Waterfront Park, is the focal point for many of the City's outdoor events. The stage was constructed in the 1990's and is situated on a pond accessible via two suspended concrete walkways. A grass covered bowl provides an informal amphitheatre for viewing performances. Though one of Kelowna's premier event spaces, the facility has a number of constraints and functional issues that hold it back from realizing its full potential (including revenues) as an event hosting site. Industry professionals have commented on the lack of dressing room, stage and storage space, as well as an aging design that make it difficult to host events. Budget is requested for consulting services to conduct a facility assessment and provide updated conceptual planning for potential upgrades to the facility.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	0	0	0	0	0	0	(50,000)

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Active Living & Culture Division									
Maintain									
244	Elks Stadium - Concession Upgrade	50,000	(25,000)	0	0	0	0	(25,000)	OT
	Total Maintain	50,000	(25,000)	0	0	0	0	(25,000)	
Growth									
CAP 384	Mission Recreation Park - Development, Softball Diamond Lighting	0	0	0	0	0	0	0	OG
	Total Growth	0	0	0	0	0	0	0	
Division Priority 2 Total		50,000	(25,000)	0	0	0	0	(25,000)	
Total Priority 2 Operating		50,000	(25,000)	0	0	0	0	(25,000)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Active Living & Culture	Priority: 2	Maintain
Department:	Sport & Event Services		ONE-TIME
Title:	Elks Stadium - Concession Upgrade		PRELIMINARY

Justification:

Through the Healthy Food & Beverage (HF&B) initiative, many of the City's sport concessions were renovated to support safe and efficient operations and accommodate healthy eating options. Among the upgrades at these concessions, deep fryers were replaced with convection ovens and fire suppression units and ventilation systems were upgraded to current code requirements. Elks Stadium is Kelowna's premier baseball field, home to the Kelowna Falcons, Okanagan Athletics and Okanagan Coyotes, and host to numerous games, tournaments and events. Though the field is in outstanding condition, the grandstand and onsite amenities are showing their age, and the concession, in particular, is well past its functional life and in need of substantial renovations. Budget is requested to complete the necessary concession improvements at Elks Stadium which include: fryer/cooler replacement, fire suppression and ventilation system upgrades, doors & concession window replacements, painting and updating.

Strategic Direction:	Vibrant neighbourhoods - Animated parks & public spaces							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	(25,000)	0	0	0	0	0	(25,000)



Corporate &
Protective Services –
Corporate Services





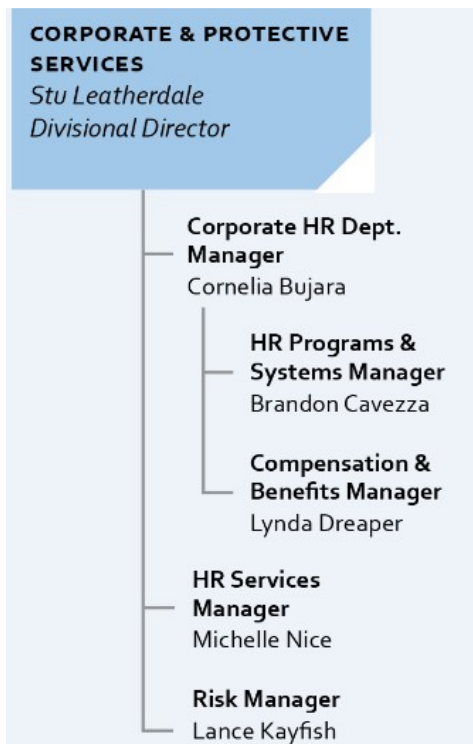
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Corporate & Protective Services

Corporate Services

Whether ensuring that the City attracts, retains and develops the best quality public servants or building corporate and community capacity through knowledgeable management strategies, the end goal of this division is to help improve organizational performance and provide superior services to staff and citizens.



The **Corporate Human Resources** department develops and implements corporate wide human resources programs, processes and best practices that make the City a leading employer in the community. Within this department, **Human Resources Programs and Systems** develops and maintains corporate-wide talent management programs. From succession plans to learning and development strategies, the branch is building a high performing, accountable workforce committed to the City's vision and adaptable to new challenges. Key initiatives include career, management and leadership development, supporting performance management programs and change management. The branch also oversees Human resource performance metrics, employee community involvement and recognition programs. **Compensation & Benefits** is responsible for total compensation, benefit administration, disability management and return to work programs, as well as other employee support programs such as the Employee and Family Assistance and Wellness programs. This branch is also responsible for maintaining human resource information systems. **Occupational Health & Safety** is responsible for development, implementation and coordination of employee safety programs, training and policies as part of the Safety 8 system.

The **Human Resources Services** team is the primary day to day contact for all HR matters and provides HR services including; recruitment & selection, performance management, employee & labour relations, employee engagement, workforce planning and all other HR enquiries. All City teams have an HR Business Partner assigned to them.

Risk Management is responsible for the development, implementation, and administration of the City's risk management and security programs. This branch leads the City's work to minimize losses and reduce hazards within the community through prevention programs, insurance and integrated risk management. The unit is an integral part of the City's security, maintaining a secure environment for staff, public and assets, including the oversight of security cameras.

Divisional activities

Social & Inclusive

- Finalize the Diversity, Equity and Inclusion strategic plan

Economic Resiliency

- Further develop business continuity plans for essential services such as roadways, water and wastewater providing for enhanced community resiliency beyond pandemic risks to include other emergency events and foreseeable hazards

Financial Management

- Complete Certificate of Recognition Audit through the BC Municipal Safety Association. Submission pending approval from WorkSafeBC, will result in the tenth consecutive year receiving a rebate on WorkSafeBC premiums (approximately \$150,000 per year)

Clear Direction

- To be more innovative, leverage technology and improve processes through the Safety Management software and the Learning Management system
- Train staff on newly implemented Principles of Conduct within specific work groups to address unique circumstances that apply to specialized areas regarding professionalism and ethics in the workplace

People

- Develop new efficiencies through a Disability Management Process Review
- Implement a Mental health workplace program for first responders
- Complete CUPE Airport and IAFF Collective Bargaining
- Implement departmental safety training matrices to ensure all staff receive necessary safety training, especially for employees doing high risk work

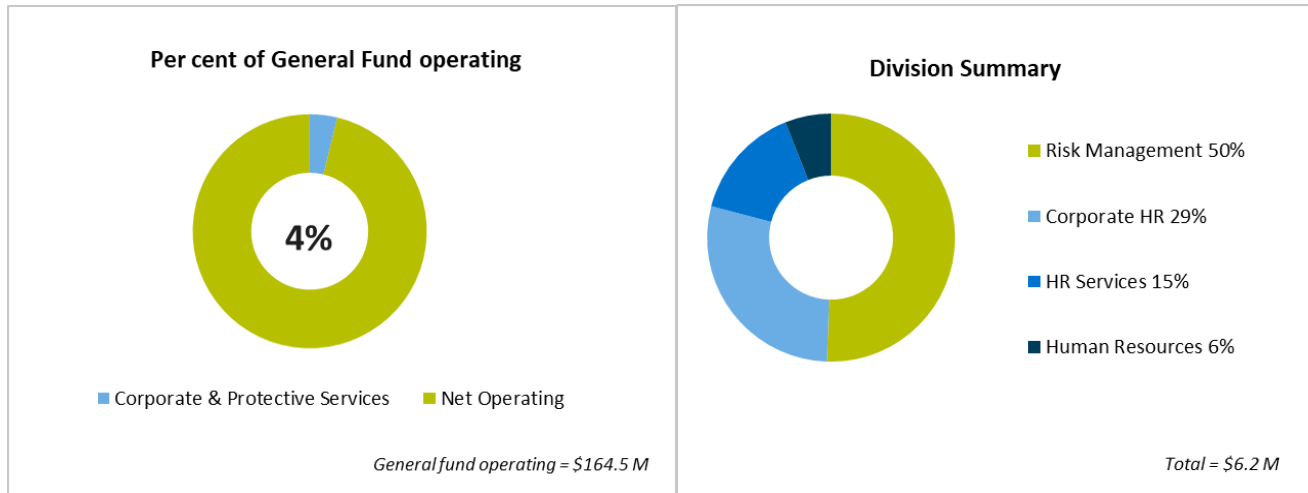
Base Business

- Launch multiple in-house employee safety training sessions in Learning Management Software
- Corporate action plan to improving ground disturbance (excavation) and electrical safety record
- Continue to build the Enterprise Risk Management Program to include risk register entries for all Divisions and Departments within the City

Departmental performance measures

	2020 Actual	2021 Estimate	2022 Forecast
# of third-party claim/incidents managed	99	150	125
Cost of risk / capita (\$)	\$12.16	\$13.00	\$13.52
# of WorkSafe claims processed	77	89	90
Merit rating discount for WCB claims (%)	1.92%	2.22%	2.46%
# of reported safety incidents	103	100	100
# of facility inspections	45	50	65
# of job site safety inspections	39	70	70
# of average work days lost (illness and injury)	9.48	7.2	8
# of vacant positions filled	289	375	330
Time to fill external job postings (average number of days)	44.7	47	45
Staff turnover – full time (%)	8.7%	9%	8%
# of employees participating in corporate training	750	1,600	1,000
# of Service Awards presented	102	235	240

Budget overview



Departmental summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Human Resources					
139 Human Resources & Community Safety	303	371	376		
	303	371	376	5	1.2%
Corporate HR					
140 HR Health, Safety & Labour	548	618	683		
143 HR Programs & Systems	425	570	567		
249 Compensation and Benefits	461	511	535		
	1,435	1,700	1,785	85	5.0%
HR Services					
141 HR Services & EE Relations	587	788	930		
	587	788	930	142	18.1%
Risk Management					
132 Risk Management	1,628	2,574	3,154		
	1,628	2,574	3,154	580	22.6%
Net operating expenditures	3,953	5,433	6,245	812	15.0%
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total divisional net expenditures	3,953	5,433	6,245	812	15.0%
Operating full-time equivalent positions:					
Management	17.0	19.0	20.5		
Union hourly	4.0	1.7	3.1		
Union salary	2.5	1.0	1.5		
Total operating full-time equivalent positions	23.5	21.7	25.1	3.4	15.7%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

		Total	FTE
2021 revised budget		5,433	21.7
2022 net impacts			
One-time operating requests	(192)		0.0
Prior years ongoing adjustments	45		0.5
Divisional adjustments	854	707	1.8
		6,140	24.0
2022 Program additions (P1)			
2022 operating requests:	105	105	1.1
Total		6,245	25.1
Unfunded 2022 requests (P2)			
2022 operating request		53	0.5
Total unfunded requests for 2022		53	0.5

Note: Totals may not add due to rounding.

Corporate & Protective Services
Corporate Services - General Fund
Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(811)	(71)	(61)
Other Revenue	(68)	(655)	(283)
Transfers from Funds			
Special (Stat Reserve) Funds	(182)	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(519)	(757)	(115)
Total Revenue	(1,580)	(1,483)	(459)
<u>Expenditures</u>			
Salaries and Wages	2,407	2,527	2,815
Internal Equipment	14	1	1
Material and Other	2,958	4,106	2,717
Contract Services	85	282	1,172
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	4	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	65	0	0
Total Expenditures	5,532	6,916	6,704
Net Operating Expenditures	3,953	5,433	6,245
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	3,953	5,433	6,245

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Corporate Services</i>									
New									
253	Talent Acquisition Software Position Management Module	36,000	0	0	0	0	0	(36,000)	OG
253	.6 HR Assistant Position	22,200	0	0	0	0	0	(22,200)	OG
254	Security Analyst Position	46,800	0	0	0	0	0	(46,800)	OG
	Total New	105,000	0	0	0	0	0	(105,000)	
Department Priority 1 Total		105,000	0	0	0	0	0	(105,000)	
Total Priority 1 Operating		105,000	0	0	0	0	0	(105,000)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Corporate HR Department		ON-GOING
Title:	Talent Acquisition Software Position Management Module		PRELIMINARY

Justification:

The Human Resources department 5-Year Strategic Plan includes the position management module of the software currently licensed by the city for recruitment and performance management. This module will improve and streamline the staff business case process. This will improve customer service for hiring managers, Finance and HR through streamlined workflows, and improved access and visibility from start to finish. The organization will also realize a centralized storage area for documentation of staff business cases, budget approvals, and job descriptions. The first year includes one-time project costs of set up.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	36,000	0	0	0	0	0	0	(36,000)
2023	16,100	0	0	0	0	0	0	(16,100)
2024	16,100	0	0	0	0	0	0	(16,100)

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Corporate HR Department		ON-GOING
Title:	.6 HR Assistant Position		PRELIMINARY

Justification:

With the increase in employee changes, the resulting workload for compensation and benefits will increase in relation to employee setup, benefits and pension tracking and enrolment, disability management and overall administrative support. This is a request for 20 hours (0.6 FTE) for a part-time HR Assistant in the Compensation and Benefit Branch to support HR Services and Recruitment. This increase will allow the branch to maintain critical customer service related to compensation, benefits, pension, disability management, and HRIS system.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	22,200	0	0	0	0	0	0	(22,200)
2023	44,400	0	0	0	0	0	0	(44,400)
2024	44,400	0	0	0	0	0	0	(44,400)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Risk Management		ON-GOING
Title:	Security Analyst Position		PRELIMINARY

Justification:

A Security Analyst is requested to support new and recently expanded security initiatives. The ongoing success of these initiatives critically depends on analytical support. The expected outcomes from this position are enhanced security for staff, City assets and the public as well as improved overall community safety. The ability to assess data and direct security resources is expected to produce cost savings for the City through the reduction of issues such as vandalism, theft, and graffiti, and improve the ability to detect trends and hot-spots earlier. Information collected will be shared with other enforcement partners.

Strategic Direction: Community Safety - Data and analysis is used to understand problems & target responses

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	46,800	0	0	0	0	0	0	(46,800)
2023	92,300	0	0	0	0	0	0	(92,300)
2024	92,300	0	0	0	0	0	0	(92,300)

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Corporate Services</i>									
Maintain									
256	Retirement Awards	7,000	0	0	0	0	0	(7,000)	OG
	Total Maintain	7,000	0	0	0	0	0	(7,000)	
New									
256	Recovery Coordinator Position	46,100	0	0	0	0	0	(46,100)	OG
	Total New	46,100	0	0	0	0	0	(46,100)	
Department Priority 2 Total		53,100	0	0	0	0	0	(53,100)	
Total Priority 2 Operating		53,100	0	0	0	0	0	(53,100)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 2	Maintain
Department:	Corporate HR Department		ON-GOING
Title:	Retirement Awards		PRELIMINARY

Justification:

The City recognizes the dedication of public service careers with staff through the provision of a retirement gift at the end of career. Due to the increase in volume of staff retirement driven by current age demographics of staff, this program has been consistently over budget the past two years. An increase to operating budget will ensure there is available funding to cover the estimated award amount moving forward within the operating budget and continue this recognition program.

2022 Base Budget: \$14,500

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	7,000	0	0	0	0	0	0	(7,000)
2023	7,000	0	0	0	0	0	0	(7,000)
2024	7,000	0	0	0	0	0	0	(7,000)

Division:	Corporate & Protective Services	Priority: 2	New
Department:	Risk Management		ON-GOING
Title:	Recovery Coordinator Position		PRELIMINARY

Justification:

This position will support recovery efforts associated with property damage, project deficiencies, development deficiencies and emergency responses caused by third-parties. Over the last 10 years, the City has recovered more than \$2M. With a dedicated staff resource, additional recoveries can be pursued and realized before timelines expire. This will allow the City to reduce tax dollars currently being spent to correct errors or repair damage caused by others. This position will prioritize recovery activities to maximize recouping financial losses and hold those responsible accountable. Over the next five years, is expected that the additional recoveries received will more than cover the cost of this position.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	46,100	0	0	0	0	0	0	(46,100)
2023	89,800	0	0	0	0	0	0	(89,800)
2024	89,800	0	0	0	0	0	0	(89,800)



Corporate &

Protective Services –

Community Safety





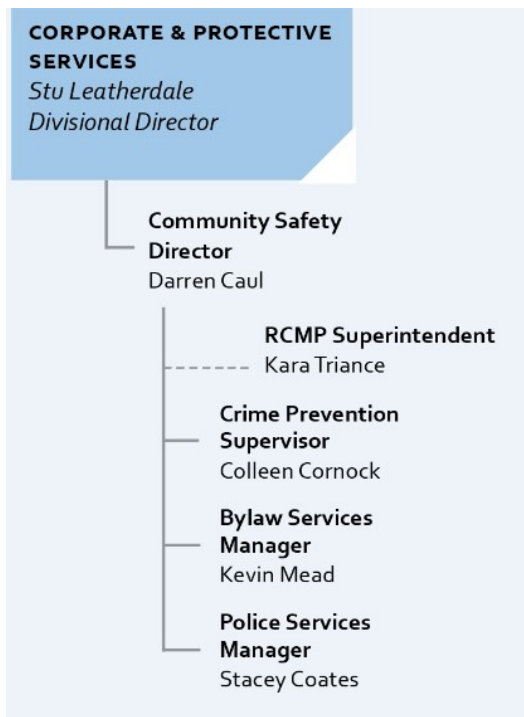
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Corporate & Protective Services

Community Safety

The Community Safety Department provides strategic and operational leadership to preserve and enhance safety – and sense of safety – in our community. Composed of Police Services, Bylaw Services and Crime Prevention, the Department strives to efficiently and effectively deliver preventative programs and reactive responses and to enable frontline police personnel through professional support. As a convener of community / governmental partners and stakeholders who are integral to community safety, the Department also aims to drive collaborative and multi-disciplinary strategies to reduce criminality, crime and victimization. Together, the team serves proudly as it delivers a balanced approach of education, prevention, intervention and enforcement for all who live, work and play in Kelowna.



Crime Prevention leads efforts to increase community safety and sense of safety through a range of strategies that rely on partnerships and community involvement. With an increasing focus on evidence-based approaches, the Unit works to reduce the impacts of social issues in our community while leading multi-disciplinary preventative initiatives (i.e., Community Safety Plan) to reduce criminality and victimization.

Bylaw Services affects education and compliance to foster a predictable and respectful community for all citizens. Bylaw Services includes a General Duty Section to investigate complaints, a Community Response Unit providing visibility and response with partnering agencies for priority areas and issues, and a Bicycle / Utility Task Vehicle (UTV) Patrol Section. Through a principle-based model of compassionate enforcement, and fair but firm compliance-driven practices, Bylaw Services staff work to enhance the safety of visitors and residents, alike.

Police Services, comprised of more than 90 permanent municipal staff, provides 24/7 operational support services to the Royal Canadian Mounted Police (RCMP) to ensure public safety in our

community. Services include information management, frontline supports, facility operations, quality assurance and all other administrative facets necessary for effective, efficient, and responsive policing in Kelowna.

Departmental activities

Community Safety

- Implement a Community Safety Plan of upstream strategies and actionable initiatives through continued coordination of key systems as well as engagement and collaboration with community stakeholders
- Enhance coordination and collaboration among security, compliance and enforcement agencies as part of a “safety and security continuum”
- Implement recommended changes arising from the 2021 Bylaw Services Operational Review
- Continue to implement recommended changes arising from the 2019 Review of Police Services with a focus on resourcing, efficiency, effectiveness, performance measurement and monitoring

- Complete the implementation of recommended changes arising from the 2020 Crime Prevention Review with a focus on evidence-based initiatives that address identified priority issues in our community
- Develop and implement initiatives to address issues uncovered in the 2021 Public Safety and Crime Survey
- Advance longer-term evidence-based initiatives to appropriately address upstream demands on police
- Based on data, enhance enforcement visibility, proactivity and responsiveness in priority areas (i.e., business districts)

Social & Inclusive

- Continue to support a multi-agency effort to enable successful inclusion of housing with supports

Financial Management

- Develop and implement a quarterly RCMP contract performance dashboard
- Optimize efficiency and effectiveness of support services for Police Services

Clear Direction

- Further develop performance metrics for the Community Safety Department and its branches to drive actions and deliver impactful and meaningful results

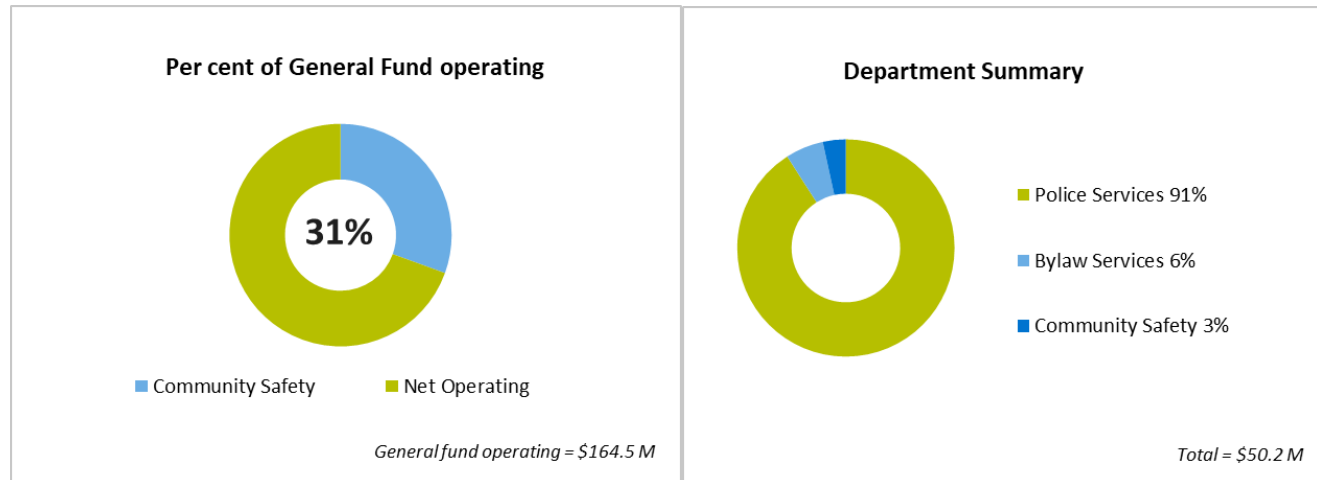
People

- Increase individual and departmental capacity through targeted engagement strategies and enhanced training / professional and leadership development

Departmental performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Community Safety / Crime Prevention			
Overall sense of safety (citizen survey)	87%	N/A	85%
Bylaw Services			
# of Bylaw Service Requests generated annually	15,210	15,818	16,500
Average number of days to close a Bylaws Service Request	5.9	4.2	3.7
# of files actioned by the Property Standards Compliance Team	12	14	16
Police Services			
Citizen satisfaction on delivery of Police Services (citizen survey)	82%	N/A	85%
Crime Severity Index (overall ranking of 38 Census Metropolitan Areas)	3 rd	3 rd	5 th
Response time to priority one calls	9.1 minutes	8.9 minutes	8.9 minutes

Budget overview



Departmental summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Police Services					
111 Police Services	26,510	31,489	37,051		
112 Police Client Services	2,650	2,942	3,021		
113 Police Quality Assurance	973	1,458	1,501		
114 Police Facility Operations	842	848	979		
272 Police Information Management	2,037	1,558	1,754		
288 Police Services Watch Support	0	1,319	1,379		
	33,012	39,614	45,684	6,070	15.3%
Community Safety					
115 Community Safety	365	531	671		
251 Crime Prevention	780	993	1,046		
	1,145	1,524	1,718	193	12.7%
Bylaw Services					
150 Bylaw Services	2,622	2,744	2,842		
	2,622	2,744	2,842	98	3.6%
Net operating expenditure	36,779	43,882	50,244	6,362	14.5%
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total departmental net expenditures	36,779	43,882	50,244	6,362	14.5%
Operating full-time equivalent positions:					
Management	21.7	25.5	26.5		
Union hourly	28.6	27.0	26.8		
Union salary	54.3	71.5	76.8		
Total operating full-time equivalent positions	104.6	124.0	130.1	6.1	4.9%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

		Total	FTE
2021 revised budget		43,882	124.0
2022 net impacts			
One-time operating requests	7		
Prior years ongoing adjustments	1,573		3.8
Divisional adjustments	(184)	1,396	
		45,278	127.8
2022 Program additions (P1)			
2022 operating requests:	4,966	4,966	2.3
Total		50,244	130.1
Unfunded 2022 requests (P2)			
2022 operating request		414	1.9
Total unfunded requests for 2022		414	1.9

Note: Totals may not add due to rounding.

Corporate & Protective Services
Protective Services - Community Safety - General Fund
Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(677)	(880)	(885)
Other Revenue	(1,799)	(5,088)	(4,567)
Transfers from Funds			
Special (Stat Reserve) Funds	(242)	(25)	0
Development Cost Charges	0	0	0
Accumulated Surplus	(1,567)	(451)	(8,850)
Total Revenue	(4,285)	(6,443)	(14,302)
<u>Expenditures</u>			
Salaries and Wages	9,199	10,018	10,659
Internal Equipment	149	171	171
Material and Other	934	1,345	1,247
Contract Services	30,773	38,791	52,468
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	9	0	0
Total Expenditures	41,064	50,325	64,545
Net Operating Expenditures	36,779	43,882	50,244
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	36,779	43,882	50,244

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Community Safety</i>									
Maintain									
265	Child Advocacy Centre Rent	73,200	0	0	0	0	0	(73,200)	OG
265	RCMP Contract Services	4,054,000	0	0	0	0	0	(4,054,000)	OG
266	Auxiliary Constable Program	(20,000)	0	0	0	0	0	20,000	OT
266	Gaming Revenues Reduction	0	(600,000)	0	0	872,000	0	(272,000)	OT
	Total Maintain	4,107,200	(600,000)	0	0	872,000	0	(4,379,200)	
Growth									
267	Police Services Response Operators (2) Positions	71,600	0	0	0	0	0	(71,600)	OG
267	Police Services Supervisor Position	50,000	0	0	0	0	0	(50,000)	OG
268	Police Services Records Clerk Position	20,700	0	0	0	0	0	(20,700)	OG
	Total Growth	142,300	0	0	0	0	0	(142,300)	
New									
268	RCMP Investigative Services - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
269	Police Services Communications Advisor Position	50,500	0	0	0	0	0	(50,500)	OG
269	RCMP Retroactive Payment	8,250,000	(8,250,000)	0	0	0	0	0	OT
270	RCMP Cell Block Sergeants - 4 Members	112,500	0	0	0	0	0	(112,500)	OG
270	RCMP Crime Analyst - Civilian Member	56,200	0	0	0	0	0	(56,200)	OG
271	RCMP Operational Readiness - 1 Member	56,200	0	0	0	0	0	(56,200)	OG
271	RCMP General Duty Constables - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
	Total New	8,750,400	(8,250,000)	0	0	0	0	(500,400)	
Growth									
309	* <i>Financial Analyst Position - Corporate and Protective Services</i>	(56,100)	0	0	0	0	0	56,100	OG
	Total Growth	(56,100)	0	0	0	0	0	56,100	
Department Priority 1 Total		12,943,800	(8,850,000)	0	0	872,000	0	(4,965,800)	
Total Priority 1 Operating		12,943,800	(8,850,000)	0	0	872,000	0	(4,965,800)	

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V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	Child Advocacy Centre Rent		PRELIMINARY

Justification:

The Child Advocacy Centre (CAC) of Kelowna provides a multi-disciplinary environment where the agencies that serve those impacted by child abuse and neglect can work together in a collaborative environment to best serve the needs of these children and families. The space was built and outfitted entirely through the generosity of community donors and funders. As the Centre is now operational, the CAC is seeking rent participation from the City of Kelowna Police Services for the RCMP dedicated space within, the utilities that support the RCMP and to pay a portion of the shared spaces that equally support all agencies. These costs will be funded from reallocation of \$73,200 from the Kelowna Youth and Family Services budget as part of the realignment of support for youth services.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	0	0	0	0	0	0	0
2023	0	0	0	0	0	0	0	0
2024	0	0	0	0	0	0	0	0

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	RCMP Contract Services		PRELIMINARY

Justification:

This request is for the estimated 2022 contract increase for the Council approved 210 RCMP members, including the 24% salary increase for all positions below the rank of inspector included in the 2017-2022 collective agreement ratified in August of 2021. Due to the September Federal election, the RCMP have been placed under the caretaker provision and have been unable to communicate with municipalities on overall contract increases for the 2022/2023 RCMP fiscal year. This 2022 budget increase is estimated at \$4.1M but has been reduced by the \$2.4M provision included in Other Working Capital that has been set aside during the RCMP union negotiations over the last five years. The confirmed contract increase will be presented at Final Budget.

2022 Base Budget: \$38.6M

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	1,684,000	0	0	0	0	0	0	(1,684,000)
2023	1,684,000	0	0	0	0	0	0	(1,684,000)
2024	1,684,000	0	0	0	0	0	0	(1,684,000)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ONE-TIME
Title:	Auxiliary Constable Program		PRELIMINARY

Justification:

The RCMP has suspended the auxiliary constable program in 2021. This program is not expected to be active in 2022.

2022 Base Budget: \$20,000

Strategic Direction:	Financial management - Lower value activities are improved or stopped							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	(20,000)	0	0	0	0	0	0	20,000

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ONE-TIME
Title:	Gaming Revenues Reduction		PRELIMINARY

Justification:

Due to the continued Provincial Health Services Health Authority mandated capacity limits of casinos in British Columbia, 2022 gaming revenues are expected to be reduced. A portion of the revenue shortfall will be offset by the COVID-19 Safe Restart Grants for Local Governments.

2022 Base budget: \$4.2M.

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	(600,000)	0	0	0	872,000	0	(272,000)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	Police Services Response Operators (2) Positions		PRELIMINARY

Justification:

Kelowna RCMP is the fourth largest RCMP detachment in Canada with a recorded fourth highest population growth rate in 2020 and over 2 million visitors annually. Police Services has one Response Operator working regular business hours (M-F 8am-4pm) answering the non-emergency line. Since fall 2020, the responsibility of answering this line afterhours and weekends was assumed locally, and has been absorbed by the Information Management (IM) unit. The now 24/7 IM unit also has significant and time-sensitive data entry into the Canadian Police Information Center (CPIC) and records management responsibilities relied upon by law enforcement across Canada. It is clear that the volume of incoming afterhours calls cannot be absorbed by the IM Unit entirely and that two additional positions to expand to 7d/week 8:00 am to midnight coverage is necessary. These additional positions will address gaps identified in the 2019 Griffiths' Report.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	71,600	0	0	0	0	0	0	(71,600)
2023	142,700	0	0	0	0	0	0	(142,700)
2024	142,700	0	0	0	0	0	0	(142,700)

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	Police Services Supervisor Position		PRELIMINARY

Justification:

Within the past two years, Police Services have necessarily grown by more than 15 staff, assumed 24/7 duties in 2020, adapted to increased technical / procedural requirements, and experienced increased turnover. Today, its five supervisors provide 7 day/week coverage, lead an average of 20 direct reports working in a range of specialized units, and operate amidst a 24/7 environment. There is an apparent need for an additional supervisor to support the increased number of staff in these circumstances, to improve the organization's overall engagement, efficiency and effectiveness, while also reducing staff turnover. Further, with the rising cost of policing, Police Services can better position itself to relieve police officers of administrative tasks and focus more on frontline duties. An additional Supervisor will enable Police Services to better support Council and Corporate priorities, and the RCMP's 2021-24 Strategic Plan.

Strategic Direction: Community Safety - Crime rates are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	0	0	0	0	0	0	(50,000)
2023	97,200	0	0	0	0	0	0	(97,200)
2024	97,200	0	0	0	0	0	0	(97,200)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	Police Services Records Clerk Position		PRELIMINARY

Justification:

Information Management requires 24/7 operational support for the RCMP and the current part-time position does not have the capacity to meet the needs of this workplace model. The upgrade to a full-time position will provide additional administrative support to the Information Management Team in performing the operational requirements to support the RCMP.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	20,700	0	0	0	0	0	0	(20,700)
2023	41,000	0	0	0	0	0	0	(41,000)
2024	41,000	0	0	0	0	0	0	(41,000)

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	RCMP Investigative Services - 2 Members		PRELIMINARY

Justification:

Earning the trust of citizens who have experienced persons crimes requires a continuous investment to investigate these serious and vulnerable crimes. The Investigative Services Unit is requesting 2 RCMP Members. This will ensure capacity for: General Investigative Services Team - to support frontline members with more complex files and serious offences; and Sex Crimes - to expand the teams mandate to include investigating sexual offences against victims 11-15 yrs of age. These positions will advance the Griffiths 2019 Report recommending 10 specialized investigation positions.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	112,500	0	0	0	0	0	0	(112,500)
2023	406,000	0	0	0	0	0	0	(406,000)
2024	406,000	0	0	0	0	0	0	(406,000)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	Police Services Communications Advisor Position		PRELIMINARY

Justification:

In support of the RCMP's 2021-24 Strategic Plan, there is a need to increase its' ability to deliver timely and accurate communications /public education. This serves to improve public awareness, engagement and sense of safety, as well as public confidence and trust in police. The current RCMP Communications Unit consists of one RCMP Officer for Media Relations; a position that is largely reactive, and does not bring expertise or capacity to develop and implement strategic communications. As recommended in the Griffiths Report (2019), RCMP request one dedicated Communications Advisor with specialized training and expertise in communications and media relations. This RCMP-based position will develop and implement a Kelowna RCMP Communications Plan to drive a more strategic and proactive communications approach; one that includes collaboration with City Communications, as well as public education and stakeholder inclusion.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,500	0	0	0	0	0	0	(50,500)
2023	99,800	0	0	0	0	0	0	(99,800)
2024	99,800	0	0	0	0	0	0	(99,800)

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ONE-TIME
Title:	RCMP Retroactive Payment		PRELIMINARY

Justification:

This request is for the estimated 2017-2021 retroactive payment for RCMP members as part of the 2017-2022 collective agreement ratified in August of 2021. Due to the September Federal election, the RCMP have been placed under the caretaker provision and have been unable to communicate with municipalities or confirm the total cost of the retroactive invoice. Throughout the negotiations, RCMP provided annual retroactive estimates to help the City to prepare for this payment which have been contributed to reserve. The confirmed retroactive amount will be presented to Council for budget amendment once cost confirmation is received from the RCMP and Public Safety Canada.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	8,250,000	(8,250,000)	0	0	0	0	0	0

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	RCMP Cell Block Sergeants - 4 Members		PRELIMINARY

Justification:

The Kelowna RCMP 2021-24 Strategic Plan, in conjunction with Council's priorities, established the goals and direction for policing in Kelowna. Linked to all the strategic plan pillars, these positions provide the necessary oversight to ensure police show up at their best for every citizen, have the management required to effectively address emerging issues effecting crime reduction, including crown led bail, provincial standards for cell block policies and earning the trust of citizens. Cell block operations and prisoner handling are high risk. Kelowna is the largest detachment in the province without full time cell block Non-Commissioned Officers as identified in the 2020 BC Solicitor General audit. These positions will reduce the risk of public complaints, civil actions and code of conduct investigations. Two are requested in 2022 and two in 2023, following regionalization review and consultation. This request addresses the 2019 Griffiths Report recommending four positions.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	112,500	0	0	0	0	0	0	(112,500)
2023	518,500	0	0	0	0	0	0	(518,500)
2024	812,000	0	0	0	0	0	0	(812,000)

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	RCMP Crime Analyst - Civilian Member		PRELIMINARY

Justification:

The Kelowna RCMP 2021-24 Strategic Plan, in conjunction with Council's priorities, established the goals and direction for policing in Kelowna. Linked to three of the strategic plan pillars, this position provides police officers the data and information required to decrease the risk of property crime, respond with crime reduction principles and intelligence-led policing in priority areas, prevent and stop person's crime and earning the trust of citizens most at risk. This unit is also responsible for assisting in criminal apprehension, predictive analysis of crime trends, create officer safety and awareness bulletins, crime intelligence mapping, various charts and visual aids such as timelines and flow charts to assist in complex cases. Due to the extensive workload in Kelowna, additional resources is needed to meet the unit's mandate. This position would address one of three recommended in the 2019 Griffiths Report.

Strategic Direction: Community Safety - Data and analysis is used to understand problems & target responses

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	56,200	0	0	0	0	0	0	(56,200)
2023	203,000	0	0	0	0	0	0	(203,000)
2024	203,000	0	0	0	0	0	0	(203,000)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	RCMP Operational Readiness - 1 Member		PRELIMINARY

Justification:

The Kelowna RCMP 2021-24 Strategic Plan, in conjunction with Council's priorities, established the goals and direction for policing in Kelowna. Strategy-driven policing enables police to focus their resources on significant priorities, communicating with local government and the public to provide outcomes and activities, instilling trust and confidence, outlined in the Officer in Charge's Multi-Year Resource Plan of existing and new RCMP officers. Showing up at their best for every citizen is a pillar of this priority, focusing on internal health and wellness of the police service. This Non-Commissioned Officer position will focus on the continuity and wellness of members to lower the risk of occupational stress injuries, work towards facilitating return to the workplace, increasing roadable resources, while decreasing vacancies from short/long term sick leave. This position supports mental health for first responders.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	56,200	0	0	0	0	0	0	(56,200)
2023	203,000	0	0	0	0	0	0	(203,000)
2024	203,000	0	0	0	0	0	0	(203,000)

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	RCMP General Duty Constables - 2 Members		PRELIMINARY

Justification:

The Kelowna RCMP 2021-2024 Strategic Plan, in conjunction with Council's priorities, established the goals and direction for policing in Kelowna. Kelowna is the fastest growing city in B.C., the fourth largest growing metropolitan area in Canada and a tourist destination. These additional positions to the front line will assist in lowering the case load per officer, decrease operational fatigue and burnout, and support mental wellness, while decreasing the response time to priority 1 and 2 calls. These positions address the 2019 Griffiths Report Recommendations # 5.2, 6.2, 6.5, 6.6, and 12.1 to increase the size of the patrol teams to address responding to increased severity and numbers of calls for service and provide the necessary resources to respond to the demands for service and appropriate numbers of police officers to address serious offences.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	112,500	0	0	0	0	0	0	(112,500)
2023	406,000	0	0	0	0	0	0	(406,000)
2024	406,000	0	0	0	0	0	0	(406,000)

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Community Safety</i>									
Maintain									
273	Casual Security Clearance Specialist Additional Hours	25,000	0	0	0	0	0	(25,000)	OG
	Total Maintain	25,000	0	0	0	0	0	(25,000)	
Growth									
273	Disclosure Coordinators (2) Positions	80,000	0	0	0	0	0	(80,000)	OG
	Total Growth	80,000	0	0	0	0	0	(80,000)	
New									
274	RCMP General Duty Constables - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
274	RCMP Investigative Services - 2 Members	112,500	0	0	0	0	0	(112,500)	OG
275	Digital Extraction Technician Position	46,000	0	0	0	0	0	(46,000)	OG
275	Rutland CPO Safety & Security Enhancements	35,500	0	0	0	0	0	(35,500)	OG
	Total New	306,500	0	0	0	0	0	(306,500)	
Maintain									
CAP 390	* <i>Fleet Growth</i>	2,500	0	0	0	0	0	(2,500)	OG
	Total Maintain	2,500	0	0	0	0	0	(2,500)	
	Division Priority 2 Total	414,000	0	0	0	0	0	(414,000)	
	Total Priority 2 Operating	414,000	0	0	0	0	0	(414,000)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 2	Maintain
Department:	Community Safety		ON-GOING
Title:	Casual Security Clearance Specialist Additional Hours		PRELIMINARY

Justification:

An increase to the wages utilized to fund the Security Clearance Specialists (SCS) is requested for the increase in security clearance applications that are required to work in an RCMP Detachment. A SCS is scheduled "as and when required" to conduct field investigations for City of Kelowna employees (Police Services, Bylaws, Building Services, HR Business Partners, Director Community Safety), RDCO, contractors (Commissionaires, Janitorial, Pest Control, Bio-Hazard) and volunteers. There were 65 applications processed by the SCSs in 2018-19 and 78 in 2020-21, a 20% increase in workload over two years. This growth is expected to carry on with ongoing City hiring and contracting needs for the building. Additionally, new national requirements imposed by the RCMP Departmental Security Branch have resulted in each security clearance necessitating additional hours to complete.

2022 Base Budget: \$32,486

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	25,000	0	0	0	0	0	0	(25,000)
2023	25,000	0	0	0	0	0	0	(25,000)
2024	25,000	0	0	0	0	0	0	(25,000)

Division:	Corporate & Protective Services	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	Disclosure Coordinators (2) Positions		PRELIMINARY

Justification:

Disclosure Coordinators are responsible for extracting information to create disclosure reports. Over the last 10 to 20 years, volumes of digital data has increased exponentially which amounts to significantly more disclosure per file. The Griffiths' 2019 Report recommended one Disclosure Coordinator. Since then, the BC Prosecution announced (2020) an electronic disclosure system which requires significantly more administrative work. Consequently, two additional positions are now required. In addition to the increasing volume of data required, the rate and speed at which documents must be disclosed has also increased to meet Federal and Provincial court-imposed deadlines. These positions are considerably more cost effective than having police officers perform these administrative tasks, and will enable officers to focus on frontline policing duties.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	80,000	0	0	0	0	0	0	(80,000)
2023	157,000	0	0	0	0	0	0	(157,000)
2024	157,000	0	0	0	0	0	0	(157,000)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 2	New
Department:	Community Safety		ON-GOING
Title:	RCMP General Duty Constables - 2 Members		PRELIMINARY

Justification:

The Kelowna RCMP 2021-2024 Strategic Plan, in conjunction with Council's priorities, established the goals and direction for policing in Kelowna. Kelowna is the fastest growing city in B.C., the fourth largest growing metropolitan area in Canada and a tourist destination. These additional positions to the front line will assist in lowering the case load per officer, decrease operational fatigue and burnout, and support mental wellness, while decreasing the response time to priority 1 and 2 calls. These positions address the 2019 Griffiths Report Recommendations # 5.2, 6.2, 6.5, 6.6, and 12.1 to increase the size of the patrol teams to address responding to increased severity and numbers of calls for service and provide the necessary resources to respond to the demands for service and appropriate numbers of police officers to address serious offences.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	112,500	0	0	0	0	0	0	(112,500)
2023	406,000	0	0	0	0	0	0	(406,000)
2024	406,000	0	0	0	0	0	0	(406,000)

Division:	Corporate & Protective Services	Priority: 2	New
Department:	Community Safety		ON-GOING
Title:	RCMP Investigative Services - 2 Members		PRELIMINARY

Justification:

Earning the trust of citizens who have experienced persons crimes requires a continuous investment to investigate these serious and vulnerable crimes. The Investigative Services Unit is requesting 2 RCMP Members. This will ensure capacity for: Domestic Violence - to ensure proper investigational processes and polices are met in accordance with the Provincial action plan; and New Digital Mobile Field Triage Unit responsible for extracting data from electronic devices which will be partnered with a municipal Digital Extraction Technician helping to offset costs incurred by police officers from other detachments in 2023 by \$50k. These positions will advance the Griffiths 2019 Report recommending 10 specialized investigation positions.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	112,500	0	0	0	0	0	0	(112,500)
2023	356,000	0	0	0	0	0	0	(356,000)
2024	356,000	0	0	0	0	0	0	(356,000)

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 2	New
Department:	Community Safety		ON-GOING
Title:	Digital Extraction Technician Position		PRELIMINARY

Justification:

The Kelowna RCMP 2021-24 Strategic Plan, in conjunction with Council's priorities, established the goals and direction for policing in Kelowna. Linked to decreasing property crime and building trust with those who have experienced persons crime, this position addresses how police gather evidence in criminal cases. Police continue to experience an increase in digital device examinations as part of police investigations and for evidentiary purposes in complex cases (child pornography, drugs, homicides and attempted murder files). The digital evidence required in establishing facts in cases has advanced with technology. RCMP members are trying to fit this work in with their assigned duties, working overtime or outsourcing the examinations. This position will be partnered with the Digital Mobile Field Triage Unit Constable and will help to reduce outsourcing costs in 2023 by \$50k. The position supports gaps identified in the 2019 Griffiths Report.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	46,000	0	0	0	0	0	0	(46,000)
2023	41,800	0	0	0	0	0	0	(41,800)
2024	41,800	0	0	0	0	0	0	(41,800)

Division:	Corporate & Protective Services	Priority: 2	New
Department:	Community Safety		ON-GOING
Title:	Rutland CPO Safety & Security Enhancements		PRELIMINARY

Justification:

This request is for the enhancement of security infrastructure at the Rutland Community Policing Office including installation of six cameras (lobby and outside), plus network for remote viewing and monthly connection fee. Monthly connection fees will require yearly operating budget, while acquisition of infrastructure and installation is a one-time expense. Additionally, budget is requested for the installation of a new exterior emergency exit door on the westside of the building, and exterior wayfinding signage.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	35,500	0	0	0	0	0	0	(35,500)
2023	2,500	0	0	0	0	0	0	(2,500)
2024	2,500	0	0	0	0	0	0	(2,500)



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Corporate &
Protective Services –
Fire Department





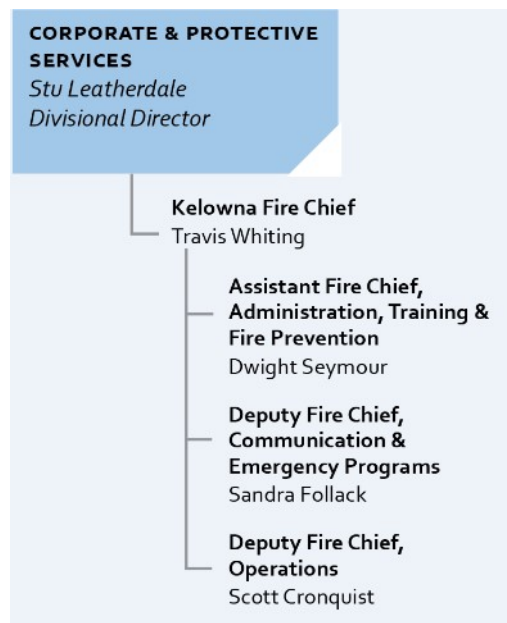
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Corporate & Protective Services

Fire Department

The goal of the Kelowna Fire Department (KFD) is to provide effective fire protection and public safety services to all areas of the City of Kelowna. This includes fire suppression and rescue, fire prevention, fire safety inspections, fire training, first medical responses, hazardous material response, specialty rescue, pre-incident planning, dispatch and emergency management. The Kelowna Fire Department operates from seven fire stations located strategically throughout the City. Each has a full compliment of modern, up-to-date vehicles and equipment. There are 140 full time personnel and 46 paid-on-call volunteers.



Training & Fire Prevention provides fire inspection services, fire investigations and enforcement of the Fire Services Act and the BC Fire Code. They also provide numerous public education opportunities, working with local schools and community groups through the year. The Training Branch ensures all members of KFD meet required standards, building capacity for all members from recruit training up to our Fire Officer program.

Communications & Emergency Program provides fire dispatch services to over 70 fire departments from Vernon, the Regional Districts of Central Okanagan, Okanagan Similkameen, Kootenay Boundary, Central Kootenay, and East Kootenay. This branch also administers the Emergency Program for Central Okanagan, activated to support any community requiring support for major incidents. In 2021, the Emergency Operating Centre (EOC) was open extensively to support incidents in Kelowna, West Kelowna and the Regional District of Central Okanagan (RDCO) communities impacted by the White Rock Lake Fire. Additionally, the Emergency Support Services (ESS) Reception Centre supported evacuees from across BC.

Fire Operations is responsible for fire suppression, first medical response, auto extrication, technical rescue (low embankment, high angle, tower crane, ice rescue, swift water rescue, confined space rescue, and marine rescue) and hazmat response. The Operations branch is staffed 24/7 with five four-person engine companies and one two-person squad operating from five career stations, providing 24/7 coverage for the city. Our career staff are supported by two paid-on-call stations (East Kelowna and McKinley), as well as paid-on-call members continuing to support the Glenmore Fire Hall.

Departmental activities

Community Safety

- Functional review of wildfire interface response, including preplanning, equipment upgrades and enhanced training based on new best practices in structural protection response to wildfires
- Review of 2021 Wildfire season, lessons learned and EOC support to major events including staffing impacts

Social & Inclusive

- Enhanced focus on diversity and inclusion through our recruitment programs, investing time in long term strategies to improve processes to remove potential barriers for applicants

Vibrant Neighbourhoods

- Working with other internal departments on future city planning initiatives to enhance issues such as response routes and interface resiliency

Financial Management

- Development of long term financial planning, balancing capital and operational requirements

Clear Direction

- Looking forward at future station locations and aligning service levels to meet the needs of a growing community
- Continued focus on analytics and data to inform decisions

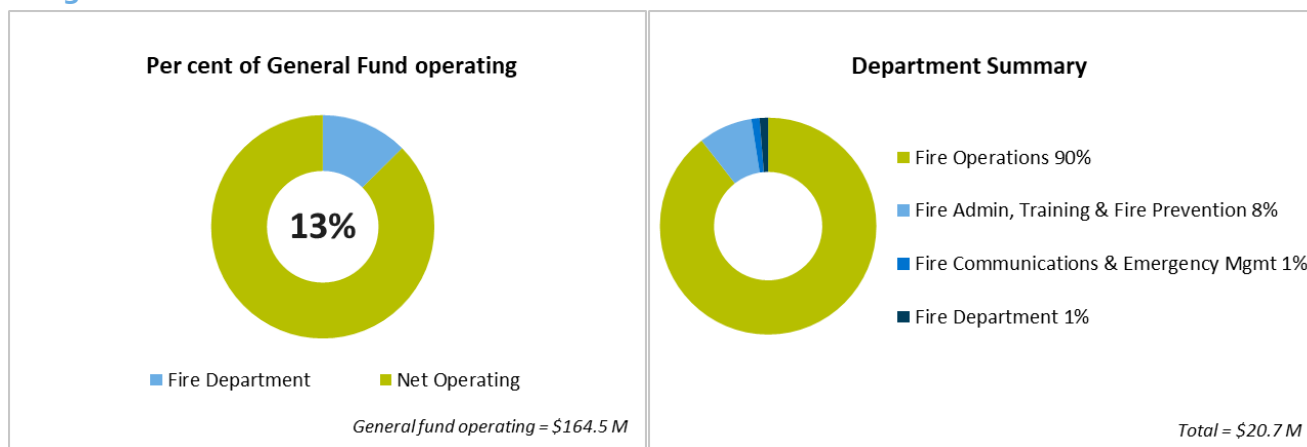
People

- Continued work on development of healthy workplace initiatives focusing on the physical and mental well being of all staff

Departmental performance measures

	2020 Actual	2021 Estimate	2022 Forecast
# of incidents handled by Fire Dispatch – all customers	26,295	32,000	34,000
# of incidents responded to by KFD	11,735	14,300	15,000
# of structure fires by KFD	112	120	120
# of motor vehicle incidents by KFD	803	800	800
# of inspections completed	4197	4900	5000

Budget overview



Departmental summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Fire Department					
133 Fire Department	246	312	264		
134 Fire Operations	17,351	18,518	18,526		
135 Fire Communications & Emergency Mgmt	234	256	252		
136 EOC Operations & Hydrants	1	0	0		
137 Fire Admin, Training & Fire Prevention	2,091	1,644	1,666		
Net operating expenditure	19,923	20,730	20,708	(22)	(0.1%)
Divisional capital cost centres (\$ thousands):					
311 Fire Capital	58	0	0		
Net capital expenditures	58	0	0	0	0.0%
Total departmental net expenditures	19,980	20,730	20,708	(22)	(0.1%)
Operating full-time equivalent positions:					
Management	4.5	4.0	4.0		
Union hourly	2.4	1.8	1.8		
Union salary	157.2	139.5	140.0		
Total operating full-time equivalent positions	164.1	145.3	145.8	0.5	0.3%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	20,730	145.3
2022 net impacts		
One-time operating requests	(48)	
Prior years ongoing adjustments	46	0.5
Divisional adjustments	(20)	
	20,708	145.8
2022 Program additions (P1)		
2022 operating requests:	0	0
Total	20,708	145.8
Unfunded 2022 requests (P2)		
2022 operating request	0	
Total unfunded requests for 2022	0	0.0

Note: Totals may not add due to rounding.

Corporate & Protective Services

Protective Service - Fire Department - General Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(3,010)	(2,529)	(2,529)
Other Revenue	(296)	(275)	(275)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(10)	(50)	0
Total Revenue	(3,316)	(2,854)	(2,804)
<u>Expenditures</u>			
Salaries and Wages	19,358	20,507	20,570
Internal Equipment	189	153	167
Material and Other	1,796	1,406	1,305
Contract Services	309	251	201
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	145	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	800	900	900
Development Cost Charges	0	0	0
Accumulated Surplus	643	368	368
Total Expenditures	23,239	23,584	23,512
Net Operating Expenditures	19,923	20,730	20,708
<u>Capital Expenditures</u>			
Gross Expenditures	882	1,150	3,936
Other Funding Sources	(824)	(1,150)	(3,936)
Taxation Capital	58	0	0
Net Operating & Tax Capital Exp.	19,980	20,730	20,708

2022 Operating Requests Preliminary Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Fire Department</i>									
Growth									
284	Long-term Staffing and Capital Investment	0	0	0	0	0	0	0	0 OG
	Total Growth	0	0	0	0	0	0	0	0
Department Priority 2 Total		0	0	0	0	0	0	0	0
Total Priority 2 Operating		0	0	0	0	0	0	0	0

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Corporate & Protective Services	Priority: 2	Growth
Department:	Fire Department		ON-GOING
Title:	Long-term Staffing and Capital Investment		PRELIMINARY

Justification:

Kelowna Fire Department is developing a long term financial strategy to support aligning City growth with maintaining public safety service levels. Further work on updates to the KFD Strategic Plan will be brought forward in 2022, part of which will focus on sustainable investments in capital and personnel resources. It is expected final values will look to input a regular annual increase to budget consistent with projected City growth. This regular investment will balance both personnel and capital needs matching City growth and ensuring service levels remain consistent. This current request is to begin the investment process in 2022, with the goal of funding additional fire apparatus personnel within the next six to seven years. It is expected that this initial request for three years will be continued for a further three year request starting in 2025.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	0	0	0	0	0	0	0
2023	0	150,000	0	0	0	0	0	(150,000)
2024	0	250,000	0	0	0	0	0	(250,000)



Corporate Strategic Services



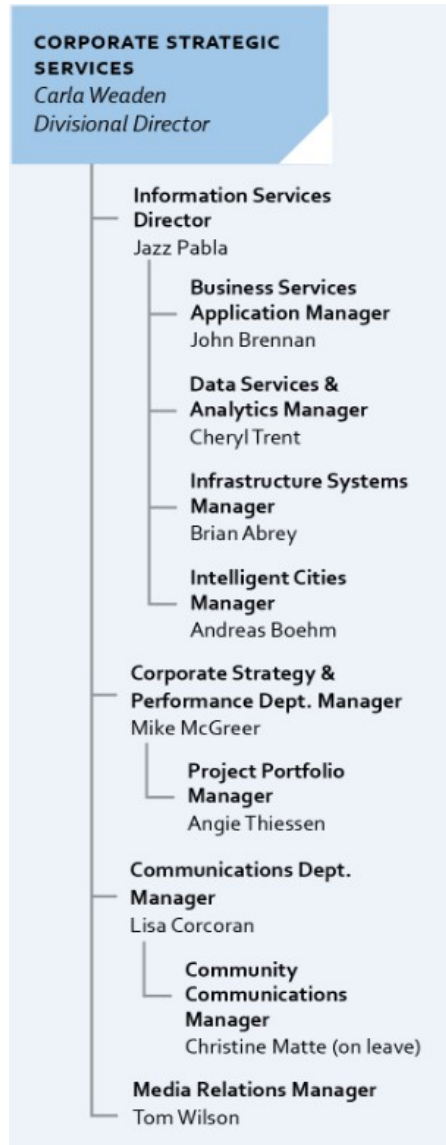


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Corporate Strategic Services

The Corporate Strategic Services Division provides citizens and staff with convenient, accurate and timely access to City services and information.



Information Services (I.S.) provides direction, support and maintenance of the City's information systems and technology infrastructure. Today, technology is a key driver in the delivery of customer service, economic development and communications. This department strategically considers technology options that reduce costs, improve revenue streams, build efficiency and deliver better overall service.

Corporate Strategy & Performance (CSP) facilitates the process to set corporate level strategy (Council and Corporate priorities), identify and monitor key projects (Action Plan) and track and improve performance (annual progress report on Council and Corporate priorities, reporting on performance of base business and services).

Communications provides strategic communications planning to inform, consult, involve, collaborate and empower internal and external stakeholders. Using an audience-centered model, Communications aims to support major city projects and provide accurate and timely information to citizens and staff through research, branding standards, media relations, crisis communications, development and maintenance of print and electronic communications channels, corporate advertising and public engagement programs.

Media Relations supports the City of Kelowna's goal to be open with the media and to be respected and valued by our citizens. The Media Relations department works directly with the media and also provides support for those who are designated spokespeople for the City.

Divisional activities

Community Safety

- Continue to bring data together to provide information on community safety

Social & Inclusive

- Ongoing strategic guidance and participation in groups like the Community Inclusion Team and the Social Development Committee
- Launch an anti-stigma campaign to support those living without homes in Kelowna using funding from the Strengthening Communities Grant

Transportation & Mobility

- Use emerging technologies, such as Light Detection and Ranging (LiDAR) and Big Data, to better understand transportation and mobility
- Supporting the transition of the Transportation Master Plan to a digital-first format to create a better user experience for citizens

Vibrant Neighbourhoods

- Progress and add additional data to Model City, to better understand how changes to the city will look in the future
- Support on-going Official Community Plan (OCP) engagement and the transition of the OCP to be a digital-first document to create a better experience for citizens

Economic Resiliency

- Collaboratively build a framework for the implementation of 5G

Environmental Protection

- Shift services to Cloud Providers which will help reach environmental goals by reducing the need for building resources
- Enable a more mobile workforce, reducing our carbon emissions

Financial Management

- Begin moving to a consumption-based model for technology infrastructure, by transitioning services to cloud based technologies allowing accrual of costs based on exact usage (utility model)
- Monitor and review time tracking data to ensure efficiencies and strategic alignment on project and operational tasks
- Implement a Cyber Security Strategy to provide a clear roadmap to protecting our digital assets
- Develop a four year strategy for Digital Business Transformation to fully understand the effort and resources required to shift to a digital first delivery model
- Implement Data Governance to empower staff to use data for decision making while ensuring the quality of the data
- Start a four year Information Services Strategy to combine several strategies and create a roadmap for technology required to meet our future needs
- Further enhance AI powered chatbots on both the City and Airport's websites to provide more information to our citizens 24/7 in the face of increased citizen need for information around operations and in response to the COVID-19 pandemic

Clear Direction

- Implement a more consistent approach to the use and reporting of base business and service performance measures across the organization

- Implement strategy management software to provide more visibility into the organization's plans, work in progress and performance measures
- Support the rollout of the refreshed corporate Vision & Values to the organization

People

- Progress with updating legacy applications and shifting services to the cloud to help with the mobile workforce
- Engage staff and train with technology to ensure growth in digital literacy
- Provide training on diversity and inclusion to support staff engagement on social issues
- Continued support for the implementation of a hybrid workforce within the Division and sustaining high levels of engagement across the division

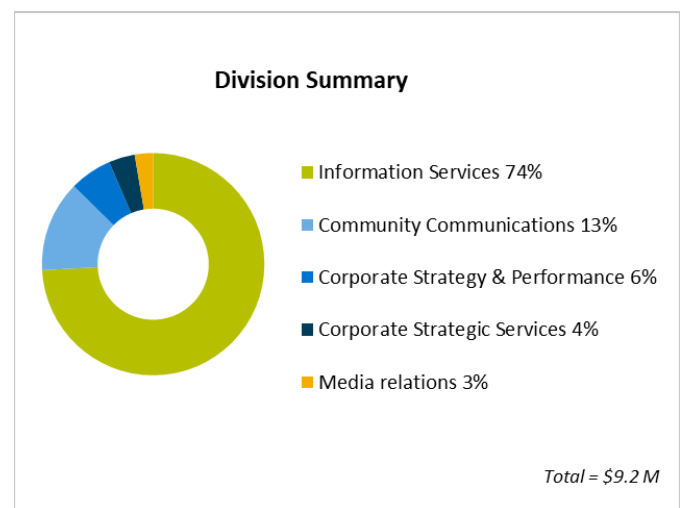
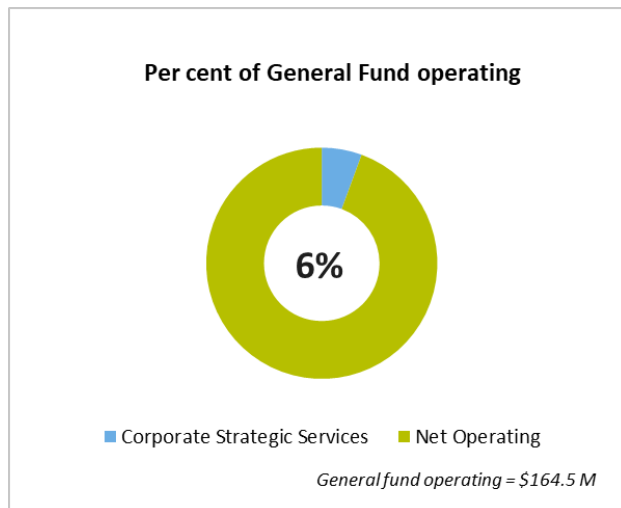
Base Business

- Develop resources and explore the use of technology to enhance the end-to-end customer experience for residents, businesses and visitors
- Improve online notification service based on user feedback and involvement
- Redevelopment of the City's service request system to improve the customer experience through agile methodology and customer centricity
- Update tools for internal and external communication including moving Kelowna.ca to cloud hosting environments, replacing the intranet and the email marketing systems
- Improve the user experiences and interactions with the City in online environments
- Emergency Operating Centre (EOC) Activation support

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Information Services Net Promoter Score (NPS). NPS helps us measure the quality and experience of the services I.S. offers.		80	90
Growth in City owned channels both in terms of use and engagement	Combined Website users 1,829,048 Unique Page Views 3,946,200 Email subscribers 45,000	Combined Website users 1,875,000 Unique Page Views 4,700,000 Email Subscribers 60,000	Combined Website users 2,000,000 Unique Page Views 5,000,000 Email Subscribers 65,000
% survey respondents that indicate CSP services are increasing the respondent's ability to make well-reasoned decisions.	100	95	95
Airport and City Chatbot interactions stats. Heavy focus on COVID and services.		25,659 chatbot interactions	40,000 chatbot interactions

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Corporate Strategic Services					
101 Corporate Strategic Services	301	352	351		
	301	352	351	(0)	(0.1%)
Information Services					
121 Information Services	5,478	6,027	6,836		
	5,478	6,027	6,836	809	13.4%
Community Communications					
248 Communications	521	488	542		
260 Community Communications	403	677	679		
	924	1,165	1,221	56	4.8%
Media Relations					
229 Media Relations	233	247	247		
	233	247	247	0	0.0%
Corporate Strategy & Performance					
154 Corporate Strategy & Performance	452	540	565		
	452	540	565	26	4.7%
Net operating expenditure	7,388	8,330	9,220	890	10.7%
Divisional capital cost centres (\$ thousands):					
308 Information Services Capital	851	456	503		
Net capital expenditures	851	456	503	48	10.4%
Total divisional net expenditures	8,238	8,786	9,723	937	10.7%
Operating full-time equivalent positions:					
Management	17.1	18.0	18.5		
Union hourly	1.0	0.1	0.1		
Union salary	34.0	31.3	32.8		
Total operating full-time equivalent positions	52.1	49.4	51.4	2.0	4.0%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

		Total	FTE
2021 revised budget		8,330	49.4
2022 net impacts			
One-time operating requests	4		
Prior years ongoing adjustments	49		
Divisional adjustments	358	411	1.0
		8,741	50.4
2022 Program additions (P1)			
2022 operating requests:	479	479	1.0
Total		9,220	51.4
Unfunded 2022 requests (P2)			
2022 operating request		230	2.0
Total unfunded requests for 2022		230	2.0

Note: Totals may not add due to rounding.

Corporate Strategic Services - General Fund Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(132)	(134)	(134)
Other Revenue	(298)	(399)	(113)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(71)	(17)	0
Total Revenue	(501)	(550)	(247)
<u>Expenditures</u>			
Salaries and Wages	5,489	5,974	6,072
Internal Equipment	13	7	7
Material and Other	2,212	2,724	3,212
Contract Services	0	0	0
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	174	177	177
Total Expenditures	7,889	8,881	9,467
Net Operating Expenditures	7,388	8,330	9,220
<u>Capital Expenditures</u>			
Gross Expenditures	2,776	6,382	1,047
Other Funding Sources	(1,925)	(5,926)	(544)
Taxation Capital	851	456	503
Net Operating & Tax Capital Exp.	8,238	8,786	9,723

2022 Operating Requests Preliminary Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate Strategic Services Division									
Maintain									
294	Strategy Management Software	86,500	0	0	0	0	0	(86,500)	OG
	Total Maintain	86,500	0	0	0	0	0	(86,500)	
Growth									
294	Licensing and Software Enhancements	185,000	0	0	0	0	0	(185,000)	OG
295	Business Planning & Results Manager Position	54,300	0	0	0	0	0	(54,300)	OG
295	Information Services Training	10,000	0	0	0	0	0	(10,000)	OG
296	Agile Project Coordinator Position	53,000	0	0	0	0	0	(53,000)	OG
	Total Growth	302,300	0	0	0	0	0	(302,300)	
New									
296	Information Services Strategy Development	90,000	0	0	0	0	0	(90,000)	OG
	Total New	90,000	0	0	0	0	0	(90,000)	
	Division Priority 1 Total	478,800	0	0	0	0	0	(478,800)	
	Total Priority 1 Operating	478,800	0	0	0	0	0	(478,800)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	Maintain
Department:	Corporate Strategy & Performance		ON-GOING
Title:	Strategy Management Software		PRELIMINARY

Justification:

An ongoing budget of \$50,000 was approved in 2021 for software to support the City's strategic planning cycle. The requested amount was contingent upon the outcome of a pilot project taking place during 2020-2021, which would confirm the magnitude of deployment in the organization and the final licensing agreement. The results of the pilot concluded with recommendations for an enterprise wide implementation of the software. Additional funding is needed ongoing to provide license and professional services from the chosen vendor. Costs for future data integration are not included. The system will allow for increased functionality for automated and flexible reporting, enhancing decision making, accountability and transparency. The system will help ensure priorities are advanced in a growing city and organization where there are many competing demands for resources.

2022 Base Budget: \$50,000

Strategic Direction: Clear direction - Common understanding of future direction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	86,500	0	0	0	0	0	0	(86,500)
2023	74,000	0	0	0	0	0	0	(74,000)
2024	74,000	0	0	0	0	0	0	(74,000)

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Information Services		ON-GOING
Title:	Licensing and Software Enhancements		PRELIMINARY

Justification:

Budget is requested to support licensing and enhancements of online services and the range of software used by staff. The City is modernizing its digital offerings to provide citizens with the tools they need to interact remotely and to provide staff with the tools they need to deliver service efficiently. Additional licensing is required to support growth in the number of staff using online systems. Included are enhancements to chatbots extending customer service offerings beyond traditional hours, a customized citizen login experience to simplify interactions with the City, and support for virtual City Council meetings.

2022 Base Budget: \$1,607,611

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	185,000	0	0	0	0	0	0	(185,000)
2023	185,000	0	0	0	0	0	0	(185,000)
2024	185,000	0	0	0	0	0	0	(185,000)

2022 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Corporate Strategy & Performance		ON-GOING
Title:	Business Planning & Results Manager Position		PRELIMINARY

Justification:

A Business Planning and Results Manager position is requested to support program growth to advance Council priorities related to 'clear direction' and ultimately provide value to residents by supporting decision-making through service level and trade-off discussions so that financial and human resources can be allocated to the highest and best use. The primary short-term need is to advance divisional performance measure implementation which requires a high-level of support to business units. Adding additional resources will decrease the time to provide an initial consulting style service on performance measures to 63 business units from 3.4 years to 1.7 years. The new position will also support overall Corporate Strategy & Performance (CSP) program development, transition to new Council term and restructure the team to generalists that support business units from business and strategic planning to performance measurement.

Strategic Direction: Clear direction - Divisions have and use performance measures

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	54,300	0	0	0	0	0	0	(54,300)
2023	105,600	0	0	0	0	0	0	(105,600)
2024	105,600	0	0	0	0	0	0	(105,600)

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Information Services		ON-GOING
Title:	Information Services Training		PRELIMINARY

Justification:

Technology is an evolving industry that requires a commitment to ongoing learning and skill development. The Information Services Department is on a journey to digitize City services (both internal and external), bring transparency to processes, drive data-driven decisions, foster innovation and provide a better customer experience for residents. Adoption of new technologies will help with this path but it requires training for the technology team that is flexible and effective. This budget will help to provide the right training in the most efficient ways, helping to prepare for needs now and into the future.

2022 Base Budget: \$16,250

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	10,000	0	0	0	0	0	0	(10,000)
2023	15,000	0	0	0	0	0	0	(15,000)
2024	15,000	0	0	0	0	0	0	(15,000)

2022 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Information Services		ON-GOING
Title:	Agile Project Coordinator Position		PRELIMINARY

Justification:

To facilitate the consistent and efficient management of technology projects, an Agile Project Coordinator position is being requested for the Information Services Department. With corporate priorities to transform services, processes, and business activities, along with the IS Digital Strategy to replace those applications that are at the end of their lifecycle, Information Services will see an increasingly high volume of projects.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	53,000	0	0	0	0	0	0	(53,000)
2023	103,900	0	0	0	0	0	0	(103,900)
2024	103,900	0	0	0	0	0	0	(103,900)

Division:	Corporate Strategic Services	Priority: 1	New
Department:	Information Services		ON-GOING
Title:	Information Services Strategy Development		PRELIMINARY

Justification:

Information Services will develop several key 4-year strategies to move the City forward over the next three years. Strategies include: An Information Services Strategy and a Cyber Security Strategy in 2022; a Business Process Transformation Strategy and a Data Strategy and Governance in 2023; and an Innovation Assessment and Development Strategy in 2024. As well in 2024, automation of key processes using artificial intelligence will be engaged with a focus on the Financial Services department. Creating these strategies will allow for better solutions while securing digital assets.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	90,000	0	0	0	0	0	0	(90,000)
2023	110,000	0	0	0	0	0	0	(110,000)
2024	65,000	0	0	0	0	0	0	(65,000)

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Corporate Strategic Services Division									
Growth									
298	Client Support Technician Position	50,000	0	0	0	0	0	(50,000)	OG
298	Digital Communications Consultant Position	49,100	0	0	0	0	0	(49,100)	OG
299	Lands Records Coordinator Position	52,600	0	0	0	0	0	(52,600)	OG
299	Agile Project Coordinator Position	53,000	0	0	0	0	0	(53,000)	OG
	Total Growth	204,700	0	0	0	0	0	(204,700)	
New									
300	Imagine Kelowna Implementation	25,000	0	0	0	0	0	(25,000)	OG
	Total New	25,000	0	0	0	0	0	(25,000)	
	Division Priority 2 Total	229,700	0	0	0	0	0	(229,700)	
	Total Priority 2 Operating	229,700	0	0	0	0	0	(229,700)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Corporate Strategic Services	Priority: 2	Growth
Department:	Information Services		ON-GOING
Title:	Client Support Technician Position		PRELIMINARY

Justification:

This request is for a new Client Support Technician to add expertise and capacity to support the desktop computer systems. There has been a substantial increase in the number of systems being supported that have exceeded the Information Services capacity to effectively support them. Resources are required to research, implement, configure and support both new and existing systems. With increased mobility services, desktop computer support would be able to scale up.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	50,000	0	0	0	0	0	0	(50,000)
2023	98,800	0	0	0	0	0	0	(98,800)
2024	98,800	0	0	0	0	0	0	(98,800)

Division:	Corporate Strategic Services	Priority: 2	Growth
Department:	Communications Department		ON-GOING
Title:	Digital Communications Consultant Position		PRELIMINARY

Justification:

Demand for content and engagement on digital channels is growing: 20 channels-website users were up 34% in 2020, social engagement up 27%; 100+ videos produced-2X previous year; launched chatbots and live stream events; Training and support for >40 content providers; and Digital is the largest time allocation and requires focus on audience growth to maximize ROI. This position will guide the citizens experience and enhance the City's offerings to citizens. They would help expand the City's capacity and capability in two areas: Digital strategy - audience, channel mix, analytics and tools to support the digital and social platforms; and Digital storytelling - creating content in the digital space and connecting the content to measurable metrics. This would support the City to focus on proactively growing the digital channel audience and position the channels as the primary source for City news. It also helps drive cost and time efficiencies, and effectiveness on the channels.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	49,100	0	0	0	0	0	0	(49,100)
2023	96,300	0	0	0	0	0	0	(96,300)
2024	96,300	0	0	0	0	0	0	(96,300)

2022 Operating Request Details

Division:	Corporate Strategic Services	Priority: 2	Growth
Department:	Information Services		ON-GOING
Title:	Lands Records Coordinator Position		PRELIMINARY

Justification:

The Corporate Land System (CLS) consists of 3 key components - the address system, the legal parcels and the taxation parcels - all of which rely on the successful integration of a variety of complex datasets. The CLS is built on a legacy application that needs to be replaced. To support this replacement and administer the CLS, a Land Records Coordinator is requested to be added to the Information Services Department. This position will maintain the integrity and consistency of CLS data, identify process improvements and eliminate data quality issues. Other responsibilities include entering subdivision and parcel interests from the Land Title and Survey Authority (LTSA), incorporating updates from BC Assessment and administering the addressing system. The Land Records Coordinator will ensure Information Services has the capacity to upgrade and manage the CLS system without service interruption and to maintain the accurate and trusted data needed for informed decision making.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	52,600	0	0	0	0	0	0	(52,600)
2023	103,900	0	0	0	0	0	0	(103,900)
2024	103,900	0	0	0	0	0	0	(103,900)

Division:	Corporate Strategic Services	Priority: 2	Growth
Department:	Information Services		ON-GOING
Title:	Agile Project Coordinator Position		PRELIMINARY

Justification:

To facilitate the consistent and efficient management of technology projects, a second Agile Project Coordinator position is being requested to be added to Information Services. With corporate priorities to transform services, processes, and business activities, along with the IS Digital Strategy to replace those applications that are at the end of their lifecycle, Information Services will see an increasingly high volume of projects.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	53,000	0	0	0	0	0	0	(53,000)
2023	103,900	0	0	0	0	0	0	(103,900)
2024	103,900	0	0	0	0	0	0	(103,900)

2022 Operating Request Details

Division:	Corporate Strategic Services	Priority: 2	New
Department:	Communications Department		ON-GOING
Title:	Imagine Kelowna Implementation		PRELIMINARY

Justification:

Imagine Kelowna is the vision. Combined with Council Priorities, it sets the path for much of the work of the City. Decisions on programs and policy about single issues could benefit from more community awareness of the context and solutions to issues facing the community: social concerns, community safety, affordability, transportation, climate change and growth. In an effort to be more transparent about what's behind decisions, more digital content from the City's subject matter experts would be developed. This project is a cross-divisional effort to make the day to day business of the City more accessible to more people. It will broadly share information about how decisions coming from City Hall are made, what plans guide them, how they are expected to impact the community and how things are changing through rapid growth. This funding will support the creation of content for the City's digital channels including the website, social media and the City's podcast.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	25,000	0	0	0	0	0	0	(25,000)
2023	25,000	0	0	0	0	0	0	(25,000)
2024	25,000	0	0	0	0	0	0	(25,000)



Financial Services





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Financial Services

The Financial Services Division provides services to Council, City Management and staff through financial management policies that form a framework for the City's overall fiscal planning, investment and management of City assets and resources. New for 2022 is the addition of the Deputy Chief Financial Officer and the Asset Management and Capital Planning team. Financial accountability is achieved through reporting, monitoring, and internal control programs managed by the Division. Annual budgets, Five-Year Financial Plans, 10-Year Capital Plans, 20-Year Servicing Plans, Year-end Financial and Annual Reports and Statements provide key financial information and results to keep taxpayers, residents, business leaders and other interested parties informed on the financial performance and delivery of City programs and services. The Financial Services Division also levies and collects property taxes and utility fees, processes accounts payable and accounts receivable, provides purchasing support, develops and maintains financial systems, invests and safeguards the City's financial and tangible capital assets, manages and administers the Development Cost Charge (DCC) program and provides customer services such as transit passes, parking ticket and bylaw fee payments.



Asset Management and Capital Planning (AMCP) coordinate the annual and 10-year capital plans for all service areas as well as the City's asset management plans for infrastructure renewal and the 20-Year Servicing Plan for infrastructure required to support growth. AMCP administers the DCC program and manages the City's Asset Management Program through the development of policy, strategy, planning and system implementation for an asset portfolio of \$3.9B.

Deputy Chief Financial Officer oversees the Controller, Corporate Finance and Purchasing departments; and is responsible for the Value for Money Review program. **Controller** is responsible for the operations side of Financial Services, including all forms of revenue collection with the most significant amount of work around the collection of taxation revenue. The department is also responsible for administering the permissive tax exemption program, transit, financial systems, internal reporting, general ledger, accounts payable, accounts receivable, payroll and financial services projects. **Corporate Finance** is responsible for preparation and administration of corporate financial compliance and external Financial Reporting; as well as managing the monitoring process which reviews that corporate financial and system controls are following Generally Accepted Accounting Principles (GAAP), Public Sector Accounting Standards (PSAS), federal and provincial excise tax legislation, City bylaws, policies and procedures and best practices. The department administers and manages the City's corporate banking controls and Treasury services ensuring the safekeeping of the City's financial assets. External financial reporting includes the Consolidated Financial Statements, Statement of Financial Information, Local Government Data Entry and the Annual Report. **Purchasing Services** provides transparent, fair and effective procurement services and strategies across the organization. The department is responsible for the acquisition of goods, services, and construction required by all City

departments. Purchasing also manages the City Yards warehouse and inventory that provides materials and supplies to City crews and work groups, as well as the disposal of surplus materials and obsolete items.

Financial Planning is responsible for managing the City's budget including annual budget preparation, monitoring and approval for all budget amendments and budget transfers. The department manages the City's reserves through application of Council Policy and reserve balance projections to ensure alignment with the 10-year capital plan, and manages and administers the City's debt, closely monitoring it to ensure that the debt limit threshold is kept within Council Policy. The department safeguards the City's significant investment portfolio while working to maximize returns and minimize risk. Long term financial models and financial planning for the City's Wastewater, Water and Landfill models are stewarded by this department to ensure adequate funding for ongoing City business requirements and appropriate utility rate setting. The tangible capital asset accounting, internal overhead allocations, and financial analysis/ decision support are also provided by this department.

Divisional activities

Social & Inclusive

- Continue to work with corporate stakeholders to increase the use of suitable suppliers that provide a community benefit (social enterprise, not for profits, aboriginal)

Environmental Protection

- Continue to work with internal subject matter experts and to act as a catalyst to reduce the City's negative impact on the environment including working with suppliers who endeavour to achieve the same ends

Financial Management

- Roll out the quarterly internal financial reporting tool to the Corporation (SMOR – Strategic Management Owned Report)
- Complete the Unit 4 system upgrade
- Investigate solutions for automation of accounts payable function and invoice approvals to increase efficiency and timeliness of the process
- Engage a consultant to assist with streamlining the payroll system for improved processing
- Review the accounts receivable and collections process to ensure the City meets current best practices
- Transition to the Provincially managed and administered Home Owner Grant Program
- Continue to work on the DCC program update in conjunction with 2040 Official Community Plan (OCP)

Clear Direction

- Implement the refreshed Division Strategic Plan with new goals that tie in with Council and Corporate priorities
- Complete workplans included in the 2021-2023 Division Plan assigned for the 2022 time frame
- Continued to refine and report on meaningful branch key performance indicators (KPI) for Financial Services that demonstrate effective achievement of key organization objectives
- Implement new internal allocations policy and guideline, providing clear direction and consistency in allocation of Corporate Shared Service costs
- Continue development of a Reserves Policy that provides clear direction on creation and usage of reserves to provide adequate infrastructure and services
- Coordinate annual update to the capital plan, with new touch points incorporated for Council
- Comprehensive update to Asset Management Plans for infrastructure assets valued at close to \$4B

People

- Continued support of the Employee Engagement teams: Work-life Balance; Communication, Innovation; to lead and complete initiatives specific to SMART goals

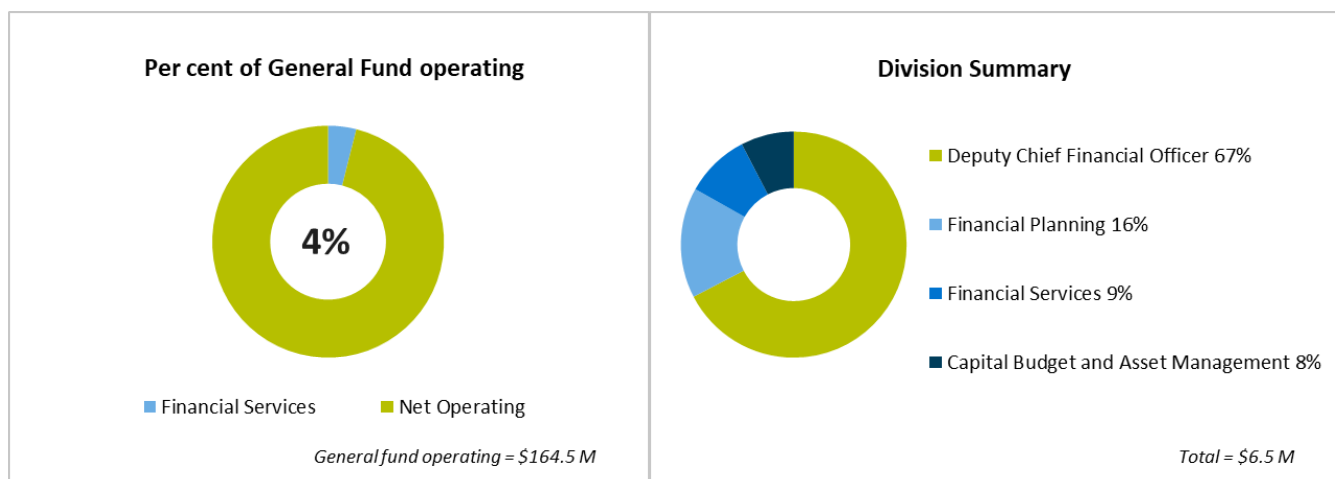
Base Business

- Prepare and coordinate the annual capital plan for Preliminary Budget
- Prepare and present the annual Preliminary, Carryover and Final Budget Volumes
- Prepare and present the Five-Year Financial Plan as mandated by the Community Charter
- Continued development and renewal of corporate financial policies, procedures and guidelines: Internal allocations; Reserves; Surety; DCC's; Performance Deposits; Return on investment (ROI)-Self funded Areas
- Development and execution of internal control compliance programs and reviews: pcard; Accounts Payable; Payroll
- Prepare and present the 2021 consolidated financial statements to the Audit Committee and Council, which is also included in the Annual Report for public reporting
- Complete annual and quarterly financial reporting as required by the provincial and federal governments

Divisional performance measures

	2020 Actual	2021 Estimate	2022 Forecast
Consecutive years receiving:			
The Government Finance Officers Association (GFOA) Budget Award	20		
The GFOA Financial Reporting Award	19		
% Property Taxes paid online or received electronically	81	78	82
% Taxpayers with Electronic Property Accounts	29	38	44
% Taxpayers receiving an e-bill	18	23	26
# of payments made through Payroll	27,803	28,900	28,900
# of vouchers processed in Accounts Payable	25,729	24,500	24,500

Budget overview



Divisional summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Financial Services					
124 Financial Services	414	579	596		
	414	579	596	17	2.9%
Deputy Chief Financial Officer					
125 Corporate Finance	462	563	565		
127 Accounting Operations	1,130	1,137	1,175		
128 Systems & Reporting	0	28	28		
129 Purchasing	749	845	845		
130 Revenue	203	408	431		
268 Controller	151	187	188		
270 Deputy CFO	0	0	181		
275 Corporate Financial Support	496	775	937		
	3,191	3,943	4,349	406	10.3%
Financial Planning					
126 Financial Planning	803	952	1,019		
	803	952	1,019	67	7.0%
Capital Budget and Asset Management					
176 Capital Planning	342	441	194		
223 Capital Budget and Asset Management	187	212	297		
	530	653	491	(162)	(24.8%)
Net operating expenditure	4,938	6,128	6,456	328	5.3%
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total divisional net expenditures	4,938	6,128	6,456	328	5.3%
Operating full-time equivalent positions:					
Management	11.1	13.6	14.6		
Union hourly	9.1	4.0	4.0		
Union salary	45.8	53.7	53.0		
Total operating full-time equivalent positions	66.0	71.3	71.6	0.3	0.4%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	6,128	71.3
2022 net impacts		
One-time operating requests	(12)	(0.3)
Prior years ongoing adjustments	100	1.0
Divisional adjustments	43	(1.7)
	6,260	70.3
2022 Program additions (P1)		
2022 operating requests:	196	1.3
Total	6,456	71.6
Unfunded 2022 requests (P2)		
2022 operating request	48	0.5
Total unfunded requests for 2022	48	0.5

Note: Totals may not add due to rounding.

Financial Services - General Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(502)	(485)	(508)
Other Revenue	(1,069)	(1,317)	(993)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(229)	(708)	0
Total Revenue	(1,799)	(2,509)	(1,501)
<u>Expenditures</u>			
Salaries and Wages	5,843	6,918	7,086
Internal Equipment	20	24	6
Material and Other	748	1,569	797
Contract Services	22	72	14
Debt Interest	2	0	0
Debt Principal	0	0	0
Internal Allocations	55	55	55
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	48	0	0
Total Expenditures	6,737	8,637	7,958
Net Operating Expenditures	4,938	6,128	6,456
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	4,938	6,128	6,456

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Financial Services Division									
Growth									
309	Financial Analyst Position - Corporate and Protective Services	56,100	0	0	0	0	0	(56,100)	OG
	Total Growth	56,100	0	0	0	0	0	(56,100)	
New									
309	Co-op Students - Asset Management Data Analysts Positions	38,100	0	0	0	0	0	(38,100)	OT
310	Financial Analyst - Regional Emergency Operations Position	56,100	0	0	0	(16,800)	0	(39,300)	OG
310	2040 Infrastructure Plan Consulting Support	100,000	(12,500)	0	0	0	(25,000)	(62,500)	OT
	Total New	194,200	(12,500)	0	0	(16,800)	(25,000)	(139,900)	
	Division Priority 1 Total	250,300	(12,500)	0	0	(16,800)	(25,000)	(196,000)	
	Total Priority 1 Operating	250,300	(12,500)	0	0	(16,800)	(25,000)	(196,000)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Financial Services	Priority: 1	Growth
Department:	Deputy CFO		ON-GOING
Title:	Financial Analyst Position - Corporate and Protective Services		PRELIMINARY

Justification:

The centralization of key financial positions serving the City's large business units will improve the City's control framework, reduce risk, provide professional oversight and scrutiny of spending decisions, and improve financial stewardship. This request is for one Professional Accountant to be a dedicated business partner for the Corporate and Protective Services division. This division is responsible for significant budgets including the RCMP contract, Police Services, Community Safety, Human Resources and Risk Management. This position of \$56.1k in 2022 and \$111.0k ongoing, is being offset by the expected annual vacancy surplus from the RCMP contract.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	0	0	0	0	0	0	0
2023	0	0	0	0	0	0	0	0
2024	0	0	0	0	0	0	0	0

Division:	Financial Services	Priority: 1	New
Department:	Capital Budget and Asset Management		ONE-TIME
Title:	Co-op Students - Asset Management Data Analysts Positions		PRELIMINARY

Justification:

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

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

The cornerstone of the AMS is an accurate infrastructure asset inventory. This budget request is for two summer students to collect asset information and to enter it into the AMS database.

This work will be completed in 2022.

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	38,100	0	0	0	0	0	0	(38,100)

2022 Operating Request Details

Division:	Financial Services	Priority: 1	New
Department:	Deputy CFO		ON-GOING
Title:	Financial Analyst - Regional Emergency Operations Position		PRELIMINARY

Justification:

A Financial Analyst position is requested for the Accounting Operations branch to support the Regional District of Central Okanagan (RDCO) Emergency Program, funded 30% from RDCO. The RDCO Emergency Operations Centre (EOC) has remained busy over the last five years with increased quantity and scope of response and recovery disasters such as the 2017 & 2018 Freshet Events, the COVID-19 pandemic response, and various fires throughout the region. With this high level of activity, the importance of the Finance Support role and financial oversight of recovery and response claims has escalated. Financial work goes well beyond the initial emergency event period and can take several years for resolution dependent on the severity of the event. This position will build relationships with Provincial Recovery/Response officers and ensure continuity, knowledge retention, and strong financial oversight for this important program.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	56,100	0	0	0	0	(16,800)	0	(39,300)
2023	111,000	0	0	0	0	(33,300)	0	(77,700)
2024	111,000	0	0	0	0	(33,300)	0	(77,700)

Division:	Financial Services	Priority: 1	New
Department:	Capital Budget and Asset Management		ONE-TIME
Title:	2040 Infrastructure Plan Consulting Support		PRELIMINARY

Justification:

The 2030 Infrastructure Plan was developed in 2016 as the City's strategic capital plan and aligned with the objectives of the City's Official Community Plan (OCP), Imagine Kelowna as well as Council and Corporate priorities. Due to recent updates to other related plans (i.e. OCP, Transportation Master Plan, and 20-Year Servicing Plan), it is necessary to update the City's strategic capital plan. The updated plan, named the 2040 Infrastructure Plan, will be the City's new strategic capital plan and set the direction for infrastructure investment until 2040 and align with the 2040 OCP, Imagine Kelowna, 2040 TMP, 20-Year Servicing Plan and infrastructure master plans. Development of the Plan will be a comprehensive exercise involving Council and community engagement to prioritize investment where and when it is most needed. This request is for consultant support for this staff-led initiative.

Strategic Direction: Clear direction - Common understanding of future direction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	100,000	(12,500)	0	0	0	0	(25,000)	(62,500)

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Financial Services Division									
New									
312	Accountant Position - Accounting Operations	48,300	0	0	0	0	0	(48,300)	OG
	Total New	48,300	0	0	0	0	0	(48,300)	
	Division Priority 2 Total	48,300	0	0	0	0	0	(48,300)	
	Total Priority 2 Operating	48,300	0	0	0	0	0	(48,300)	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

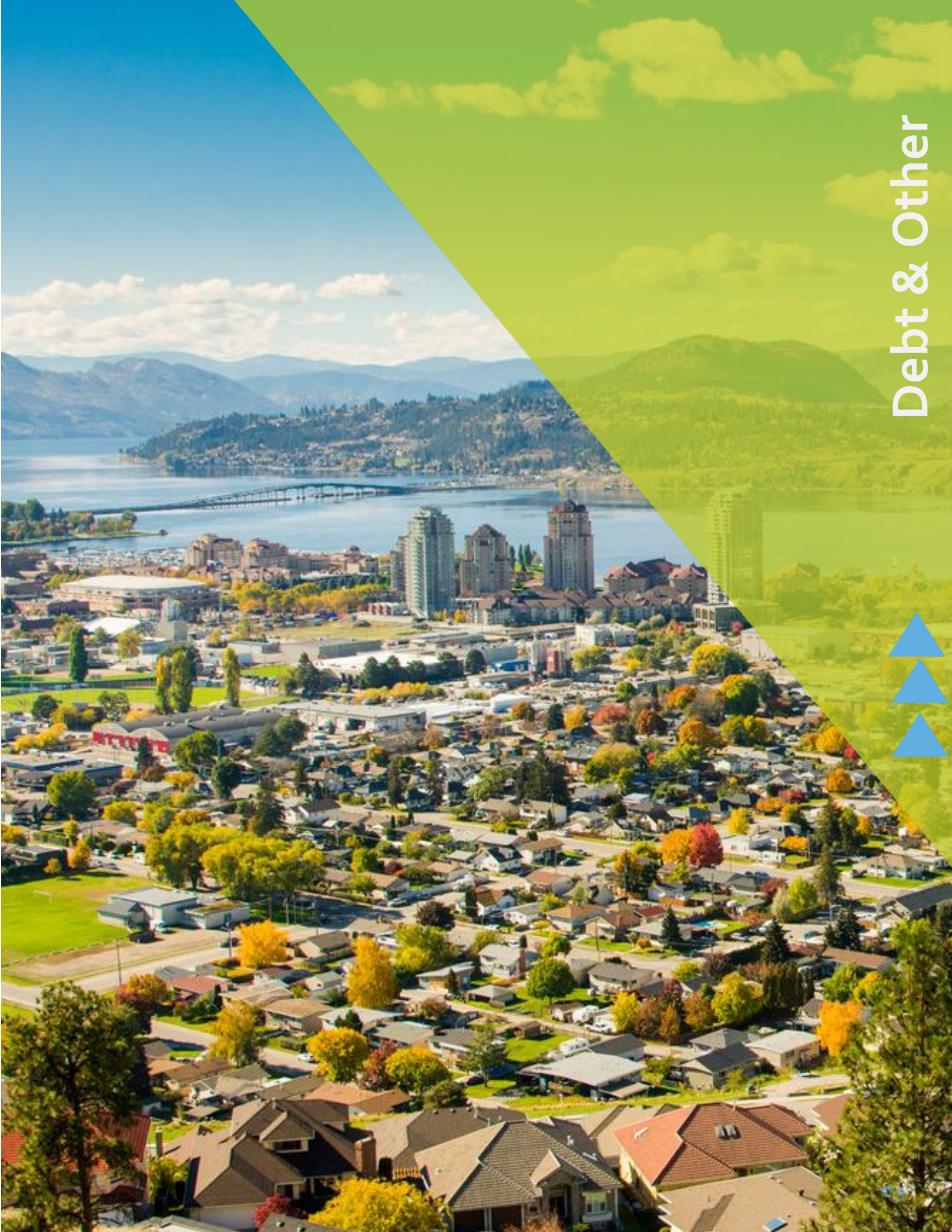
Division:	Financial Services	Priority: 2	New
Department:	Deputy CFO		ON-GOING
Title:	Accountant Position - Accounting Operations		PRELIMINARY

Justification:

An Accountant position is being requested for the Accounting Operations branch to accommodate the increased demands of the internal financial reporting process as well as to support new initiatives. The Accounting Operations branch has experienced an increased demand to improve the operating processes and provide regular financial information. The importance of accounts receivable framework, quarterly reporting, workflow, accounts payable structure change, Accounting Standard changes, Year-End liaison, systems maintenance and training program improvements, and Payroll Service Request System update/replacement have been identified. The Accounting Operations branch has not had an increase to staffing levels for over 20 years while the City has grown in size and diversity during this time. This additional staff member will allow for increased knowledge sharing and will enhance department agility.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	48,300	0	0	0	0	0	0	(48,300)
2023	96,300	0	0	0	0	0	0	(96,300)
2024	96,300	0	0	0	0	0	0	(96,300)



Debt & Other



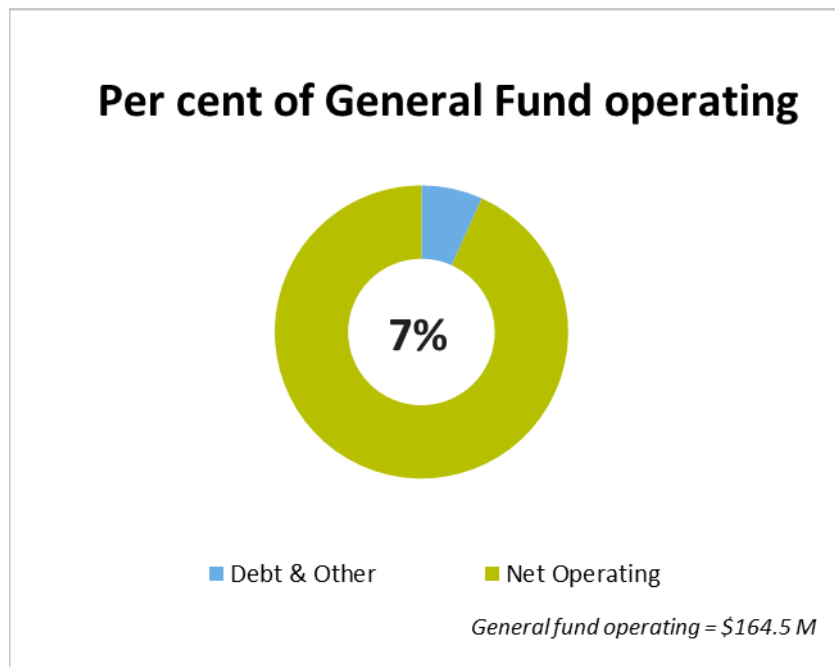


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Debt & Other

Budget overview



Departmental summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Debt & Other					
205 Debt & Other	23,554	12,812	11,120		
Net operating expenditure	23,554	12,812	11,120	(1,692)	(13.2%)
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total departmental net expenditures	23,554	12,812	11,120	(1,692)	(13.2%)

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	12,812	
2022 net impacts		
One-time operating requests	0	
Prior years ongoing adjustments	0	
Divisional adjustments	(1,516)	
	11,296	0.0
2022 Program additions (P1)		
2022 operating requests:	(176)	
Total	11,120	0.0
Unfunded 2022 requests (P2)		
2022 operating request	0	
Total unfunded requests for 2022	0	0.0

Note: Totals may not add due to rounding.

Debt & Other - All Funds**Revenues/Expenditures by Category (\$ thousands)**

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(146)	0	(142)
Fees and Charges	(7,122)	(7,252)	(385)
Other Revenue	(11,792)	(11,352)	(12,288)
Transfers from Funds			
Special (Stat Reserve) Funds	(1,158)	(1,158)	(1,158)
Development Cost Charges	(654)	(1,449)	(1,449)
Accumulated Surplus	(2,452)	0	(84)
Total Revenue	(23,323)	(21,211)	(15,506)
<u>Expenditures</u>			
Salaries and Wages	88	(1,564)	(1,564)
Internal Equipment	0	0	0
Material and Other	7,604	7,591	669
Contract Services	0	0	0
Debt Interest	2,462	2,497	2,464
Debt Principal	6,142	5,937	5,922
Internal Allocations	1,588	213	213
Transfers to Funds			
Special (Stat Reserve) Funds	18,240	13,773	14,018
Development Cost Charges	0	0	0
Accumulated Surplus	10,754	5,576	4,905
Total Expenditures	46,876	34,023	26,626
Net Operating Expenditures	23,554	12,812	11,120
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	23,554	12,812	11,120

2022 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Grant/Other	Revenue	Utility	Taxation	Cat
Financial Services Division									
<i>Debt & Other</i>									
Maintain									
318	Other Working Capital	2,193,600	0	0	0	0	0	(2,193,600)	OG
265	* RCMP Contract Services	(2,370,000)	0	0	0	0	0	2,370,000	OG
	Total Maintain	(176,400)	0	0	0	0	0	176,400	
<hr/>									
	Division Priority 1 Total	(176,400)	0	0	0	0	0	176,400	
<hr/>									
	Total Priority 1 Operating	(176,400)	0	0	0	0	0	176,400	

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

V&E - denotes operating request that has vehicle & equipment capital impacts included in the request

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

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2022

2022 Operating Request Details

Division:	Financial Services	Priority: 1	Maintain
Department:	Financial Services		ON-GOING
Title:	Other Working Capital		PRELIMINARY

Justification:

This request is to provide for contracts and other requirements that have been negotiated or are not resolved at the time the budget is prepared, but will become due during 2022.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	2,193,600	0	0	0	0	0	0	(2,193,600)
2023	2,193,600	0	0	0	0	0	0	(2,193,600)
2024	2,193,600	0	0	0	0	0	0	(2,193,600)



General Revenues



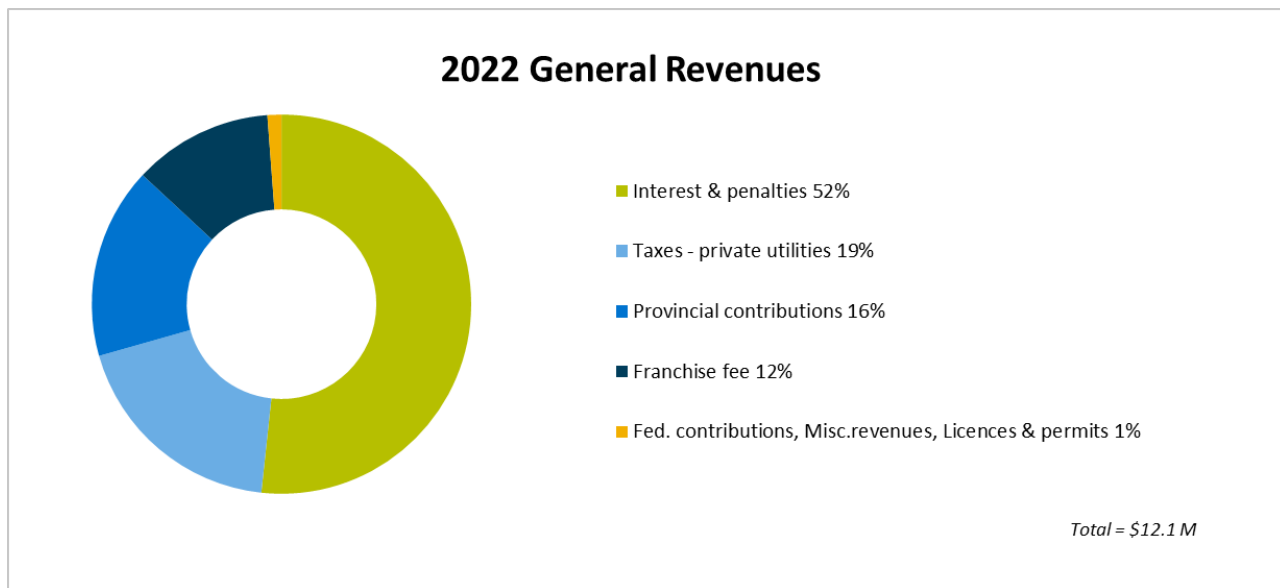


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General Revenues

Budget overview



Departmental summary

	Actual 2020	Revised 2021	Preliminary 2022	Change from prior year	Per cent change
Departmental operating cost centres (\$ thousands):					
Revenue & Fees					
206 General Revenue	(160,202)	(169,416)	(178,234)		
Net operating expenditure	(160,202)	(169,416)	(178,234)	(8,819)	5.2%
Divisional capital cost centres (\$ thousands):					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total departmental net expenditures	(160,202)	(169,416)	(178,234)	(8,819)	5.2%

Note: Totals may not add due to rounding.

Detailed operating program changes (\$ thousands)

	Total	FTE
2021 revised budget	(169,416)	
2022 net impacts		
One-time operating requests		
Prior years ongoing adjustments	0	
Divisional adjustments	(8,819)	
	(178,234)	0.0
2022 Program additions (P1)		
2022 operating requests:	0	0
Total	(178,234)	0.0
Unfunded 2022 requests (P2)		
2022 operating request	0	
Total unfunded requests for 2022	0	0.0

Note: Totals may not add due to rounding.

Financial Services

General Revenues - General Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2020	Revised 2021	Preliminary 2022
<u>Revenue</u>			
Property Tax	(151,616)	(160,306)	(168,762)
Parcel Tax	0	0	0
Fees and Charges	(2,354)	(2,395)	(2,404)
Other Revenue	(21,214)	(9,743)	(13,849)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	(1,650)	(1,650)
Total Revenue	(175,184)	(174,094)	(186,665)
<u>Expenditures</u>			
Salaries and Wages	0	0	0
Internal Equipment	0	0	0
Material and Other	5,820	3,152	7,210
Contract Services	0	0	0
Debt Interest	246	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	379	400	400
Development Cost Charges	0	0	0
Accumulated Surplus	8,536	1,126	820
Total Expenditures	14,982	4,678	8,430
Net Operating Expenditures	(160,202)	(169,416)	(178,234)
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	(160,202)	(169,416)	(178,234)



Capital Budget





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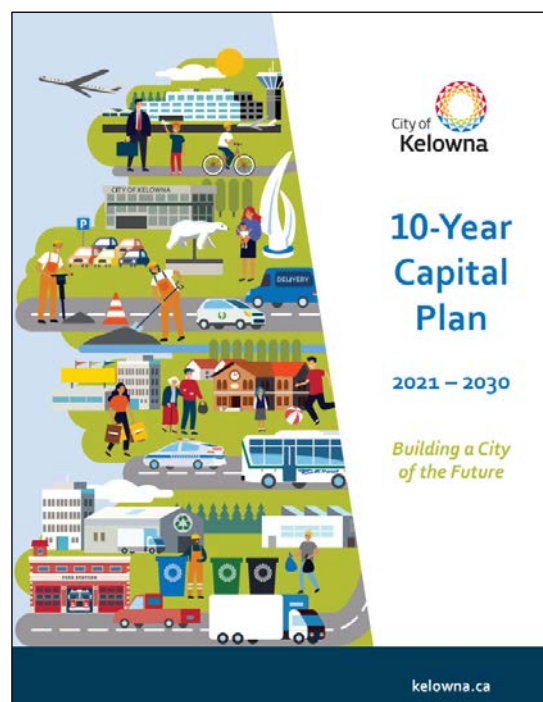
CAPITAL BUDGET

Capital budget summary

The 10-Year Capital Plan and the annual capital program are coordinated by the Capital Planning department with the integral involvement of all divisions with capital needs. The Capital Planning team uses a long-term, multiple bottom line approach for capital planning that strikes a balance between renewing existing infrastructure and investing in new infrastructure to support growth and improved services.

In April 2016, Council endorsed the [2030 Infrastructure Plan](#), which set the direction for infrastructure investment until 2030, including a funding strategy. The Council endorsed 10-Year Capital Plan is guided by the direction set in the 2030 Infrastructure Plan and is updated annually to be responsive and practical. The annual capital program is directed by the 10-Year Capital Plan but is responsive to emerging issues and priorities. The planning horizon for the 10-Year Capital Plan referenced in this document is 2021 – 2030.

The City of Kelowna's capital structure includes twelve capital cost centres: Airport, Fire Equipment, Information Services, Real Estate & Parking, Buildings, Parks, Vehicle & Mobile Equipment, Transportation, Water, Wastewater, Solid Waste and Storm Drainage. Funding for projects within these cost centres could come from a variety of sources including utility revenues, financial reserves, borrowing, grants or taxation.



Capital expenditures

At the top right-hand side of each 2022 capital request, readers will find the capital reference and the year the project was included in the Council endorsed 10-Year Capital Plan, along with the corresponding dollar amount. All capital submissions from departments have been evaluated to ensure alignment with Council Policy No. 342 Tangible Capital Assets. The evaluation is based on the minimum cost threshold and the useful life threshold as seen in the table below.

Asset Category	Useful Life (in years)	Minimum Threshold
Land	No Amortization	Capitalize
Land Improvement	15-60	\$50,000
Parks Infrastructure	15-60	\$50,000
Buildings	40-75	\$100,000
Building Improvement	10-40	\$100,000
Machinery and Equipment	5-15	\$10,000
IT Infrastructure	4-10	\$10,000
Infrastructure	20-100	\$100,000

Where submissions were deemed to not meet the Tangible Capital Asset thresholds, requests were included in the operating program. Operating and maintenance costs are included in the related capital request when applicable. Capital requests that have operating impacts are marked with O&M on the capital summary sheet. When a vehicle or equipment is required as part of a new position, the capital cost is presented in the operating request and marked on the capital summary with OP.

Each capital request is categorized into the three categories renew, growth and new. Renewal projects will renew current capital assets, maintaining current service levels. Growth projects are new capital assets that are required due to increased growth and service demand. New project requests are for new capital assets that will provide an improved level of service.

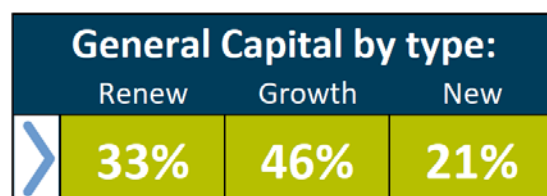
General Fund

The 2022 Financial Plan includes 70 General Fund Priority one (P1) requests that total \$75.7M of which \$13.7M is requested to be funded from taxation. The general taxation expenditure of \$13.7M has been allocated to infrastructure budgets as follows.

Department	Description	Amount (\$ thousands)
Fire	Vehicles & equipment	0
Information Services	Communication hardware/software	503
Real Estate & Parking	Land acquisition & parking infrastructure	2,716
Building	Facilities & improvements	752
Parks	Park land/trail/area development	3,894
Vehicle & Mobile Equipment	Vehicles & equipment	255
Transportation	Roadways/pathways/traffic signals/public transit	4,527
Storm Drainage	Drainage systems	1,046
Total		13,693

Note: Totals may not add due to rounding

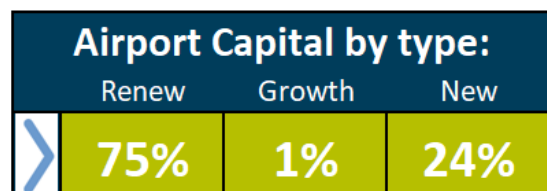
Priority one requests focus on growth through cultivating vibrant neighbourhoods with a commitment to environmental sustainability while maintaining essential services. In addition to the P1 capital requests, there are 21 Priority two (P2) General Fund requests that are included for Council's consideration totaling \$14.0M of which \$11.1M is requested from taxation. Priority two requests are not included in summary totals.



The 2022 general capital program includes 33 per cent related to renewal, 46 per cent to growth projects, and 21 per cent for new infrastructure.

Airport Fund

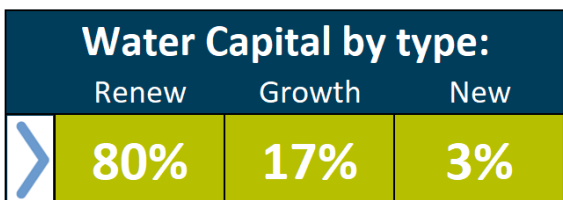
The recovery from the COVID-19 pandemic and the opening of the Canadian-United States borders, has increased passenger volumes at the Kelowna International Airport. The 2022 Airport capital ask totals \$4.2M which is a \$3.0M increase over 2021. There are no P2 capital requests for the Airport.



The 2022 capital requests are comprised of 75 per cent renewal projects, one per cent is related to growth, followed by 24 per cent for new capital projects.

Water Fund

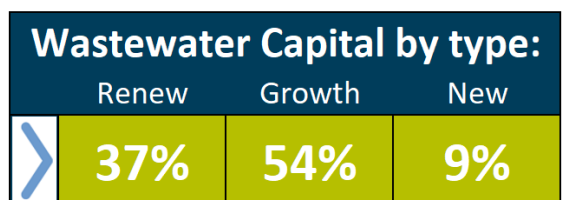
The City of Kelowna’s Water Utility provides water to just over half of the Kelowna population. The 2022 capital program focuses on infrastructure renewal and includes 10 requests for a total of \$5.4M funded by \$4.7M of utility revenue. There are no P2 capital requests for the Water Utility.



The 2022 water capital requests are categorized by renewal projects at 80 per cent, followed by 17 per cent for growth, and three per cent for new capital programs.

Wastewater Fund

The Wastewater Utility has 11 capital requests using \$8.4M of utility revenues to fund \$20.0M worth of projects, with the balance of funding from provincial grant. These projects focus on growth through various sewer connection projects and infrastructure renewal at mains, trunks and lift stations. There are no P2 capital requests for the Wastewater Utility.



The wastewater utility capital requests are 37 per cent renewal projects, with 54 per cent related to growth, and nine percent are related to new capital infrastructure.



Requests by Department (\$ thousands)

The following table provides a summary of the priority one and priority two capital request totals highlighting the funding from Taxation, Reserves, Borrowing, Grant Funding, External Contributions and Utility Funds (user fees).

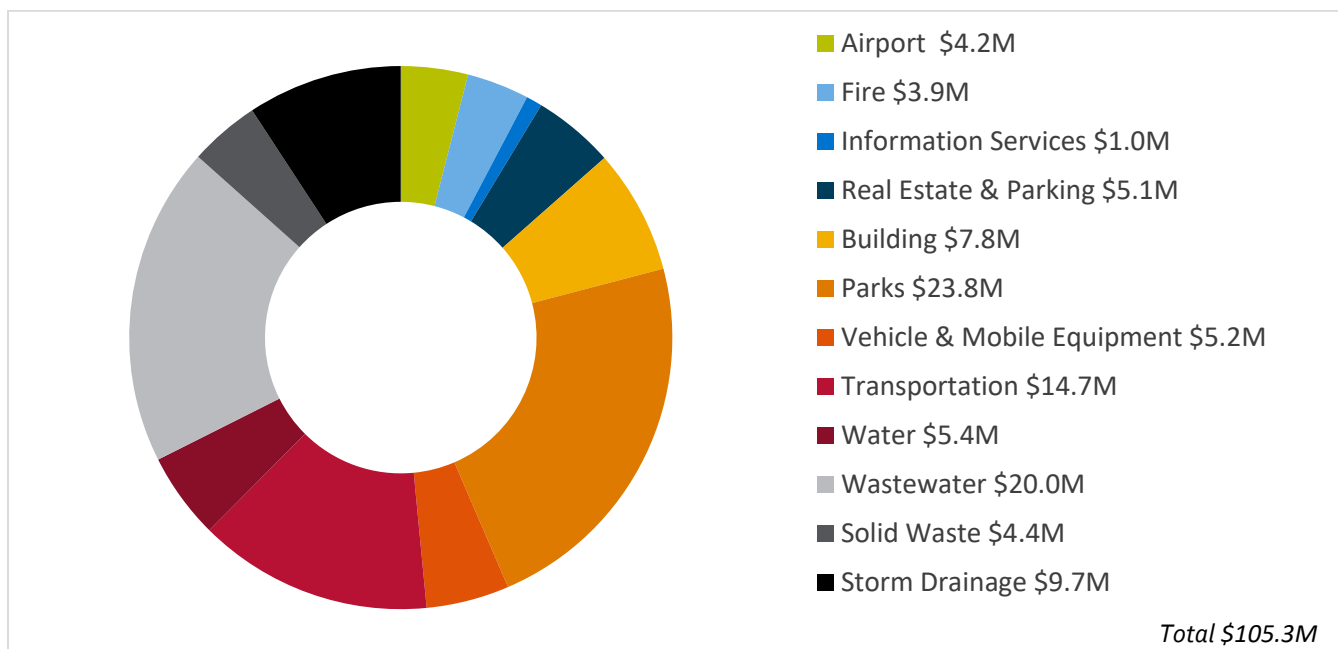
Department	Asset	Reserve	Borrow	Fed/Prov	Contribution	Utility	Taxation
Priority 1							
Fire	3,936	3,936	0	0	0	0	0
Information Services	1,047	494	0	0	50	0	503
Real Estate & Parking	5,081	2,365	0	0	0	0	2,716
Building	7,775	6,648	0	0	375	0	752
Parks	23,833	19,828	0	110	0	0	3,894
Vehicle & Mobile Equipment	5,187	4,717	0	0	0	215	255
Transportation	14,706	9,830	0	0	350	0	4,527
Storm Drainage	9,698	5,127	0	3,300	0	225	1,046
Solid Waste	4,408	4,408	0	0	0	0	0
Total General Fund	75,671	57,353	0	3,410	775	440	13,693
Airport	4,230	4,230	0	0	0	0	0
Water	5,402	552	0	0	150	4,700	0
Wastewater	19,980	3,138	0	8,337	116	8,389	0
Total Utility Fund	29,612	7,920	0	8,337	266	13,089	0
Total priority 1 all Funds	105,283	65,273	0	11,747	1,041	13,529	13,693
Priority 2							
Real Estate & Parking	551	101	0	0	0	0	450
Building	3,990	0	0	0	0	0	3,990
Parks	1,770	0	0	0	58	0	1,712
Transportation	3,480	0	0	1,120	0	0	2,360
Storm Drainage	3,230	0	0	1,192	0	0	2,038
Vehicle & Mobile Equipment	995	0	0	0	0	424	572
Total General Fund	14,016	101	0	2,312	58	424	11,122
Total priority 2	14,016	101	0	2,312	58	424	11,122
Total all Funds	119,299	65,374	0	14,059	1,099	13,953	24,815

Note: Totals may not add due to rounding



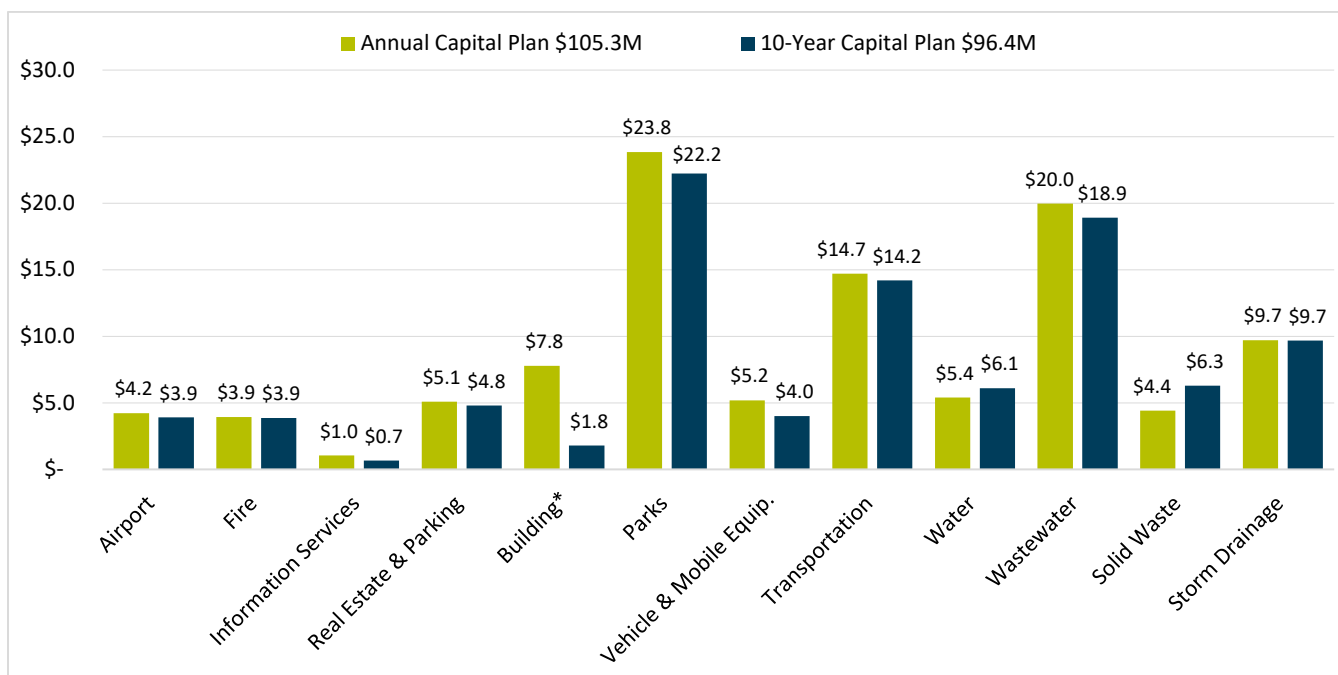
All funds expenditures – priority 1 (\$ millions)

This pie chart provides a visual comparison of the level of spending in all funds by capital cost centre.



Note: Totals may not add due to rounding

The following table provides a comparison of priority one requests included in this year’s annual capital program versus the 10-Year Capital Plan for the 2022 year (\$ millions).



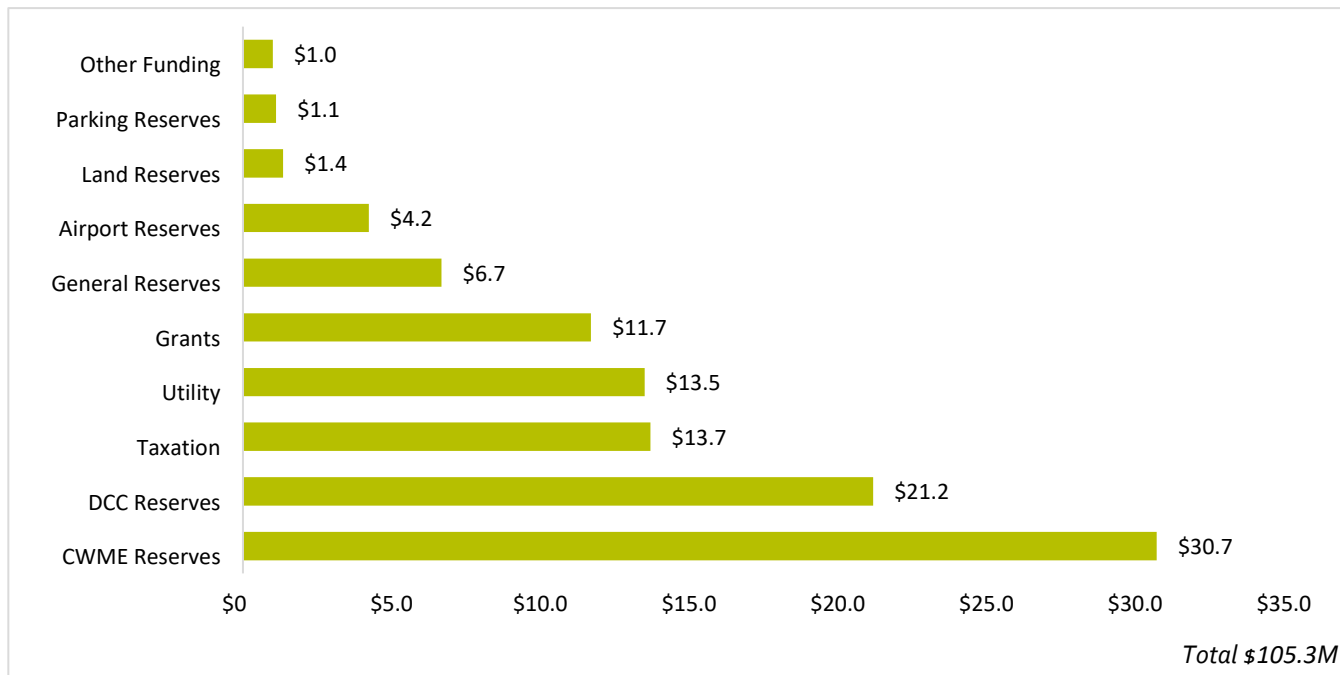
*Parkinson Recreation Building Replacement – construction costs not included

Note: Totals may not add due to rounding

Capital funding summary

The Council approved Principles and Strategies for Financial Strength and Stability helps to guide decision making and funding strategies. The bar graph below visually compares the various capital funding sources used in the annual capital plan. Other funding includes external contributions such as developer contributions, partnership contributions, or user fees.

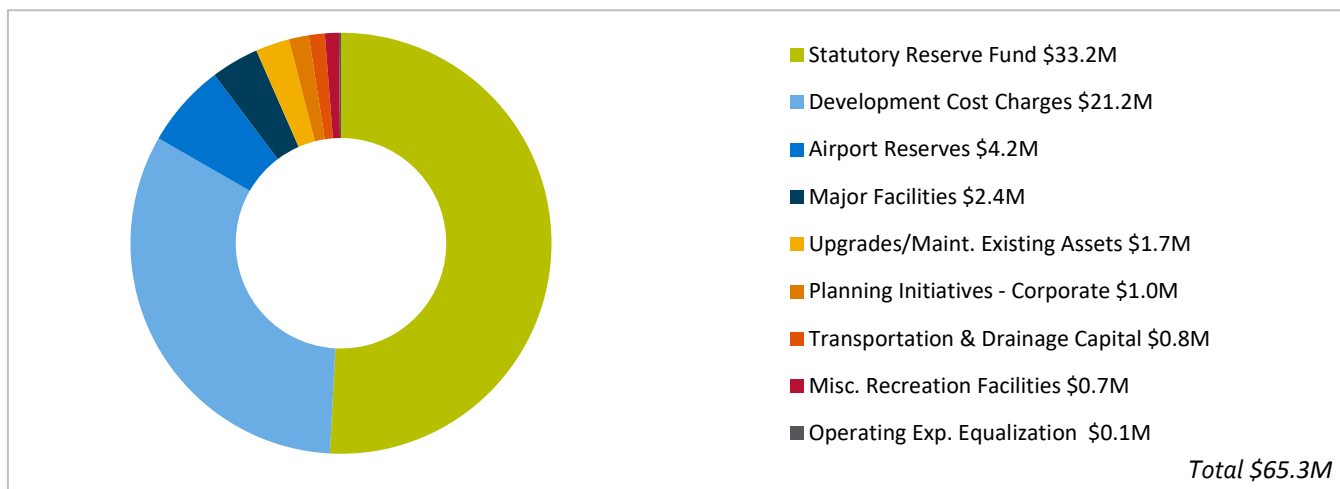
All funds funding sources – priority 1 (\$ millions)



Note: Totals may not add due to rounding

Capital reserve funding – priority 1 (\$ millions)

The City is prudent with funding from reserves and fund equity in order to protect the current and future financial viability of the municipality. Reserve funds are maintained to support the capital program to prevent taxation fluctuations due to capital expenditure requirements. This chart is depicting the \$65.3M of reserves being used in this year’s capital program.



Note: Totals may not add due to rounding

Capital investment operating impacts

The City of Kelowna considers operational impacts when making capital investment decisions. This is important as the operating impacts can amount to 70 – 80 per cent of an asset's life cycle cost. The operating and maintenance impacts in the table below are included in the related capital request to present the full budget cost of the capital asset. All operating requests are ongoing.

Impact of capital investments on operating budgets – priority 1

Request Title	2022	2023	2024
Building			
General Building Infrastructure Renewal: <i>reduction to utility budgets</i>	(19,200)	(19,200)	(19,200)
Parkinson Recreation Building - Replacement, Design: <i>operating impacts of capital funded positions</i>	2,900	2,900	2,900
Total Building	(16,300)	(16,300)	(16,300)
Parks			
DeHart Park: <i>area maintenance (turf, tree, irrigation, building, security)</i>	0	16,800	112,500
Mill Creek Linear Park: <i>area maintenance (pest control, pathway)</i>	6,800	13,500	13,500
Mission Recreation - Softball Diamonds: <i>facility rental revenues from user fees</i>	0	(10,000)	(10,000)
Total Parks	6,800	20,300	116,000
Transportation			
Abbott DCC (Rose Ave - Cedar Ave) Protected Bike Lane Project: <i>maintenance (snow and ice control, street sweeping, road marking and spring flushing)</i>	12,400	24,900	24,900
Active Transportation Corridor/Bicycle Network Expansion: <i>maintenance (snow and ice control, bike path sweeping, litter control, and path marking)</i>	18,600	37,300	37,300
Casorso 3 DCC (KLO Rd - Lanfranco Rd), ATC: <i>maintenance (snow and ice control, street lights and signals, sweeping, road and path marking)</i>	16,300	32,600	32,600
Houghton 2 AT (Hollywood - Rutland): <i>maintenance (bike lane marking, snow and ice control, street signals, sweeping, turf, and tree)</i>	19,800	52,000	52,000
Pedestrian and Road Safety Projects: <i>maintenance (pedestrian signals, crosswalk marking, snow and ice control, and sweeping)</i>	7,000	14,000	14,000
Rails with Trails DCC (Dilworth - Commerce Ave), ATC: <i>street light operations</i>	1,300	5,000	5,000
Rutland Park & Ride, Mobility Hub, Operations facility: <i>maintenance (snow and ice control, and street sweeping)</i>	500	1,000	1,000
Transit - New Bus Stops: <i>maintenance (snow and ice control, street sweeping, and bus stop repair)</i>	1,800	3,500	3,500
Total Transportation	77,700	170,300	170,300
Vehicle and Mobile Equipment			
Fleet Growth: <i>internal equipment costs for maintenance and replacement</i>	26,400	52,400	52,400
Transportable Bleacher (Tournament/Event Hosting): <i>equipment rental revenues from user fees</i>	(2,000)	(2,000)	(2,000)
Total Vehicle and Mobile Equipment	24,400	50,400	50,400
Wastewater			
Rutland Centre (SCA 22) Sewer Connection Project: <i>maintenance (sanitary blockage removal and operations inspections)</i>	700	15,000	15,000
Total Wastewater	700	15,000	15,000
Total operating impacts from capital investment	93,300	239,700	335,400

2022 Capital Requests

Preliminary Budget

CAPITAL BUDGET Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Real Estate and Parking Capital - Priority 1								
364	New	Civic Accommodation - Ellis Street	2,068,000	0	0	0	0	(2,068,000)
364	New	General Land, Acquisition	1,623,000	(1,000,000)	0	0	0	(623,000)
		L1 - General Land	3,691,000	(1,000,000)	0	0	0	(2,691,000)
365	New	Road & Sidewalk, Land Acquisition	25,000	0	0	0	0	(25,000)
		L2 - Road and Sidewalk Land Acquisition	25,000	0	0	0	0	(25,000)
365	Renew	Chapman Parkade - Infrastructure Renewal (HVAC)	180,000	(180,000)	0	0	0	0
366	Renew	Downtown Parkades-Major Maintenance	475,000	(475,000)	0	0	0	0
366	Renew	Parking Equipment and Facilities	360,000	(360,000)	0	0	0	0
367	New	Electric Vehicle Charging Stations	100,000	(100,000)	0	0	0	0
		L3 - Parking Infrastructure	1,115,000	(1,115,000)	0	0	0	0
367	New	Strategic Land Servicing Requirements	250,000	(250,000)	0	0	0	0
		L4 - Strategic Land Redevelopment	250,000	(250,000)	0	0	0	0
		Cost Center Totals	5,081,000	(2,365,000)	0	0	0	(2,716,000)

Building Capital - Priority 1

O&M	372	Renew	Parkinson Recreation Centre – Replacement, Design	2,000,000	(2,000,000)	0	0	0	0
	372	Growth	Capital News Centre - Expansion	700,000	(700,000)	0	0	0	0
			B1 - Parks and Recreation Buildings	2,700,000	(2,700,000)	0	0	0	0
O&M	373	Renew	General Building Infrastructure Renewal	4,755,000	(3,628,000)	0	0	(375,000)	(752,000)
	373	Renew	Kelowna Community Theatre - Stage Light Renewal	320,000	(320,000)	0	0	0	0
			B7 - Renewal, Rehabilitation & Infra.	5,075,000	(3,948,000)	0	0	(375,000)	(752,000)
			Cost Center Totals	7,775,000	(6,648,000)	0	0	(375,000)	(752,000)

Parks Capital - Priority 1

378	Growth	DCC Parkland Acquisition	12,292,000	(10,992,900)	0	0	0	(1,299,100)
		P1 - DCC Parkland Acquisition	12,292,000	(10,992,900)	0	0	0	(1,299,100)

	Page	Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
O&M	378	Growth	DeHart Park	6,400,000	(5,638,500)	0	0	0	0	(761,500)
			P4 - Community Park Development	6,400,000	(5,638,500)	0	0	0	0	(761,500)
	379	Growth	Glenmore Recreation - Future Phases	550,000	(293,500)	0	0	0	0	(256,500)
O&M	379	Growth	Mission Recreation - Softball Diamonds	1,170,000	(1,139,300)	0	0	0	0	(30,700)
			P5 - Recreation Park Development	1,720,000	(1,432,800)	0	0	0	0	(287,200)
	380	Renew	Knox Mountain Park - Improvements	150,000	0	0	0	0	0	(150,000)
O&M	380	New	Mill Creek Linear Park	1,754,000	(1,554,000)	0	0	0	0	(200,000)
			P7 - Linear/Natural Area Park Development	1,904,000	(1,554,000)	0	0	0	0	(350,000)
	381	Renew	Pedestrian Bridge Renewal	275,000	0	0	(110,000)	0	0	(165,000)
	381	Renew	Irrigation Renewal	800,000	0	0	0	0	0	(800,000)
	382	New	Kelowna Memorial Cemetery - Improvements	210,000	(210,000)	0	0	0	0	0
	382	Renew	Sports Courts/Water Parks/Skate Parks Renewal & Replacements	121,500	0	0	0	0	0	(121,500)
	383	Renew	Access For All Improvements	110,000	0	0	0	0	0	(110,000)
			P8 - Renewal, Rehabilitation & Infra	1,516,500	(210,000)	0	(110,000)	0	0	(1,196,500)
Cost Center Totals				23,832,500	(19,828,200)	0	(110,000)	0	0	(3,894,300)

Transportation Capital - Priority 1

	395	Growth	Stewart 3 DCC (Crawford - Swamp), Road	720,000	(608,400)	0	0	0	0	(111,600)
	395	Growth	Richter 1 (Sutherland - KLO)	200,000	(155,000)	0	0	0	0	(45,000)
	396	Growth	Casorso 1 Roundabouts (Swamp - Benvoulin)	50,000	(36,700)	0	0	0	0	(13,300)
	396	Growth	Benvoulin Turn Lanes (Casorso - KLO)	50,000	(36,700)	0	0	0	0	(13,300)
			T1 - DCC Roads	1,020,000	(836,800)	0	0	0	0	(183,200)
	397	Growth	Rail Trail to Greenway ATC	85,000	(19,000)	0	0	0	0	(66,000)
O&M	397	Growth	Abbott DCC (Rose Ave - Cedar Ave) Protected Bike Lane Project	1,850,200	(1,330,200)	0	0	0	0	(520,000)
O&M	398	Growth	Houghton 2 AT (Hollywood - Rutland)	3,267,600	(2,346,000)	0	0	0	0	(921,600)
O&M	398	Growth	Casorso 3 DCC (KLO Rd - Lanfranco Rd), ATC	935,100	(935,100)	0	0	0	0	0
O&M	399	Growth	Rails with Trails DCC (Dilworth - Commerce Ave), ATC	381,500	(85,100)	0	0	0	0	(296,400)
	399	Growth	Ethel 6 AT (Clement - Cawston)	111,000	(111,000)	0	0	0	0	0
	400	Growth	Glenmore 3 AT (Clement - High)	100,000	(92,200)	0	0	0	0	(7,800)
			T2 - DCC Roads - Active Transportation	6,730,400	(4,918,600)	0	0	0	0	(1,811,800)
	400	Growth	Roadway Urbanization	600,000	0	0	0	(350,000)	0	(250,000)
			T3 - Non-DCC Roads	600,000	0	0	0	(350,000)	0	(250,000)

Page	Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
401	Renew	Road Renewal	3,000,900	(2,829,400)	0	0	0	0	(171,500)
401	Renew	Bridge Rehabilitation - Renewal	400,000	0	0	0	0	0	(400,000)
402	Renew	Sidewalk & Bikeway Renewal	99,500	(99,500)	0	0	0	0	0
402	Renew	Traffic Signal and Communications Upgrades and Renewals	250,000	(250,000)	0	0	0	0	0
403	Renew	Street Light Pole and Wiring Renewal	230,000	(230,000)	0	0	0	0	0
403	Renew	Transit - Bus Stop Renewal	120,000	(120,000)	0	0	0	0	0
		T4 - Transportation System Renewal	4,100,400	(3,528,900)	0	0	0	0	(571,500)
O&M 404	Growth	Active Transportation Corridor/Bicycle Network Expansion	100,000	0	0	0	0	0	(100,000)
404	Growth	Glenmore 4 AT (Kane – Dallas)	450,400	(100,400)	0	0	0	0	(350,000)
		T5 - Bicycle Network	550,400	(100,400)	0	0	0	0	(450,000)
405	New	Sidewalk Network Expansion	360,000	0	0	0	0	0	(360,000)
		T6 - Sidewalk Network	360,000	0	0	0	0	0	(360,000)
O&M 405	New	Pedestrian and Road Safety Projects	450,000	0	0	0	0	0	(450,000)
		T7 - Safety and Operational Improvements	450,000	0	0	0	0	0	(450,000)
406	Growth	Traffic Signals and Roundabouts	450,000	0	0	0	0	0	(450,000)
		T8 - Traffic Control Infrastructure	450,000	0	0	0	0	0	(450,000)
O&M 406	Growth	Rutland Park & Ride, Mobility Hub, Operations facility	280,000	(280,000)	0	0	0	0	0
O&M 407	Growth	Transit - New Bus Stops	50,000	(50,000)	0	0	0	0	0
407	New	Transit - Land Acquisition	115,000	(115,000)	0	0	0	0	0
		T9 - Transit Facilities	445,000	(445,000)	0	0	0	0	0
		Cost Center Totals	14,706,200	(9,829,700)	0	0	(350,000)	0	(4,526,500)

Solid Waste Capital - Priority 1

430	Growth	Automated Collection Curbside Carts	300,000	(300,000)	0	0	0	0	0
		SW1 - Equipment	300,000	(300,000)	0	0	0	0	0
430	Growth	Landfill Site Preparation	2,500,000	(2,500,000)	0	0	0	0	0
431	Growth	General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
		SW2 - Site Improvement	2,600,000	(2,600,000)	0	0	0	0	0
431	Growth	Landfill Gas & Leachate Recirculation Laterals	450,000	(450,000)	0	0	0	0	0
		SW3 - Gas Management	450,000	(450,000)	0	0	0	0	0
432	Renew	Surface Water Bypass	250,000	(250,000)	0	0	0	0	0
		SW5 - Drainage & Groundwater Management	250,000	(250,000)	0	0	0	0	0

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
432	Renew Infrastructure Renewal	808,000	(808,000)	0	0	0	0	0
	SW9 - Solid Waste Renewal	808,000	(808,000)	0	0	0	0	0
Cost Center Totals		4,408,000	(4,408,000)	0	0	0	0	0

Storm Drainage Capital - Priority 1

436	New	Mill Creek Flood Protection	8,250,000	(4,312,700)	0	(3,300,000)	0	0	(637,300)
436	Renew	Knox Mountain Geotechnical Engineering	1,000,000	(775,000)	0	0	0	(225,000)	0
		D1 - Hydraulic Upgrading Program	9,250,000	(5,087,700)	0	(3,300,000)	0	(225,000)	(637,300)
437	New	Containment Devices	120,000	(39,500)	0	0	0	0	(80,500)
		D2 - Storm Drainage Quality Program	120,000	(39,500)	0	0	0	0	(80,500)
437	Renew	Asset Renewal Projects	327,900	0	0	0	0	0	(327,900)
		D3 - Storm Water Renewal	327,900	0	0	0	0	0	(327,900)
Cost Center Totals		9,697,900	(5,127,200)	0	(3,300,000)	0	(225,000)		(1,045,700)

Information Services Capital - Priority 1

358	Renew	Front Office Equipment	300,000	0	0	0	0	0	(300,000)
		I1 - Front Office Equipment	300,000	0	0	0	0	0	(300,000)
358	Renew	Server and Data Storage Equipment	150,000	0	0	0	0	0	(150,000)
		I2 - Server & Data Storage	150,000	0	0	0	0	0	(150,000)
359	Renew	Major Systems Projects	493,700	(493,700)	0	0	0	0	0
		I3 - Major System Projects	493,700	(493,700)	0	0	0	0	0
359	Renew	Communications Networks Upgrades	53,300	0	0	0	0	0	(53,300)
360	New	Fibre Optic Service Line	50,000	0	0	0	(50,000)	0	0
		I4 - Communications Systems	103,300	0	0	0	(50,000)	0	(53,300)
Cost Center Totals		1,047,000	(493,700)	0	0	(50,000)	0		(503,300)

Vehicle & Mobile Equipment - Priority 1

O&M	388	Growth	Fleet Growth	840,100	(625,500)	0	0	0	(214,600)	0
OP	388	New	Fleet Growth Supporting New Positions	225,000	0	0	0	0	0	(225,000)
O&M	389	New	Transportable Bleacher (Tournament/Event Hosting)	30,000	0	0	0	0	0	(30,000)
			V1 - Additional Vehicles / Equipment	1,095,100	(625,500)	0	0	0	(214,600)	(255,000)

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
389 Renew	Vehicle/Equipment Renewal	4,092,000	(4,092,000)	0	0	0	0	0
	V2 - Vehicle / Equipment Renewal	4,092,000	(4,092,000)	0	0	0	0	0
Cost Center Totals		5,187,100	(4,717,500)	0	0	0	(214,600)	(255,000)

Fire Capital - Priority 1

354 Renew	Fire Vehicle and Equipment Renewal	3,486,200	(3,486,200)	0	0	0	0	0
	F1 - Vehicle / Equipment Renewal	3,486,200	(3,486,200)	0	0	0	0	0
354 Renew	Fire Communications Equipment Renewal	450,000	(450,000)	0	0	0	0	0
	F3 - Communications Systems	450,000	(450,000)	0	0	0	0	0
Cost Center Totals		3,936,200	(3,936,200)	0	0	0	0	0
Grand Total		75,670,900	(57,353,500)	0	(3,410,000)	(775,000)	(439,600)	(13,692,800)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Requests

Preliminary Budget

CAPITAL BUDGET Summary - Utility Funds

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility
Airport Capital - Priority 1							
344	Growth Airport Airside Land Development	50,000	(50,000)	0	0	0	0
344	New Airport Ground Load Ramps	100,000	(100,000)	0	0	0	0
345	New Airport Small Capital	160,000	(160,000)	0	0	0	0
	A1 - Airside	310,000	(310,000)	0	0	0	0
345	New Airport Exhibit at the KF Centre for Excellence	200,000	(200,000)	0	0	0	0
	A2 - Groundside	200,000	(200,000)	0	0	0	0
346	Renew Airport Air Terminal Building Capital Replacement & Improvement	1,110,000	(1,110,000)	0	0	0	0
346	Renew Airport Technology Replacements	520,000	(520,000)	0	0	0	0
347	Renew Airport Combined Operations Building Infrastructure Renewal	645,000	(645,000)	0	0	0	0
	A3 - Terminal	2,275,000	(2,275,000)	0	0	0	0
347	New Airport Soaring Beyond 2.5 Million Passengers AIF Program	565,000	(565,000)	0	0	0	0
348	Renew Airport Passenger Boarding Bridge Upgrades	340,000	(340,000)	0	0	0	0
348	Renew Airport Airside Pavement Rehabilitation	480,000	(480,000)	0	0	0	0
349	Renew Airport Groundside Infrastructure	60,000	(60,000)	0	0	0	0
	A4 - AIF	1,445,000	(1,445,000)	0	0	0	0
	Cost Center Totals	4,230,000	(4,230,000)	0	0	0	0

Water Capital - Priority 1

412	Growth Poplar Point to Dilworth Mountain Transmission Upgrade Design	500,000	(493,500)	0	0	0	(6,500)
	W1 - DCC Pipes (Mains)	500,000	(493,500)	0	0	0	(6,500)
412	Growth Offsite & Oversize - Water	117,200	(58,600)	0	0	0	(58,600)
	W5 - DCC Offsite & Oversize	117,200	(58,600)	0	0	0	(58,600)
413	Renew Water Network and Facility Renewal	2,000,000	0	0	0	0	(2,000,000)
413	Renew Ellis St (Knox - Clement)	550,000	0	0	0	0	(550,000)
414	Renew Water Meter Replacement Program	1,300,000	0	0	0	0	(1,300,000)
	W6 - Network and Facility Renewal	3,850,000	0	0	0	0	(3,850,000)

Page	Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility
414	Growth	Young and Hazel Rd - Watermain Replacement	315,000	0	0	0	0	(315,000)
415	New	Water Meter - New Installations	150,000	0	0	0	(150,000)	0
W7 - Network and Facility Improvements			465,000	0	0	0	(150,000)	(315,000)
415	Renew	Pressure Reducing Valve Upgrades	200,000	0	0	0	0	(200,000)
416	Renew	Dam Repairs	250,000	0	0	0	0	(250,000)
416	New	Hydrants	20,000	0	0	0	0	(20,000)
W8 - Irrigation Network Improvements			470,000	0	0	0	0	(470,000)
Cost Center Totals			5,402,200	(552,100)	0	0	(150,000)	(4,700,100)

Wastewater Capital - Priority 1

420	Renew	Water Street Lift Station	1,500,000	0	0	0	0	(1,500,000)
WW2 - DCC Lift Stations			1,500,000	0	0	0	0	(1,500,000)
420	New	Digestion Facility - Phase 1 Design	800,000	0	0	0	0	(800,000)
WW3 - DCC Wastewater Treatment Facilities			800,000	0	0	0	0	(800,000)
421	Growth	Offsite & Oversize - Wastewater	110,000	(55,000)	0	0	0	(55,000)
WW4 - DCC Oversize			110,000	(55,000)	0	0	0	(55,000)
421	Renew	Renewal - Wastewater Mains and Facilities	4,265,000	0	0	0	0	(4,265,000)
422	New	Sewer Lift Station SCADA Integration	235,000	0	0	0	0	(235,000)
422	Renew	Burtch Trunk	1,250,000	0	0	0	0	(1,250,000)
423	Renew	Commonage - Lift & Repair Waterlines/Curbstops	100,000	0	0	0	(33,000)	(67,000)
423	Renew	Commonage - Quonset Mix Building Envelope Renewal	250,000	0	0	0	(83,000)	(167,000)
WW5 - Network and Facility Renewal			6,100,000	0	0	0	(116,000)	(5,984,000)
424	New	Rialto (SCA 16) Sewer Connection Project	670,000	(180,900)	0	(489,100)	0	0
424	Renew	Rose Ave Lift Station Odour Control System	50,000	0	0	0	0	(50,000)
O&M	425	Growth	Rutland Centre (SCA 22) Sewer Connection Project	10,750,000	(2,902,500)	0	(7,847,500)	0
WW6 - Network and Facility Improvements			11,470,000	(3,083,400)	0	(8,336,600)	0	(50,000)
Cost Center Totals			19,980,000	(3,138,400)	0	(8,336,600)	(116,000)	(8,389,000)
Grand Total			29,612,200	(7,920,500)	0	(8,336,600)	(266,000)	(13,089,100)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Requests Preliminary Budget CAPITAL BUDGET Summary - General Fund

Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Real Estate and Parking Capital - Priority 2								
New	General Land, Acquisition	374,900	0	0	0	0	0	(374,900)
	L1 - General Land	374,900	0	0	0	0	0	(374,900)
Growth	DCC Road Widening, Land Acquisition	120,000	(101,400)	0	0	0	0	(18,600)
New	Road & Sidewalk, Land Acquisition	56,000	0	0	0	0	0	(56,000)
	L2 - Road and Sidewalk Land Acquisition	176,000	(101,400)	0	0	0	0	(74,600)
	Cost Center Totals	550,900	(101,400)	0	0	0	0	(449,500)

Building Capital - Priority 2

Renew	Parks Washrooms Renovations or Replacement	890,000	0	0	0	0	0	(890,000)
	B1 - Parks and Recreation Buildings	890,000	0	0	0	0	0	(890,000)
New	Capital Opportunities & Partnership Fund	100,000	0	0	0	0	0	(100,000)
	B6 - Capital Opportunities and Partnerships	100,000	0	0	0	0	0	(100,000)
O&M	Renew General Building Infrastructure Renewal	3,000,000	0	0	0	0	0	(3,000,000)
	B7 - Renewal, Rehabilitation & Infra.	3,000,000	0	0	0	0	0	(3,000,000)
	Cost Center Totals	3,990,000	0	0	0	0	0	(3,990,000)

Parks Capital - Priority 2

O&M	New	Art Walk - Extension Doyle to Queensway	650,000	0	0	0	0	(650,000)
	P10 - Urban Streetscape, Centres Dev, Renewal	650,000	0	0	0	0	0	(650,000)
O&M	Growth	Mission Recreation Park - Development, Softball Diamond Lighting	540,000	0	0	0	0	(540,000)
	P5 - Recreation Park Development	540,000	0	0	0	0	0	(540,000)
	Renew	Knox Mountain Park - Improvements	280,000	0	0	0	0	(280,000)
	P7 - Linear/Natural Area Park Development	280,000	0	0	0	0	0	(280,000)

	Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
	Renew	Playground Renewal	100,000	0	0	0	0	0	(100,000)
		P8 - Renewal, Rehabilitation & Infra	100,000	0	0	0	0	0	(100,000)
O&M	New	Capital Opportunities and Partnership Fund	200,000	0	0	0	(58,000)	0	(142,000)
		P9 - Capital Opportunities Partnership	200,000	0	0	0	(58,000)	0	(142,000)
Cost Center Totals			1,770,000	0	0	0	(58,000)	0	(1,712,000)

Transportation Capital - Priority 2

O&M	Growth	Local Street Urbanization	500,000	0	0	0	0	0	(500,000)
		T4 - Transportation System Renewal	500,000	0	0	0	0	0	(500,000)
O&M	New	Sidewalk Network Expansion	450,000	0	0	0	0	0	(450,000)
		T6 - Sidewalk Network	450,000	0	0	0	0	0	(450,000)
O&M	New	Pedestrian and Road Safety Projects	460,000	0	0	0	0	0	(460,000)
		T7 - Safety and Operational Improvements	460,000	0	0	0	0	0	(460,000)
O&M	Growth	Traffic Signals and Roundabouts	950,000	0	0	0	0	0	(950,000)
		T8 - Traffic Control Infrastructure	950,000	0	0	0	0	0	(950,000)
O&M	Growth	Rutland Park & Ride, Mobility Hub, Operations facility	1,120,000	0	0	(1,120,000)	0	0	0
		T9 - Transit Facilities	1,120,000	0	0	(1,120,000)	0	0	0
Cost Center Totals			3,480,000	0	0	(1,120,000)	0	0	(2,360,000)

Storm Drainage Capital - Priority 2

	Renew	Small Dam Upgrades	150,000	0	0	0	0	0	(150,000)
	New	Maquinna Road	100,000	0	0	0	0	0	(100,000)
	Growth	Mill Creek Flood Protection	2,979,900	0	0	(1,192,000)	0	0	(1,787,900)
		D1 - Hydraulic Upgrading Program	3,229,900	0	0	(1,192,000)	0	0	(2,037,900)
Cost Center Totals			3,229,900	0	0	(1,192,000)	0	0	(2,037,900)

Vehicle & Mobile Equipment - Priority 2

O&M	Growth	Fleet Growth	825,600	0	0	0	0	(423,500)	(402,100)
OP	New	Fleet Growth Supporting New Positions	170,000	0	0	0	0	0	(170,000)
		V1 - Additional Vehicles / Equipment	995,600	0	0	0	0	(423,500)	(572,100)
Cost Center Totals			995,600	0	0	0	0	(423,500)	(572,100)
Grand Total			14,016,400	(101,400)	0	(2,312,000)	(58,000)	(423,500)	(11,121,500)

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

O&M – denotes capital request has operating & maintenance impacts included in the request



Airport





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2022 Capital Requests

Preliminary Budget

Airport Capital - 312 Summary - Airport Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility
Airport Capital - Priority 1							
344	Growth Airport Airside Land Development	50,000	(50,000)	0	0	0	0
344	New Airport Ground Load Ramps	100,000	(100,000)	0	0	0	0
345	New Airport Small Capital	160,000	(160,000)	0	0	0	0
	A1 - Airside	310,000	(310,000)	0	0	0	0
345	New Airport Exhibit at the KF Centre for Excellence	200,000	(200,000)	0	0	0	0
	A2 - Groundside	200,000	(200,000)	0	0	0	0
346	Renew Airport Air Terminal Building Capital Replacement & Improvement	1,110,000	(1,110,000)	0	0	0	0
346	Renew Airport Technology Replacements	520,000	(520,000)	0	0	0	0
347	Renew Airport Combined Operations Building Infrastructure Renewal	645,000	(645,000)	0	0	0	0
	A3 - Terminal	2,275,000	(2,275,000)	0	0	0	0
347	New Airport Soaring Beyond 2.5 Million Passengers AIF Program	565,000	(565,000)	0	0	0	0
348	Renew Airport Passenger Boarding Bridge Upgrades	340,000	(340,000)	0	0	0	0
348	Renew Airport Airside Pavement Rehabilitation	480,000	(480,000)	0	0	0	0
349	Renew Airport Groundside Infrastructure	60,000	(60,000)	0	0	0	0
	A4 - AIF	1,445,000	(1,445,000)	0	0	0	0
	Cost Center Totals	4,230,000	(4,230,000)	0	0	0	0
	Grand Total	4,230,000	(4,230,000)	0	0	0	0

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Airport Capital 10 Yr Cap Plan Ref: Not included A1
 Title: Airport Airside Land Development PRELIMINARY

Justification:

The Airport intends to service certain lands on the east side of the runway to be leased out in accordance with the 2045 Master Plan. This budget request is for the design of the servicing that would be necessary for development of these lands.

Project Driver: Investments that attract a net positive return over a reasonable business term.

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

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

Department: Capital Projects Priority: 1 New
 Cost Center: Airport Capital 10 Yr Cap Plan Ref: Not included A1
 Title: Airport Ground Load Ramps PRELIMINARY

Justification:

Budget is requested for the purchase of two fully enclosed boarding ramps to connect to the 737 or A319 aircraft family. The purchase of these boarding ramps will help YLW meet the requirements of the Accessible Transportation for Persons with Disabilities Regulations.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements, functional efficiency and levels of service increases.

Strategic Direction: Transportation & mobility - People of all ages & abilities can easily get around

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
100,000	(100,000)	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2022 A1 - \$150k	
Title:	Airport Small Capital	PRELIMINARY	

Justification:

Budget is requested for smaller capital projects that need to be implemented expeditiously. Historically, Airport Small Capital has been used to fund projects such as the replacement of lights on the apron's edge, the purchase of a disabled aircraft remover and the addition of drainage near the outbound oversized baggage system.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation; renewal and replacement to achieve anticipated service life.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
160,000	(160,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A2	
Title:	Airport Exhibit at the KF Centre for Excellence	PRELIMINARY	

Justification:

Next year marks the 75th anniversary of the Kelowna International Airport (YLW). Budget is requested to develop interactive and static displays celebrating the rich history of YLW and its development in supporting Kelowna and the region. The displays would be installed in the KF Center for Excellence Museum.

Project Driver: Level of service enhancements; functional efficiency and levels of service increases.

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	(200,000)	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2022 A3 - \$1.16M	
Title:	Airport Air Terminal Building Capital Replacement & Improvement		PRELIMINARY

Justification:

The Air Terminal Building (ATB) capital replacements and improvements project consists of modifications to the ATB and the equipment within it to improve the operations of the Airport. In 2022 the most significant replacements and improvements include the air distribution system (\$0.3M), boilers and the boiler piping room (\$0.1M), exterior sliding doors (\$0.1M), controls and instrumentation (\$0.1M), and design for a new arrivals carousel (\$0.1M).

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,110,000	(1,110,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A3	
Title:	Airport Technology Replacements		PRELIMINARY

Justification:

Budget is requested to proactively replace multiple pieces of equipment that have come to the end of their useful life.

This project would include airfield lighting systems upgrade and replacement, phone hardware and software replacement, core network switch replacement, core firewall and internet upgrades, and audio logger replacement.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
520,000	(520,000)	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A3	
Title:	Airport Combined Operations Building Infrastructure Renewal		PRELIMINARY

Justification:

The Combined Operations Building (COB) capital replacements and improvements project consists of modifications to the COB and the mechanical equipment to increase the useful life of the building. In 2022, this will include washroom upgrades, partial roof replacement and design for the HVAC replacement.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
645,000	(645,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2022 A4 - \$926K	
Title:	Airport Soaring Beyond 2.5 Million Passengers AIF Program		PRELIMINARY

Justification:

The Airport is requesting to commence design, construction and make purchases for certain aspects of the Soaring Beyond 2.5 Million Passengers AIF Program. \$240k would be used to complete the self-serve bag drop design in 2022, \$225k would be used to complete the airside lighting and supporting infrastructure design in 2022, and \$100k would be used to complete the Common Use Self Services (CUSS)/ Common Use Terminal Equipment (CUTE) life-cycle replacement design in 2022.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
565,000	(565,000)	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2022 A4 - \$280K	
Title:	Airport Passenger Boarding Bridge Upgrades	PRELIMINARY	

Justification:

Certain components of the Airport's passenger bridges are reaching the end of their useful life. This project would replace these components and extend the useful lives of the bridges, allowing the Airport to meet its operational needs and continue to adhere to safety requirements.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
340,000	(340,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2022 A4 - \$400K	
Title:	Airport Airside Pavement Rehabilitation	PRELIMINARY	

Justification:

Budget is requested to add concrete panels to operations stand 5, as the existing asphalt is reaching the end of its useful life. Utilizing concrete rather than asphalt will help lengthen the amount of time between rehabilitations.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
480,000	(480,000)	0	0	0	0

2022 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Airport Capital 10 Yr Cap Plan Ref: 2022 A4 - \$50k
 Title: Airport Groundside Infrastructure PRELIMINARY

Justification:

Budget is requested to replace certain Airport light standard poles in and around the Airport that have reached the end of their useful lives.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation; renewal and replacement to achieve anticipated service life.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
60,000	(60,000)	0	0	0	0



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Fire





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2022 Capital Requests Preliminary Budget Fire Department Capital - 311 Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Fire Capital - Priority 1								
354	Renew Fire Vehicle and Equipment Renewal	3,486,200	(3,486,200)	0	0	0	0	0
	F1 - Vehicle / Equipment Renewal	3,486,200	(3,486,200)	0	0	0	0	0
354	Renew Fire Communications Equipment Renewal	450,000	(450,000)	0	0	0	0	0
	F3 - Communications Systems	450,000	(450,000)	0	0	0	0	0
Cost Center Totals		3,936,200	(3,936,200)	0	0	0	0	0
Grand Total		3,936,200	(3,936,200)	0	0	0	0	0

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Fire Capital	10 Yr Cap Plan Ref: 2022 F1 - \$3.4M	
Title:	Fire Vehicle and Equipment Renewal		PRELIMINARY

Justification:

Budget is requested to replace Fire Apparatus as detailed in the 20 year apparatus replacement plan. The current vehicles will be sold with the funds going back to the reserve. Replacement apparatus needed are a Bush Truck, two Engines and a Ladder Truck. Purchase of all vehicles will begin in January, with vehicle delivery between 12 - 18 months.

This request also contains continuation of our regular planned equipment replacement program as outlined in the 10 Year Capital Plan, including Self Contained Breathing Apparatus and Cylinders listed as a capital plan reference of F2. Budget request includes US Dollars and was calculated using the exchange rate of 1.25.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,486,200	(3,486,200)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Fire Capital	10 Yr Cap Plan Ref: 2022 F3 - \$450K	
Title:	Fire Communications Equipment Renewal		PRELIMINARY

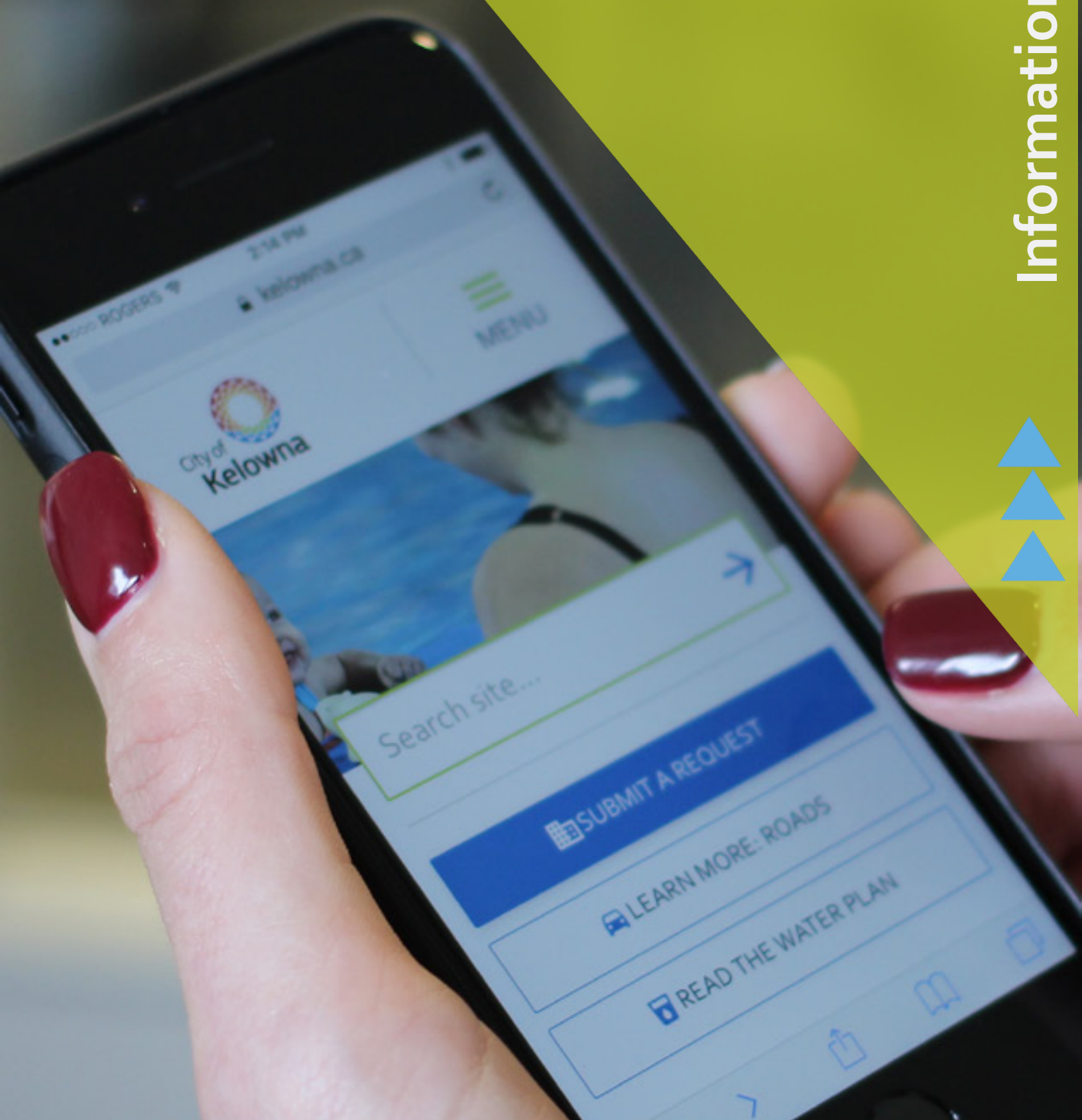
Justification:

Budget is requested to support the continued implementation of Next Generation 911 (NG911) compliant equipment, to support Kelowna Fire Department Dispatch as it works to meet the Canadian Radio-television and Telecommunications (CRTC) mandated NG911 launch deadline of March 2024. This work includes phone and technology upgrades as planned for in the 10 year Capital Plan.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	(450,000)	0	0	0	0	0



Information Services





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2022 Capital Requests Preliminary Budget Information Services Capital - 308 Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Information Services Capital - Priority 1								
358	Renew Front Office Equipment	300,000	0	0	0	0	0	(300,000)
	I1 - Front Office Equipment	300,000	0	0	0	0	0	(300,000)
358	Renew Server and Data Storage Equipment	150,000	0	0	0	0	0	(150,000)
	I2 - Server & Data Storage	150,000	0	0	0	0	0	(150,000)
359	Renew Major Systems Projects	493,700	(493,700)	0	0	0	0	0
	I3 - Major System Projects	493,700	(493,700)	0	0	0	0	0
359	Renew Communications Networks Upgrades	53,300	0	0	0	0	0	(53,300)
360	New Fibre Optic Service Line	50,000	0	0	0	(50,000)	0	0
	I4 - Communications Systems	103,300	0	0	0	(50,000)	0	(53,300)
	Cost Center Totals	1,047,000	(493,700)	0	0	(50,000)	0	(503,300)
	Grand Total	1,047,000	(493,700)	0	0	(50,000)	0	(503,300)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2022 I1 - \$286k	
Title:	Front Office Equipment		PRELIMINARY

Justification:

This capital program funds the annual upgrade of approximately 300 desktop computers, laptops and tablets, as well as monitors, webcams and printers. Mobile-friendly and interactive hardware solutions for common spaces are also included. New software purchases and annual Microsoft licensing, as well as Cyber Security initiatives that focus on training and protecting staff are also covered under this program.

There are no operation and maintenance budget impacts associated with this request. The work is expected to be completed by end of 2022.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	0	0	0	0	0	(300,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2022 I2 - \$89k	
Title:	Server and Data Storage Equipment		PRELIMINARY

Justification:

Budget is requested to fund data centre equipment, such as servers, storage for all data and systems (disks), backup hardware & software, remote access environment, server software, and disaster recovery systems. This also covers funding of the enterprise security management program to protect the back-end systems and data and the move to cloud-based services.

The work is expected to be completed by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Clear direction - Services, processes & business activities are transformed

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	0	0	0	0	0	(150,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2022 I3 - \$184	
Title:	Major Systems Projects		PRELIMINARY

Justification:

Budget is requested to fund the following Major Systems Projects in order of cost center priority:

- Website Compliance - upgrade of the web platform to the latest version of the software. No operational impacts.

Work completed 2022.

- Corporate Initiative Systems - artificial intelligence and automation of business processes, retirement of legacy applications, onboarding online services with design of a citizen portal. No operational impacts. Work completed 2022.

- Land Management System - civic addressing, legal parcels and taxation parcels. Currently built on a legacy application that is nearing the end of its lifecycle. No operational impacts. Work completed 2022.

- Expense Ledger Module - Unit4 system upgrade for Travel Training process to eliminate paper based process.

Operational impacts are minimal and covered within current budget. Work completed 2023.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Clear direction - Services, processes & business activities are transformed

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
493,700	(493,700)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2022 I4 - \$53k	
Title:	Communications Networks Upgrades		PRELIMINARY

Justification:

Budget is requested to upgrade existing networking, security and communications equipment such as network switches, firewalls, wireless access points, networking and security software and phone system upgrades.

The work is expected to be completed by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Clear direction - Services, processes & business activities are transformed

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
53,300	0	0	0	0	0	(53,300)

2022 Capital Request Details

Department: Capital Projects Priority: 1 New
 Cost Center: Information Services Capital 10 Yr Cap Plan Ref: 2022 I4 - \$50k
 Title: Fibre Optic Service Line PRELIMINARY

Justification:

Budget is requested for the installation of fibre optic service lines to new customers. New customers will cover all costs associated with the installation.

Work is expected to be completed by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	0	0	0	(50,000)	0	0



Real Estate & Parking



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2022 Capital Requests Preliminary Budget RE&P Capital - 300 Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Real Estate and Parking Capital - Priority 1									
364	New	Civic Accommodation - Ellis Street	2,068,000	0	0	0	0	0	(2,068,000)
364	New	General Land, Acquisition	1,623,000	(1,000,000)	0	0	0	0	(623,000)
		L1 - General Land	3,691,000	(1,000,000)	0	0	0	0	(2,691,000)
365	New	Road & Sidewalk, Land Acquisition	25,000	0	0	0	0	0	(25,000)
		L2 - Road and Sidewalk Land Acquisition	25,000	0	0	0	0	0	(25,000)
365	Renew	Chapman Parkade - Infrastructure Renewal (HVAC)	180,000	(180,000)	0	0	0	0	0
366	Renew	Downtown Parkades-Major Maintenance	475,000	(475,000)	0	0	0	0	0
366	Renew	Parking Equipment and Facilities	360,000	(360,000)	0	0	0	0	0
367	New	Electric Vehicle Charging Stations	100,000	(100,000)	0	0	0	0	0
		L3 - Parking Infrastructure	1,115,000	(1,115,000)	0	0	0	0	0
367	New	Strategic Land Servicing Requirements	250,000	(250,000)	0	0	0	0	0
		L4 - Strategic Land Redevelopment	250,000	(250,000)	0	0	0	0	0
		Cost Center Totals	5,081,000	(2,365,000)	0	0	0	0	(2,716,000)
		Grand Total	5,081,000	(2,365,000)	0	0	0	0	(2,716,000)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2022 L1 - \$2.1M	
Title:	Civic Accommodation - Ellis Street		PRELIMINARY

Justification:

In 2019, two strata office spaces within close proximity of City Hall that were ideally suited to meet the civic accommodation needs identified in the 2020 Capital Plan were acquired at a cost of just over \$2M. As the acquisition timeline in 2019 did not align with the budgeted timeline in the Capital Plan, the full cost of these acquisitions was funded from the City's Land Sales Reserve. The intent of this capital request is to replenish the Land Sales Reserve for these civic accommodation acquisitions in the amount of \$2.068M. This taxation funded Civic Accommodation project was previously identified in Buildings Capital but has been transferred to the Real Estate General Land project in the new 10-Year Capital Plan.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,068,000	0	0	0	0	0	(2,068,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2022 L1 - \$623k	
Title:	General Land, Acquisition		PRELIMINARY

Justification:

Budget is requested to purchase land that meets the characteristics and parameters identified in the City of Kelowna's Land Strategy. Potential considerations in the purchase of specific lands includes: facilitating land assemblies of strategic value to the City, creating a revenue generating land bank, and enhancing the City's ability to revitalize and redevelop areas within our community. The City has successfully acquired strategic lands to facilitate a number of unique initiatives in recent years, including the Innovation Center, Interior Health Authority, Ella site, Central Green, and various affordable housing project in partnership with BC Housing. Given the ability of land to meet the ever-increasing complex challenges of our community, it is imperative that the City continue to capitalize on opportunities as they come available.

The work is expected to be completed by 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,623,000	(1,000,000)	0	0	0	0	(623,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2022 L2 - \$25k	
Title:	Road & Sidewalk, Land Acquisition		PRELIMINARY

Justification:

As identified by the Infrastructure Division, budget is requested to fund the purchase of land required for widening of roads and the expansion of the City's sidewalk network. The funds will also be used to acquire road widenings in excess of the 20 metre width that is a requirement of the development approval process.

Acquisitions are targeted towards key missing linkages in the City's existing road and sidewalk network. Identified target areas include the Rutland Town Centre, Clifton Road and Gordon Drive.

This will be completed by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

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

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2022 L3 - \$180k	
Title:	Chapman Parkade - Infrastructure Renewal (HVAC)		PRELIMINARY

Justification:

Budget is requested to replace the heating, ventilation, and air conditioning (HVAC) equipment serving two of the four commercial lease spaces within the Chapman Parkade. Failures in recent years revealed that this equipment has reached the end of its service life. HVAC equipment in the other two units has already been replaced and this request will allow for replacement of obsolete and unserviceable equipment in the two remaining units.

The work is expected to be completed by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
180,000	(180,000)	0	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2022 L3 - \$300k	
Title:	Downtown Parkades-Major Maintenance		PRELIMINARY

Justification:

Budget is requested to complete several preventative maintenance items necessary to ensure maximum life expectancy for the Library and Chapman Parkades. The Library Parkade requires replacement of the fire alarm panel, piping for the dry fire sprinkler system, and replacement of the elevator hydraulic power unit. The Chapman Parkade requires modernization of the elevator, repainting of interior metal, and upgrades to stairwell exhaust fans. These projects have an anticipated completion of Q4 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
475,000	(475,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2022 L3 - \$360k	
Title:	Parking Equipment and Facilities		PRELIMINARY

Justification:

Budget is requested to renew parking infrastructure and invest in efficient parking management by replacing equipment that has reached its end of life. Renewal of enforcement equipment, servers and security cameras are included. Additionally, remaining upgrades to credit card processing equipment on pay stations to comply with the Chip and Pin Europay, MasterCard and Visa (EMV) debit/credit card standard in advance of the anticipated mid-2022 deadline are included.

Work is expected to be completed the end of 2022. The operation and maintenance impact will be minimal and will be accommodated within the Parking Services operating budget.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
360,000	(360,000)	0	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: Not included L3	
Title:	Electric Vehicle Charging Stations		PRELIMINARY

Justification:

This request is for additional funds to continue expanding the number of level 2 electric vehicle charging stations in the City. Any new installations will follow the City's Electric Vehicle Strategy. Staff will continue to pursue partnership and grant opportunities to maximize the value of these monies.

The work is expected to be completed by the end of 2022. The operating and maintenance budget will be minimal with this request and will be accommodated within the Parking Services operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

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

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2022 L4 - \$250k	
Title:	Strategic Land Servicing Requirements		PRELIMINARY

Justification:

The mandate of the Strategic Land Development department is to identify future strategic land assemblies, add value to real property dispositions and realize corporate objectives and the Official Community Plan through creative real estate strategies. Several projects and properties have been identified that have the potential to return social, economic, environmental and cultural benefits to the City.

Anticipated completion is Q4 of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

2022 Capital Requests Preliminary Budget RE&P Capital - 300 Summary - General Fund

Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Real Estate and Parking Capital - Priority 2								
New	General Land, Acquisition	374,900	0	0	0	0	0	(374,900)
	L1 - General Land	374,900	0	0	0	0	0	(374,900)
Growth	DCC Road Widening, Land Acquisition	120,000	(101,400)	0	0	0	0	(18,600)
New	Road & Sidewalk, Land Acquisition	56,000	0	0	0	0	0	(56,000)
	L2 - Road and Sidewalk Land Acquisition	176,000	(101,400)	0	0	0	0	(74,600)
Cost Center Totals		550,900	(101,400)	0	0	0	0	(449,500)
Grand Total		550,900	(101,400)	0	0	0	0	(449,500)

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

O&M – denotes capital request has operating & maintenance impacts included in the request



Building



24 Hour
Book
Drop

1380
Ellis St

OKANAGAN
REGIONAL
LIBRARY
A haven for curious minds



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2022 Capital Requests Preliminary Budget Building Capital - 301 Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Building Capital - Priority 1									
O&M	372	Renew	Parkinson Recreation Centre – Replacement, Design	2,000,000	(2,000,000)	0	0	0	0
	372	Growth	Capital News Centre - Expansion	700,000	(700,000)	0	0	0	0
			B1 - Parks and Recreation Buildings	2,700,000	(2,700,000)	0	0	0	0
O&M	373	Renew	General Building Infrastructure Renewal	4,755,000	(3,628,000)	0	0	(375,000)	(752,000)
	373	Renew	Kelowna Community Theatre - Stage Light Renewal	320,000	(320,000)	0	0	0	0
			B7 - Renewal, Rehabilitation & Infra.	5,075,000	(3,948,000)	0	0	(375,000)	(752,000)
			Cost Center Totals	7,775,000	(6,648,000)	0	0	(375,000)	(752,000)
			Grand Total	7,775,000	(6,648,000)	0	0	(375,000)	(752,000)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department: Capital Projects **Priority: 1** **Renew**
Cost Center: Building Capital **10 Yr Cap Plan Ref: 2022 B1 - \$133M**

Title: Parkinson Recreation Centre – Replacement, Design **PRELIMINARY**

Justification: Budget is requested for the initial design costs of a replacement recreation centre and associated site works at Parkinson Recreation Park. The recreation centre will include an eight lane 25m pool & leisure pool, three gymnasiums and a fitness suite. The schematic design work will include extensive engagement with stakeholders, specialists, potential partners as well as the general public. This is a preliminary cost estimate to cover the schematic design and design development stages and associated works to be completed in 2022. This design work will increase cost certainty prior to a subsequent budget request and loan authorization process in 2023 for the completion of design and construction.

Project Driver: Health, life safety and regulatory compliance.

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,000,000	(2,000,000)	0	0	0	0	0

Operating Impact: Parkinson Recreation Building - Replacement, Design

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	2,900	0	0	0	0	0	0	(2,900)
2023	2,900	0	0	0	0	0	0	(2,900)
2024	2,900	0	0	0	0	0	0	(2,900)

Department: Capital Projects **Priority: 1** **Growth**
Cost Center: Building Capital **10 Yr Cap Plan Ref: 2023 B1 - \$1.8M**

Title: Capital News Centre - Expansion **PRELIMINARY**

Justification: Budget is requested to advance the preliminary design work of the Capital News Centre expansion that will include two new ice sheets and additional sports facilities. Partnership discussions and design are anticipated to conclude in 2023, in preparation for a subsequent alternative approval process to allow for debt financing of this \$28.4M project.

This is a multi-year project with work anticipated to be completed by Q4 of 2025. The operation and maintenance budget impacts associated with this request will be brought forward in a subsequent budget.

Project Driver: Investments that attract a net positive return over a reasonable business term.

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
700,000	(700,000)	0	0	0	0	0

2022 Capital Request Details

Department: Capital Projects **Priority: 1** **Renew**
Cost Center: Building Capital **10 Yr Cap Plan Ref: 2022 B7 - \$1.7M**

Title: General Building Infrastructure Renewal **PRELIMINARY**

Justification: Budget is requested to fund various general building infrastructure renewal projects scheduled to be completed Q4, 2022: City wide Concessions -Exhaust and Fire Renewal (\$60k); Rotary Centre for the Arts -Roof Renewal (\$70k); Kelowna Police Services Building -UPS Battery Renewal (\$75k); H2O - Pool Tile Renewal (\$90k); Memorial Arena -Electrical Renewal (\$105k); Enterprise Dispatch Centre - HVAC Renewal (\$115k); CCTV Renewal (\$178k) and HVAC Automation Renewal (\$250k) at multiple locations; Library - Elevator renewal (\$350k); Prospera Place - Condenser Renewal (\$375k); City Hall - Chiller & Cooling Tower Renewal (\$1M); and HVAC Automation Hardware Renewal Program (\$87k). Budget is also requested for Kelowna Family Y - Mechanical & Electrical Renewal (\$2M), schedule to be completed Q4, 2023.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,755,000	(3,628,000)	0	0	(375,000)	0	(752,000)

Operating Impact: General Building Infrastructure Renewal

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	(19,200)	0	0	0	0	0	0	19,200
2023	(19,200)	0	0	0	0	0	0	19,200
2024	(19,200)	0	0	0	0	0	0	19,200

Department: Capital Projects **Priority: 1** **Renew**
Cost Center: Building Capital **10 Yr Cap Plan Ref: Not included B7**

Title: Kelowna Community Theatre - Stage Light Renewal **PRELIMINARY**

Justification: The Kelowna Community Theatre (KCT) stage lighting equipment is nearing the end of it's expected useful life, with replacements and technical support no longer available. Concert presentations, theatre productions, and dance performances have all become more dynamic with their lighting needs, and this is an important part of the KCT operations with regards to client and customer satisfaction. Budget is requested to replace the outdated lighting fixtures, upgrade equipment to take advantage recent industry advances and finalize the conversion of the KCT to 100% LED lighting. The works will be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
320,000	(320,000)	0	0	0	0	0

2022 Capital Requests Preliminary Budget Building Capital - 301 Summary - General Fund

Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Building Capital - Priority 2								
Renew	Parks Washrooms Renovations or Replacement	890,000	0	0	0	0	0	(890,000)
	B1 - Parks and Recreation Buildings	890,000	0	0	0	0	0	(890,000)
New	Capital Opportunities & Partnership Fund	100,000	0	0	0	0	0	(100,000)
	B6 - Capital Opportunities and Partnerships	100,000	0	0	0	0	0	(100,000)
O&M	Renew General Building Infrastructure Renewal	3,000,000	0	0	0	0	0	(3,000,000)
	B7 - Renewal, Rehabilitation & Infra.	3,000,000	0	0	0	0	0	(3,000,000)
	Cost Center Totals	3,990,000	0	0	0	0	0	(3,990,000)
	Grand Total	3,990,000	0	0	0	0	0	(3,990,000)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

Building Capital Operating - Priority 2

	<u>2022</u>	<u>2023</u>	<u>2024</u>	
General Building Infrastructure Renewal	(5,300)	(5,300)	(5,300)	
Grand Total	(5,300)	(5,300)	(5,300)	Taxation

BATTING ORDER

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8	SYLVE
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2022 Capital Requests Preliminary Budget Park Capital - 302 Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Parks Capital - Priority 1								
378	Growth DCC Parkland Acquisition	12,292,000	(10,992,900)	0	0	0	0	(1,299,100)
	P1 - DCC Parkland Acquisition	12,292,000	(10,992,900)	0	0	0	0	(1,299,100)
O&M 378	Growth DeHart Park	6,400,000	(5,638,500)	0	0	0	0	(761,500)
	P4 - Community Park Development	6,400,000	(5,638,500)	0	0	0	0	(761,500)
379	Growth Glenmore Recreation - Future Phases	550,000	(293,500)	0	0	0	0	(256,500)
O&M 379	Growth Mission Recreation - Softball Diamonds	1,170,000	(1,139,300)	0	0	0	0	(30,700)
	P5 - Recreation Park Development	1,720,000	(1,432,800)	0	0	0	0	(287,200)
380	Renew Knox Mountain Park - Improvements	150,000	0	0	0	0	0	(150,000)
O&M 380	New Mill Creek Linear Park	1,754,000	(1,554,000)	0	0	0	0	(200,000)
	P7 - Linear/Natural Area Park Development	1,904,000	(1,554,000)	0	0	0	0	(350,000)
381	Renew Pedestrian Bridge Renewal	275,000	0	0	(110,000)	0	0	(165,000)
381	Renew Irrigation Renewal	800,000	0	0	0	0	0	(800,000)
382	New Kelowna Memorial Cemetery - Improvements	210,000	(210,000)	0	0	0	0	0
382	Renew Sports Courts/Water Parks/Skate Parks Renewal & Replacements	121,500	0	0	0	0	0	(121,500)
383	Renew Access For All Improvements	110,000	0	0	0	0	0	(110,000)
	P8 - Renewal, Rehabilitation & Infra	1,516,500	(210,000)	0	(110,000)	0	0	(1,196,500)
Cost Center Totals		23,832,500	(19,828,200)	0	(110,000)	0	0	(3,894,300)
Grand Total		23,832,500	(19,828,200)	0	(110,000)	0	0	(3,894,300)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P1 - \$12.3M	
Title:	DCC Parkland Acquisition		PRELIMINARY

Justification:

Budget is requested for the acquisition of land to be used for neighbourhood, community, city-wide, recreation and linear type parks. This is in accordance with the 20-Year Servicing Plan and Development Cost Charges (DCC) reserve funding availability.

This is a multi-year program. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
12,292,000	(10,992,900)	0	0	0	0	(1,299,100)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P4 - \$6.4M	
Title:	DeHart Park		PRELIMINARY

Justification:

DeHart Park is the first priority of three major community parks in the new Parks Development DCC program. Budget is requested for full design and the construction of phase one. The balance of the funding for construction of phase two is identified for 2023 in the 10 Year Capital Plan, and if possible, construction of both phases will be brought into one contract to realize savings.

This is a multi-year project anticipated for completion in Q3 of 2024.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
6,400,000	(5,638,500)	0	0	0	0	(761,500)

Operating Impact: DeHart Park

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	0	0	0	0	0	0	0
2023	16,800	0	0	0	0	0	0	(16,800)
2024	112,500	0	0	0	0	0	0	(112,500)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P5 - \$950k	
Title:	Glenmore Recreation - Future Phases		PRELIMINARY

Justification:

Phases one and two of Glenmore Recreation Park have been completed, and were available for public use in 2021. This is the primary recreation park project in the new Parks Development DCC program, and will be constructed over multiple phases. The park also serves as an important community park space serving North Glenmore. Budget is requested for the design of Phase three. The prioritization of new sports courts and fields at this park will be closely coordinated with the design development of Parkinson Recreation Park, in order to accommodate relocated sports, and minimize disruption to field access during construction.

The design work is expected to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
550,000	(293,500)	0	0	0	0	(256,500)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P5 - \$1.17M	
Title:	Mission Recreation - Softball Diamonds		PRELIMINARY

Justification:

Current demand for ball diamonds within the City is high. Design for two additional diamonds to form a second quad at Mission Recreation Park occurred during 2021. Budget is requested for the balance of this project so it can be constructed under one contract, and thereby realize construction savings.

This is a multi-year project with construction anticipated for completion in Q3 of 2023.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,170,000	(1,139,300)	0	0	0	0	(30,700)

Operating Impact: Mission Recreation - Softball Diamonds

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	0	0	0	0	0	0	0	0
2023	0	0	0	0	0	(10,000)	0	10,000
2024	0	0	0	0	0	(10,000)	0	10,000

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P7 - \$150k	
Title:	Knox Mountain Park - Improvements		PRELIMINARY

Justification:

Knox Mountain Park continues to see increasing numbers of users, particularly during the COVID-19 pandemic. The 2011 Council endorsed Knox Mountain Management Plan is currently being updated with completion expected in Q1 of 2022 with consideration of the large increase in use. The update will include a number of specific capital improvements to the park in future decades, the most notable being the proposal to close the road to general vehicular access. In order to provide a degree of financial viability, the improvements are planned throughout the 10-Year Capital Plan, but was suspended during 2016, 2018 & 2019. Budget is requested to increase the next phase of these works and return closer to the original phasing plan.

This is a multi-year project with work anticipated to be completed by Q2 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	0	0	0	0	0	(150,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: Not included P7	
Title:	Mill Creek Linear Park		PRELIMINARY

Justification:

The City has been assembling properties along the Mill Creek corridor for many years to complete a Linear Park, as one of six priority linear parks across the City. Budget is requested for the design of approximately 4.6Km of trail along the Mill Creek Linear Park, from Lake Ave Beach Access through to Parkinson Recreation Park, and the partial construction of some sections of this trail. This is a multi-year project, with anticipated completion subject to successful acquisition of properties. Sections of the works that include flood mitigation will be funded through the ongoing Mill Creek Flood Protection (2020) project which includes the Federal Disaster Mitigation & Adaption Fund grant.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,754,000	(1,554,000)	0	0	0	0	(200,000)

Operating Impact: Mill Creek Linear Park

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	6,800	0	0	0	0	0	0	(6,800)
2023	13,500	0	0	0	0	0	0	(13,500)
2024	13,500	0	0	0	0	0	0	(13,500)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P8 - \$275k	
Title:	Pedestrian Bridge Renewal		PRELIMINARY

Justification:

The design for the replacement of the Millbridge Park pedestrian bridge was completed in 2021 when the bridge was deemed beyond repair and removed. This budget request is for the replacement construction. This project will be funded in part (40%) by the Disaster Mitigation and Adaptation Fund (DMAF) in support of the Mill Creek Flood Protection Program.

The work is expected to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
275,000	0	0	(110,000)	0	0	(165,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P8 - \$550k	
Title:	Irrigation Renewal		PRELIMINARY

Justification:

Budget is requested for the replacement of aging irrigation controllers throughout the City that are having an impact on the irrigation central control system, as well as for irrigation system renewal at Waterfront Park. Based on irrigation system audits, the life expectancy of the system, and the City's assessment criteria, the entire irrigation system at Waterfront Park is in need of replacement.

This work is expected to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
800,000	0	0	0	0	0	(800,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P8 - \$210K	
Title:	Kelowna Memorial Cemetery - Improvements		PRELIMINARY

Justification:

Budget is requested for phase three of irrigation system upgrades at the Kelowna Memorial Cemetery Park. This work includes a new irrigation to the Bennet section of the Cemetery Park. The cemetery is a highly sensitive site and efforts are made to ensure the construction does not affect other activities as much as possible.

Work is anticipated to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
210,000	(210,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P8 - \$122k	
Title:	Sports Courts/Water Parks/Skate Parks Renewal & Replacements		PRELIMINARY

Justification:

Budget is requested for renewal of the off court areas at Jack Robertson Memorial Park. Work will include refurbishing the play surface, widening of run off areas, fencing renewal and construction of a retaining wall.

The work is expected to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
121,500	0	0	0	0	0	(121,500)

2022 Capital Request Details

Department: Capital Projects Priority: 1 **Renew**
Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2022 P8 - \$110k
Title: Access For All Improvements **PRELIMINARY**

Justification:

Budget is requested for the renewal program of replacement or improvements to park amenities in order to remove obstacles and increase access for all ages and abilities across all park types. This is a P2 project in the 10-Year Capital Plan that is being recommended to be elevated to P1.

The work is expected to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
110,000	0	0	0	0	0	(110,000)

2022 Capital Requests Preliminary Budget Park Capital - 302 Summary - General Fund

Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Parks Capital - Priority 2								
O&M	New	Art Walk - Extension Doyle to Queensway	650,000	0	0	0	0	(650,000)
	P10 - Urban Streetscape, Centres Dev, Renewal	650,000	0	0	0	0	0	(650,000)
O&M	Growth	Mission Recreation Park - Development, Softball Diamond Lighting	540,000	0	0	0	0	(540,000)
	P5 - Recreation Park Development	540,000	0	0	0	0	0	(540,000)
	Renew	Knox Mountain Park - Improvements	280,000	0	0	0	0	(280,000)
	P7 - Linear/Natural Area Park Development	280,000	0	0	0	0	0	(280,000)
	Renew	Playground Renewal	100,000	0	0	0	0	(100,000)
	P8 - Renewal, Rehabilitation & Infra	100,000	0	0	0	0	0	(100,000)
O&M	New	Capital Opportunities and Partnership Fund	200,000	0	0	0	(58,000)	(142,000)
	P9 - Capital Opportunities Partnership	200,000	0	0	0	(58,000)	0	(142,000)
	Cost Center Totals	1,770,000	0	0	0	(58,000)	0	(1,712,000)
	Grand Total	1,770,000	0	0	0	(58,000)	0	(1,712,000)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

Parks Capital Operating - Priority 2

	<u>2022</u>	<u>2023</u>	<u>2024</u>	
Art Walk - Extension to Queensway	5,500	5,500	5,500	
Mission Recreation Park -Development, Softball Diamond Lighting	0	(13,000)	(13,000)	
Capital Opportunities and Partnership Fund	19,600	19,600	19,600	
Grand Total	25,100	12,100	12,100	Taxation



Vehicle & Mobile Equipment





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2022 Capital Requests

Preliminary Budget

Vehicle & Mobile Equipment Capital - 310 Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Vehicle & Mobile Equipment - Priority 1								
O&M	388 Growth	Fleet Growth	840,100	(625,500)	0	0	0 (214,600)	0
OP	388 New	Fleet Growth Supporting New Positions	225,000	0	0	0	0	(225,000)
O&M	389 New	Transportable Bleacher (Tournament/Event Hosting)	30,000	0	0	0	0	(30,000)
V1 - Additional Vehicles / Equipment			1,095,100	(625,500)	0	0	0 (214,600)	(255,000)
389 Renew	Vehicle/Equipment Renewal		4,092,000	(4,092,000)	0	0	0	0
V2 - Vehicle / Equipment Renewal			4,092,000	(4,092,000)	0	0	0	0
Cost Center Totals			5,187,100	(4,717,500)	0	0	0 (214,600)	(255,000)
Grand Total			5,187,100	(4,717,500)	0	0	0 (214,600)	(255,000)

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

O&M - denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: 2022 V1 - \$899k	
Title:	Fleet Growth		PRELIMINARY

Justification:

As a result of increased service and maintenance demands, and regulatory requirements, an additional nine pieces of equipment are requested for various divisions within the City of Kelowna. Acquisition of vehicles is expected to be complete by 2022. Electric or Zero Emission Vehicles will be selected where possible.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
840,100	(625,500)	0	0	0	(214,600)	0

Operating Impact: Fleet Growth

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	53,400	(27,000)	0	0	0	0	0	(26,400)
2023	106,400	(54,000)	0	0	0	0	0	(52,400)
2024	106,400	(54,000)	0	0	0	0	0	(52,400)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: Not included V1	
Title:	Transportable Bleacher (Tournament/Event Hosting)		PRELIMINARY

Justification: Many events require the need for temporary seating to accommodate spectators and showcase event entertainment. This seating requirement limits organizer's ability to host events outside of the downtown core and hinders event development opportunities. Budget is requested to purchase a 250-seat transportable bleacher unit to add to Event Services' equipment inventory that offers a portable seating arrangement and provides flexibility in event locations. Additionally, the trailer will potentially provide the City with revenue and sponsorship opportunities, and support future procurement plans.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

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

Operating Impact: Transportable Bleacher (Tournament/Event Hosting)

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	2,000	0	0	0	0	(4,000)	0	2,000
2023	2,000	0	0	0	0	(4,000)	0	2,000
2024	2,000	0	0	0	0	(4,000)	0	2,000

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: 2022 V2 - \$3.1M	
Title:	Vehicle/Equipment Renewal	PRELIMINARY	

Justification:

Internal rental rates contribute to the equipment replacement reserve throughout the course of the vehicle/equipment service life. Factoring in equipment type, seasonal use and equipment condition, 71 units were considered and it was determined that 14 of these units required replacement. Replacements include 2 heavy duty trucks, 1 excavator, 1 trackless, 1 backhoe loader, 1 turf sweeper, 1 forklift, 4 medium duty trucks, 1 street sweeper, 1 compactor and 1 vehicle hoist. Electric or Zero Emission Vehicles will be selected where possible. Acquisition of vehicles and equipment should be complete by 2022.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,092,000	(4,092,000)	0	0	0	0	0

2022 Capital Requests

Preliminary Budget

Vehicle & Mobile Equipment Capital - 310 Summary - General Fund

Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Vehicle & Mobile Equipment - Priority 2								
O&M	Growth Fleet Growth	825,600	0	0	0	0	(423,500)	(402,100)
OP	New Fleet Growth Supporting New Positions	170,000	0	0	0	0	0	(170,000)
	V1 - Additional Vehicles / Equipment	995,600	0	0	0	0	(423,500)	(572,100)
Cost Center Totals		995,600	0	0	0	0	(423,500)	(572,100)
Grand Total		995,600	0	0	0	0	(423,500)	(572,100)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

Vehicle & Mobile Equipment Operating - Priority 2

	<u>2022</u>	<u>2023</u>	<u>2024</u>	
Fleet Growth	41,700	83,200	83,200	
Grand Total	41,700	83,200	83,200	Taxation



Transportation





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2022 Capital Requests

Preliminary Budget

Transportation Capital - 304 Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Transportation Capital - Priority 1								
395	Growth Stewart 3 DCC (Crawford - Swamp), Road	720,000	(608,400)	0	0	0	0	(111,600)
395	Growth Richter 1 (Sutherland - KLO)	200,000	(155,000)	0	0	0	0	(45,000)
396	Growth Casorso 1 Roundabouts (Swamp - Benvoulin)	50,000	(36,700)	0	0	0	0	(13,300)
396	Growth Benvoulin Turn Lanes (Casorso - KLO)	50,000	(36,700)	0	0	0	0	(13,300)
	T1 - DCC Roads	1,020,000	(836,800)	0	0	0	0	(183,200)
397	Growth Rail Trail to Greenway ATC	85,000	(19,000)	0	0	0	0	(66,000)
O&M 397	Growth Abbott DCC (Rose Ave - Cedar Ave) Protected Bike Lane Project	1,850,200	(1,330,200)	0	0	0	0	(520,000)
O&M 398	Growth Houghton 2 AT (Hollywood - Rutland)	3,267,600	(2,346,000)	0	0	0	0	(921,600)
O&M 398	Growth Casorso 3 DCC (KLO Rd - Lanfranco Rd), ATC	935,100	(935,100)	0	0	0	0	0
O&M 399	Growth Rails with Trails DCC (Dilworth - Commerce Ave), ATC	381,500	(85,100)	0	0	0	0	(296,400)
399	Growth Ethel 6 AT (Clement - Cawston)	111,000	(111,000)	0	0	0	0	0
400	Growth Glenmore 3 AT (Clement - High)	100,000	(92,200)	0	0	0	0	(7,800)
	T2 - DCC Roads - Active Transportation	6,730,400	(4,918,600)	0	0	0	0	(1,811,800)
400	Growth Roadway Urbanization	600,000	0	0	0	(350,000)	0	(250,000)
	T3 - Non-DCC Roads	600,000	0	0	0	(350,000)	0	(250,000)
401	Renew Road Renewal	3,000,900	(2,829,400)	0	0	0	0	(171,500)
401	Renew Bridge Rehabilitation - Renewal	400,000	0	0	0	0	0	(400,000)
402	Renew Sidewalk & Bikeway Renewal	99,500	(99,500)	0	0	0	0	0
402	Renew Traffic Signal and Communications Upgrades and Renewals	250,000	(250,000)	0	0	0	0	0
403	Renew Street Light Pole and Wiring Renewal	230,000	(230,000)	0	0	0	0	0
403	Renew Transit - Bus Stop Renewal	120,000	(120,000)	0	0	0	0	0
	T4 - Transportation System Renewal	4,100,400	(3,528,900)	0	0	0	0	(571,500)
O&M 404	Growth Active Transportation Corridor/Bicycle Network Expansion	100,000	0	0	0	0	0	(100,000)
404	Growth Glenmore 4 AT (Kane - Dallas)	450,400	(100,400)	0	0	0	0	(350,000)
	T5 - Bicycle Network	550,400	(100,400)	0	0	0	0	(450,000)
405	New Sidewalk Network Expansion	360,000	0	0	0	0	0	(360,000)
	T6 - Sidewalk Network	360,000	0	0	0	0	0	(360,000)

	Page	Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
O&M	405	New	Pedestrian and Road Safety Projects	450,000	0	0	0	0	0	(450,000)
			T7 - Safety and Operational Improvements	450,000	0	0	0	0	0	(450,000)
	406	Growth	Traffic Signals and Roundabouts	450,000	0	0	0	0	0	(450,000)
			T8 - Traffic Control Infrastructure	450,000	0	0	0	0	0	(450,000)
O&M	406	Growth	Rutland Park & Ride, Mobility Hub, Operations facility	280,000	(280,000)	0	0	0	0	0
O&M	407	Growth	Transit - New Bus Stops	50,000	(50,000)	0	0	0	0	0
	407	New	Transit - Land Acquisition	115,000	(115,000)	0	0	0	0	0
			T9 - Transit Facilities	445,000	(445,000)	0	0	0	0	0
Cost Center Totals				14,706,200	(9,829,700)	0	0	(350,000)	0	(4,526,500)
Grand Total				14,706,200	(9,829,700)	0	0	(350,000)	0	(4,526,500)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T1 - \$2.4M	
Title:	Stewart 3 DCC (Crawford - Swamp), Road		PRELIMINARY

Justification:

Budget is requested to undertake design, refine cost estimates and initiate land acquisition for Phase 2 of the Stewart Road West DCC project (Saucier Rd to Swamp Rd). This low volume rural arterial corridor includes several segments of sub-standard road alignment, geometrics and intersection configurations. Alignment adjustments and intersection upgrades are proposed to improve the safety performance and capacity of the corridor following the opening of the South Perimeter Road - currently projected for mid 2022. This work will support a future funding request for construction in 2023.

The work is expected to be completed in 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Transportation & mobility - Travel times are optimized

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
720,000	(608,400)	0	0	0	0	(111,600)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T1 - \$200k	
Title:	Richter 1 (Sutherland - KLO)		PRELIMINARY

Justification:

Budget is requested to undertake preliminary design for the Richter Street Multi-Modal Corridor Project. Projected growth within Downtown and Pandosy, combined with traffic from other parts of the region, are anticipated to more than double trips through this area. With limited options to increase vehicle capacity, increasing active and transit capacity between Pandosy and Downtown is a priority within the Transportation Master Plan (TMP). In 2021, a study of transit service and improvement measures was initiated while the TMP identified Richter as a multi-modal corridor to support mobility and adjacent development. This project will integrate study recommendations with the Richter corridor to undertake preliminary design, cost estimates and property impacts. An implementation strategy will be developed to guide phasing over time.

The work is expected to be completed in Q4 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(155,000)	0	0	0	0	(45,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T1 - \$50k	
Title:	Casorso 1 Roundabouts (Swamp - Benvoulin)		PRELIMINARY

Justification:

Budget is requested to undertake conceptual design of Casorso Rd between Benvoulin Rd and Swamp Rd, including the adjacent junctions. The Transportation Master Plan (TMP) recommended upgrading the roundabouts on the bridge's approaches to maximize capacity through these junctions and over the existing bridge. These improvements were recommended to moderate the impacts of increased traffic volumes from growth in the Upper Mission. This project will refine the TMP's recommendation through development of a conceptual design, traffic engineering, updated cost estimates and property impacts. This project will be completed concurrently with similar work on Benvoulin Rd to the north.

This project is expected to be completed in Q4 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - Travel times are optimized

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	(36,700)	0	0	0	0	(13,300)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T1 - \$50k	
Title:	Benvoulin Turn Lanes (Casorso - KLO)		PRELIMINARY

Justification:

Budget is requested to undertake conceptual design of the Benvoulin Rd corridor from KLO Rd to Casorso Rd. The Transportation Master Plan (TMP) recommended widening Benvoulin Rd (from 2 to 3 lanes) to accommodate left-turn lanes and maximize capacity and safety while providing access to adjacent parcels. These improvements were recommended to moderate the impacts of increased traffic volumes from growth in the Upper Mission. This project will refine the TMP's recommendation through development of a conceptual design, traffic engineering, updated cost estimates and property impacts. It will be completed concurrently with similar work on the Casorso bridge and its approaches.

This project is expected to be completed in Q4 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - Travel times are optimized

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	(36,700)	0	0	0	0	(13,300)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T2 - \$85k	
Title:	Rail Trail to Greenway ATC		PRELIMINARY

Justification: Budget is requested for the design, cost estimates and the identification of potential property impacts of the Leckie Active Transportation Corridor (ATC). A multi-use pathway on the north side of Leckie from Springfield to Hwy 97 will be delivered through development, with this, staff propose to shift priority to Leckie Rd from Dilworth Drive and complete the ATC from Hwy 97 to the Okanagan Rail Trail (ORT). The connections of the ORT and the Mission Creek Greenway is a priority link within the Pedestrian Bicycle Master Plan (PBMP). Design is anticipated to be complete in Q4 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
85,000	(19,000)	0	0	0	0	(66,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2030 T2 - \$7.6M	
Title:	Abbott DCC (Rose Ave - Cedar Ave) Protected Bike Lane Project		PRELIMINARY

Justification: Additional budget is requested for the construction of the Abbott Active Transportation Corridor (ATC) quick-build pilot project from Rose Ave to Cedar Ave. This pilot project sought to use interim materials and reallocated road space to extend the Abbott ATC from Rose Ave to Wardlaw Ave. Informed by design, costs and consultation, it is now recommended that the project's scope be extended to Cedar Ave and two segments of the corridor be constructed with ultimate materials. Extending the project to Cedar Ave will create a better connection and coordination with future ATC improvements delivered by development. Advancing a portion of this larger project will provide an interim solution to accommodate cycling infrastructure along this busy corridor. The project is expected to be completed by Q3 of 2022.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,850,200	(1,330,200)	0	0	0	0	(520,000)

Operating Impacts: Abbott DCC (Rose Ave - Cedar Ave) Protected Bike Lane Project

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	12,400	0	0	0	0	0	0	(12,400)
2023	24,900	0	0	0	0	0	0	(24,900)
2024	24,900	0	0	0	0	0	0	(24,900)

2022 Capital Request Details

Department: Capital Projects Priority: 1 **Growth**
Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2022 T2 - \$2.9M
Title: Houghton 2 AT (Hollywood - Rutland) **PRELIMINARY**

Justification: Budget is requested to undertake land acquisition and construction of the Houghton Active Transportation Corridor (ATC) between Hollywood Rd and Rutland Rd. The Houghton ATC is a priority 'all ages and abilities bicycling project' within the Pedestrian Bicycle Master Plan. This project is the last phase of the Houghton ATC linking Rutland to the Okanagan Rail Trail and the City's primary cycling network. This project will connect the Rutland Urban Centre, the Shepherd Transit Exchange and Rutland Centennial Park. Construction will be limited to the south side, except between Asher Rd to Rutland Rd, to maintain parking. Between Hollywood Rd and Froelich Rd parking will be limited to the south side only. This work is expected to be completed in Q3 of 2023, dependent on land acquisitions.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	3,267,600	(2,346,000)	0	0	0	0	(921,600)

#	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	19,800	0	0	0	0	0	0	(19,800)
2023	52,000	0	0	0	0	0	0	(52,000)
2024	52,000	0	0	0	0	0	0	(52,000)

Department: Capital Projects Priority: 1 **Growth**
Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2022 T2 - \$935k
Title: Casorso 3 DCC (KLO Rd - Lanfranco Rd), ATC **PRELIMINARY**

Justification: Budget is requested for the construction of the Casorso Active Transportation Corridor (ATC) from KLO Rd to Lanfranco Rd. This is the second of three phases of the Casorso all ages and abilities cycling facility that will link the Ethel St and Barrera Rd ATCs. This project will create a continuous corridor from Downtown to the south of Pandosy with connections to Pandosy Village, Okanagan College, Kelowna Secondary School, Casorso Elementary school, Sutherland ATC and Cawston ATC. This project includes improvements at the Casorso/KLO intersection and provides protected bike lanes to Lanfranco Rd within the existing curb width. Expected to be completed in Q4 of 2022.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	935,100	(935,100)	0	0	0	0	0

#	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	16,300	0	0	0	0	0	0	(16,300)
2023	32,600	0	0	0	0	0	0	(32,600)
2024	32,600	0	0	0	0	0	0	(32,600)

2022 Capital Request Details

Department: Capital Projects Priority: 1 **Growth**
Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2022 T2 - \$381k

Title: Rails with Trails DCC (Dilworth - Commerce Ave), ATC **PRELIMINARY**

Justification: Budget is requested to add pathway lighting along the Okanagan Rail Trail (ORT) from the end of existing lighting to where the new Houghton ATC will connect. The ORT forms an important all ages and abilities walking and cycling corridor between Downtown, UBCO and points in between. When paved in 2019, it was pre-ducted for lighting, and the addition of lighting will make the pathway more comfortable for users over a longer period of the day, particularly during the winter when peak travel times are in darkness. Expected completion Q4, 2022.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
381,500	(85,100)	0	0	0	0	(296,400)

Operating Impact: Rails with Trails DCC (Dilworth - Commerce Ave), ATC

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	1,300	0	0	0	0	0	0	(1,300)
2023	5,000	0	0	0	0	0	0	(5,000)
2024	5,000	0	0	0	0	0	0	(5,000)

Department: Capital Projects Priority: 1 **Growth**
Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2022 T2 - \$111k

Title: Ethel 6 AT (Clement - Cawston) **PRELIMINARY**

Justification:

Budget is requested to undertake design for the last phase of the Ethel Active Transportation Corridor (ATC) between Cawston Ave and the Okanagan Rail Trail. The Ethel ATC is a priority 'all ages and abilities bicycling project' within the Pedestrian Bicycle Master Plan. Currently, the Ethel ATC is completed from Cawston Ave to Raymer Ave (2.9km), with a 0.5km gap at its north end. With the completion of the Okanagan Rail Trail (ORT) and recent development along Clement Ave and Kelowna's north end, additional demand for cycling trips between this area and the City's Protected Bike lane network are anticipated. This design process would consider recently completed development frontages and include engagement with local stakeholders. Results from these processes will inform future budget requests for construction.

This work is expected to be completed by Q4 of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
111,000	(111,000)	0	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T2 - \$100k	
Title:	Glenmore 3 AT (Clement - High)		PRELIMINARY

Justification:

Budget is requested to undertake a routing study for the Glenmore 3 Active Transportation Corridor (ATC) from Glenmeadows Rd to the Okanagan Rail Trail (ORT). The proposed link will provide an 'all ages and abilities' connection from the Glenmore Valley to the rest of the City's primary cycling network via the ORT. The project will develop and evaluate routing options for the ATC both along Glenmore Ave and through the adjacent local street network. Consultation with stakeholders and the community will be part of the study. Study outcomes will support future design and costing updates.

The study is expected to be completed in Q3 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
100,000	(92,200)	0	0	0	0	(7,800)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T3 - \$350k	
Title:	Roadway Urbanization		PRELIMINARY

Justification:

Budget is requested to deliver roadway urbanization projects in conjunction with the Offsite and Oversize Program allowing Development Engineering to fund infrastructure extensions in coordination with nearby development. A portion of the infrastructure will be funded from deferred revenue.

Projects are expected to be completed in Q4 of 2022. The operation and maintenance budget will be minimal with this request and will be accommodated within the Roadway Operations operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
600,000	0	0	0	(350,000)	0	(250,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T4 - \$2.5M	
Title:	Road Renewal		PRELIMINARY

Justification:

Budget is requested for this annual program that maintains the paved surface of the City's streets. Pavement renewal locations are prioritized by pavement condition, street function and traffic loading. While most projects involve removing then repaving the top surface of the roadway, strategies to extend the pavement life are also used. Renewal is coordinated with other capital and development projects to maximize pavement life.

This work is expected to be completed in Q4 of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,000,900	(2,829,400)	0	0	0	0	(171,500)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T4 - \$400k	
Title:	Bridge Rehabilitation - Renewal		PRELIMINARY

Justification:

Budget is requested for this annual program which inspects, assesses and undertakes rehabilitation of the City's bridges. Each year half of the City's bridges are inspected and issues identified are prioritized for rehabilitation. Regular inspection and maintenance of bridges supports efficient asset management, extends asset lifespans and reduces long term costs. Work in 2022 focuses on deck and abutment repairs on several structures that will extend their lifespans and reduce/defer larger capital investments in the future.

This work is expected to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	0	0	0	0	0	(400,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T4 - \$139k	
Title:	Sidewalk & Bikeway Renewal		PRELIMINARY

Justification:

Budget is requested for this annual program that rehabilitates and updates walking and biking facilities that have deteriorated or do not meet current guidelines. Typical projects include bike lanes, sidewalks, intersections and crosswalk rehabilitation/upgrades. Improvements are often coordinated with capital or renewal projects to reduce costs. Priority locations are selected based on network review, operational issues, service requests and coordination with other major projects.

This work is expected to be completed in Q4 of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Transportation & mobility - People of all ages & abilities can easily get around

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
99,500	(99,500)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T4 - \$250k	
Title:	Traffic Signal and Communications Upgrades and Renewals		PRELIMINARY

Justification:

Budget is requested to replace ageing traffic signal infrastructure. This request is based on maintenance inspections and equipment lifespans to ensure reliable and safe operation. The City's traffic signal system is growing (currently 124) and pedestrian warning flashers are now installed at 45 locations. 2022 priorities include replacing LED displays (8yr life cycle), cabinets (25yr life cycle), uninterruptible power supply batteries (5yr life cycle), detection and communications equipment (20yr life cycle), transit/emergency signal priority (20yr life cycle), traffic signal poles, bases and underground infrastructure.

The work is expected to be completed in Q4 of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T4 - \$230k	
Title:	Street Light Pole and Wiring Renewal		PRELIMINARY

Justification:

Budget is requested for this annual program that replaces street light poles and wiring that have reached the end of their service life. The majority of the City's 9300+ street light poles are painted steel while new poles are galvanized/powder coated. New poles are expected to have a longer lifespan of approximately 50 years. This request will fund the replacement of an estimated 200 poles in 2022.

The work is expected to be completed in Q4 of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
230,000	(230,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T4 - \$120k	
Title:	Transit - Bus Stop Renewal		PRELIMINARY

Justification:

Budget is requested for this annual program to address conditions at existing transit stops, to improve accessibility, safety, furnishings, customer information sources and improve capacity where needed.

The work is expected to be completed by Q4 of 2022. Operation and maintenance budget impacts will be minimal and will be accommodated within the existing Roadways operating budget.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
120,000	(120,000)	0	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T5 - \$450k	
Title:	Active Transportation Corridor/Bicycle Network Expansion		PRELIMINARY

Justification:

Budget is requested for this annual program that upgrades and expands the existing cycling network to help make cycling an easier and safer option for more residents. Typical projects include bike lanes, other on-street facilities and intersection improvements. Improvement priorities are guided by service requests, existing operating issues, network gaps and the Pedestrian and Bicycle Master Plan. Improvements are coordinated with other capital projects where feasible. This work is expected to be completed by Q2 of 2023.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

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

Operating Impact: Active Transportation Corridor/Bicycle Network Expansion

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	18,600	0	0	0	0	0	0	(18,600)
2023	37,300	0	0	0	0	0	0	(37,300)
2024	37,300	0	0	0	0	0	0	(37,300)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T5 - \$450k	
Title:	Glenmore 4 AT (Kane – Dallas)		PRELIMINARY

Justification:

Budget is requested to complete the design and construction of a section of the Glenmore 4 Active Transportation Corridor (ATC) Multi-use path (MUP) between Dallas Rd and Kane Rd. This project is a high-priority segment of the larger Glenmore ATC project within the Pedestrian Bicycle Master Plan and Transportation Master Plan that delivers a connected 'all ages and abilities' bicycling network through Glenmore. This project will extend the existing separated MUP on Glenmore Rd, which currently ends at Dallas Rd, to Kane road and the Glenmore Valley Village Centre. The project is being coordinated with planned bike lanes on Kane Rd from Glenmore to Valley Rd. Construction will be limited to the west side of Glenmore Rd and utilize existing infrastructure on McTavish Cr.

This work is expected to be completed in Q4 of 2022, depending on land acquisitions. Operation and maintenance budget impacts will be minimal and will be accommodated within the existing Roadways operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,400	(100,400)	0	0	0	0	(350,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T6 - \$360k	
Title:	Sidewalk Network Expansion		PRELIMINARY

Justification:

Budget is requested for this annual program that constructs sidewalks to complete gaps in the walking network or adds new sidewalk segments as identified in the Pedestrian & Bicycle Master Plan (PBMP). Sidewalks that improve safety, accessibility and convenience while increasing the viability of walking as a mode of travel are prioritized.

The work is expected to be completed in Q4 of 2022. Operation and maintenance budget impacts will be minimal and will be accommodated within the existing Roadways operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
360,000	0	0	0	0	0	(360,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T7 - \$420k	
Title:	Pedestrian and Road Safety Projects		PRELIMINARY

Justification:

Budget is requested to fund a number of annual programs that deliver projects to improve road safety, focusing on vehicle safety, pedestrian safety, access to schools and managing speeding and traffic on neighbourhood streets.

Anticipated construction of Crosswalk Safety, Road Safety, Safe Routes to School and Neighbourhood Traffic Calming is throughout 2022.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	0	0	0	0	0	(450,000)

Operating Impact: Pedestrian and Road Safety Projects

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	7,000	0	0	0	0	0	0	(7,000)
2023	14,000	0	0	0	0	0	0	(14,000)
2024	14,000	0	0	0	0	0	0	(14,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T8 - \$450k	
Title:	Traffic Signals and Roundabouts		PRELIMINARY

Justification: Budget is requested for this annual program that improves intersection capacity and safety. As traffic volumes continue to grow intersection upgrades, roundabouts and traffic signals are often warranted to improve traffic control, capacity and safety. These initiatives often attract road safety grant funding from ICBC.

In 2022 investigation and design work is proposed for several intersections that see existing issues and/or are potential candidates for upgrades in the future.

This work is expected to be completed in Q4 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Transportation & mobility - Travel times are optimized

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	0	0	0	0	0	(450,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2022 T9 - \$280k	
Title:	Rutland Park & Ride, Mobility Hub, Operations facility		PRELIMINARY

Justification: Budget is requested to undertake detailed design and construction of improvements at the Rutland Transit Exchange. Improvements will address existing operating issues, future service expansions and improve access between transit and other travel modes. Funding for this project will be shared between the City (20%) and BC Transit (80%) through the Investing in Canada Infrastructure Program (ICIP) should an application be successful. This P1 request addresses the City's funding share, a separate P2 request, reflects potential partner funding. Upgrades to the exchange include construction of a driver washroom/admin facility, an additional transit bay, park & ride parking, and a bicycle parking /micro mobility hub. Expected completion Q4 of 2023, dependent on land acquisitions.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
280,000	(280,000)	0	0	0	0	0

Operating Impact: Rutland Park & Ride, Mobility Hub, Operations facility

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	500	0	0	0	0	0	0	(500)
2023	1,000	0	0	0	0	0	0	(1,000)
2024	1,000	0	0	0	0	0	0	(1,000)

2022 Capital Request Details

Department: Capital Projects Priority: 1 **Growth**
Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2022 T9 - \$50k
Title: Transit - New Bus Stops **PRELIMINARY**

Justification:

Budget is requested to address needs at transit stops with expanded use/higher ridership and to provide new stops associated with expanded or restructured transit services or in coordination with development.

The work is expected to be completed by Q4 of 2022.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	(50,000)	0	0	0	0	0

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2022	1,800	0	0	0	0	0	0	(1,800)
2023	3,500	0	0	0	0	0	0	(3,500)
2024	3,500	0	0	0	0	0	0	(3,500)

Department: Capital Projects Priority: 1 **New**
Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2022 T9 - \$115k
Title: Transit - Land Acquisition **PRELIMINARY**

Justification:

Budget is requested to fund land acquisitions to support bus stop improvements. Limited road rights-of-way make land acquisition an integral component of many bus stop improvements. 2022 acquisitions would prioritize projects that are potential candidates for Investing in Canada Infrastructure Program (ICIP) funding and are currently under study (midtown exchange renewal, rutland exchange enhancements, stops along Springfield Rd and Enterprise Way identified as part of Midtown Core Optimization).

The work is expected to be completed by Q4 of 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
115,000	(115,000)	0	0	0	0	0

2022 Capital Requests Preliminary Budget Transportation Capital - 304 Summary - General Fund

Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Transportation Capital - Priority 2								
O&M	Growth Local Street Urbanization	500,000	0	0	0	0	0	(500,000)
	T4 - Transportation System Renewal	500,000	0	0	0	0	0	(500,000)
O&M	New Sidewalk Network Expansion	450,000	0	0	0	0	0	(450,000)
	T6 - Sidewalk Network	450,000	0	0	0	0	0	(450,000)
O&M	New Pedestrian and Road Safety Projects	460,000	0	0	0	0	0	(460,000)
	T7 - Safety and Operational Improvements	460,000	0	0	0	0	0	(460,000)
O&M	Growth Traffic Signals and Roundabouts	950,000	0	0	0	0	0	(950,000)
	T8 - Traffic Control Infrastructure	950,000	0	0	0	0	0	(950,000)
O&M	Growth Rutland Park & Ride, Mobility Hub, Operations facility	1,120,000	0	0(1,120,000)		0	0	0
	T9 - Transit Facilities	1,120,000	0	0(1,120,000)		0	0	0
Cost Center Totals		3,480,000	0	0(1,120,000)		0	0	(2,360,000)
Grand Total		3,480,000	0	0(1,120,000)		0	0	(2,360,000)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

Transportation Capital Operating - Priority 2

	<u>2022</u>	<u>2023</u>	<u>2024</u>
Local Street Urbanization	1,000	2,000	2,000
Sidewalk Network Expansion	500	1,000	1,000
Pedestrian and Road Safety Projects	1,000	2,000	2,000
Traffic Signals and Roundabouts	17,500	35,000	35,000
Rutland Park & Ride, Mobility Hub, Operations facility	300	500	500

Grand Total	20,300	130,500	130,500	Taxation
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Water





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2022 Capital Requests Preliminary Budget Water Capital - 313 Summary - Water Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility
Water Capital - Priority 1							
412	Growth Poplar Point to Dilworth Mountain Transmission Upgrade Design	500,000	(493,500)	0	0	0	(6,500)
	W1 - DCC Pipes (Mains)	500,000	(493,500)	0	0	0	(6,500)
412	Growth Offsite & Oversize - Water	117,200	(58,600)	0	0	0	(58,600)
	W5 - DCC Offsite & Oversize	117,200	(58,600)	0	0	0	(58,600)
413	Renew Water Network and Facility Renewal	2,000,000	0	0	0	0	(2,000,000)
413	Renew Ellis St (Knox - Clement)	550,000	0	0	0	0	(550,000)
414	Renew Water Meter Replacement Program	1,300,000	0	0	0	0	(1,300,000)
	W6 - Network and Facility Renewal	3,850,000	0	0	0	0	(3,850,000)
414	Growth Young and Hazel Rd - Watermain Replacement	315,000	0	0	0	0	(315,000)
415	New Water Meter - New Installations	150,000	0	0	0	(150,000)	0
	W7 - Network and Facility Improvements	465,000	0	0	0	(150,000)	(315,000)
415	Renew Pressure Reducing Valve Upgrades	200,000	0	0	0	0	(200,000)
416	Renew Dam Repairs	250,000	0	0	0	0	(250,000)
416	New Hydrants	20,000	0	0	0	0	(20,000)
	W8 - Irrigation Network Improvements	470,000	0	0	0	0	(470,000)
	Cost Center Totals	5,402,200	(552,100)	0	0	(150,000)	(4,700,100)
	Grand Total	5,402,200	(552,100)	0	0	(150,000)	(4,700,100)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2022 W1 - \$500k	
Title:	Poplar Point to Dilworth Mountain Transmission Upgrade Design		PRELIMINARY

Justification:

Budget is requested for the planning and preliminary design of the water supply improvements required to service growth in the Kelowna area. This is the first stage of identifying alignments and operations between Poplar Point to Dilworth Reservoir, while incorporating future filtration and operational needs downtown. The work will lead to detailed phasing of transmission works.

The work is expected to be complete by summer 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Clear direction - Common understanding of future direction

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
500,000	(493,500)	0	0	0	(6,500)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2022 W5 - \$117k	
Title:	Offsite & Oversize - Water		PRELIMINARY

Justification:

Every year the City partners with the development community to oversize/extend water infrastructure to accommodate future projected development. The current 10-year Capital Plan amount will accommodate several downtown replacement projects along with infill and RU7 zoning changes impacting future fire flow needs. This saves construction costs and disruption by not having to upsize/extend infrastructure in the future when development occurs. Budget is requested for the City's annual share of costs to oversize/extend water infrastructure in excess of the developer's own needs as a result of City requirements.

The work is expected to be complete by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
117,200	(58,600)	0	0	0	(58,600)

2022 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Water Capital 10 Yr Cap Plan Ref: 2022 W6 - \$2M
 Title: Water Network and Facility Renewal PRELIMINARY

Justification:

Budget is requested for watermain and facility renewal projects with construction and completion in 2022. Work will include replacing aging watermain on Raymer Ave (from Gordon to Ethel) that services the Wastewater Treatment Facility; renewing watermains on laneways around Sterling and Keller Place and include new hydrants for fire protection; re-configuring the Ash Road pressure reducing valve (PRV) for above-ground operation and improved fire flows; and some minor small cast iron watermain replacements around town.

The operation and maintenance budget will be accommodated within the water utility operating budget.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
2,000,000	0	0	0	0	(2,000,000)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Water Capital 10 Yr Cap Plan Ref: 2022 W6 - \$550k
 Title: Ellis St (Knox - Clement) PRELIMINARY

Justification:

This section of cast iron main has reached the end of its service life and requires replacement in coordination with upgrades at Clement and Water St intersections. This budget is for design only and will consider modeling outcomes from Poplar Point - Downtown Transmission upgrades. Subsequent construction budget is planned for in 2023 in the 10-Year Capital Plan.

The work is expected to be completed by the end of 2022. The operation and maintenance budget will be accommodated within the Water utility operating budget.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
550,000	0	0	0	0	(550,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2022 W6 - \$1.5M	
Title:	Water Meter Replacement Program		PRELIMINARY

Justification:

Budget is requested to replace water meters with new modernized units in the City. The 10-Year Capital Plan includes budget to replace all water meters in the City over a seven year period.

This is a multi-year project with work expected to be completed by the end of 2027. The operation and maintenance budget will be minimal with this request and will be accommodated within the Water Utility operating budget.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,300,000	0	0	0	0	(1,300,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2022 W7 - \$315k	
Title:	Young and Hazel Rd - Watermain Replacement		PRELIMINARY

Justification:

Budget is requested to replace existing watermain in the Hazel Road area to meet area servicing needs and improve fire flow capacity requirements.

The work is anticipated to be complete by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
315,000	0	0	0	0	(315,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2022 W7 - \$150k	
Title:	Water Meter - New Installations		PRELIMINARY

Justification:

Budget is requested for this annual requirement for the installation of new water meters for new development within the City of Kelowna's water utility. The City is responsible to supply and install all water meters purchased by developers as part of their site requirements.

The work is expected to be complete by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

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

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2022 W8 - \$200k	
Title:	Pressure Reducing Valve Upgrades		PRELIMINARY

Justification:

Budget is requested to upgrade pressure reducing valves on the non-potable water system that services agricultural properties. This work will include upgrades to valves, entrance conditions and operability.

The work is expected to be complete by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	0	0	0	0	(200,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: Not included W8	
Title:	Dam Repairs	PRELIMINARY	

Justification:

Recently acquired upper watershed reservoirs are controlled by earth dams. To meet Provincial regulatory dam safety guidelines, the City must complete repairs of issues identified in dam safety review reports submitted every five to six years. The work for this year will focus on renewal elements on McCulloch Dam and the KLO Creek Intake Dam. The work includes earthworks, riprap placement, concrete work and repairs to site works.

The work is expected to be completed by summer 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
250,000	0	0	0	0	(250,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2022 W8 - \$20k	
Title:	Hydrants	PRELIMINARY	

Justification:

Budget is requested for infill hydrant installation throughout the City. This typically represents two hydrant installations per year. The locations of the hydrant replacement will be determined once staff complete prioritization.

The work is expected to be completed by the end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
20,000	0	0	0	0	(20,000)



Wastewater





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2022 Capital Requests Preliminary Budget Wastewater Capital - 314 Summary - Wastewater Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility
Wastewater Capital - Priority 1							
420	Renew Water Street Lift Station	1,500,000	0	0	0	0	(1,500,000)
	WW2 - DCC Lift Stations	1,500,000	0	0	0	0	(1,500,000)
420	New Digestion Facility - Phase 1 Design	800,000	0	0	0	0	(800,000)
	WW3 - DCC Wastewater Treatment Facilities	800,000	0	0	0	0	(800,000)
421	Growth Offsite & Oversize - Wastewater	110,000	(55,000)	0	0	0	(55,000)
	WW4 - DCC Oversize	110,000	(55,000)	0	0	0	(55,000)
421	Renew Renewal - Wastewater Mains and Facilities	4,265,000	0	0	0	0	(4,265,000)
422	New Sewer Lift Station SCADA Integration	235,000	0	0	0	0	(235,000)
422	Renew Burtch Trunk	1,250,000	0	0	0	0	(1,250,000)
423	Renew Commonage - Lift & Repair Waterlines/Curbstops	100,000	0	0	0	(33,000)	(67,000)
423	Renew Commonage - Quonset Mix Building Envelope Renewal	250,000	0	0	0	(83,000)	(167,000)
	WW5 - Network and Facility Renewal	6,100,000	0	0	0	(116,000)	(5,984,000)
424	New Rialto (SCA 16) Sewer Connection Project	670,000	(180,900)	0	(489,100)	0	0
424	Renew Rose Ave Lift Station Odour Control System	50,000	0	0	0	0	(50,000)
O&M 425	Growth Rutland Centre (SCA 22) Sewer Connection Project	10,750,000	(2,902,500)	0	(7,847,500)	0	0
	WW6 - Network and Facility Improvements	11,470,000	(3,083,400)	0	(8,336,600)	0	(50,000)
	Cost Center Totals	19,980,000	(3,138,400)	0	(8,336,600)	(116,000)	(8,389,000)
	Grand Total	19,980,000	(3,138,400)	0	(8,336,600)	(116,000)	(8,389,000)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW2 - \$300k	
Title:	Water Street Lift Station	PRELIMINARY	

Justification:

Budget is requested for infrastructure renewal at the Water Street Lift Station. This project will include new pumps, electrical upgrades, hydraulic modifications, odour and noise management upgrades, and structural repairs to ensure the facility can remain operational for another 20-30 year cycle. A detailed assessment is being completed in 2021 to provide additional detail and budget needs. Upon Council adoption of the 2040 20-Year Servicing Plan, the project scope will be increased to an estimated \$3M to account for new growth's demand on the facility.

The work is expected to be completed by Winter 2023. The operation and maintenance budget will be minimal with this request and will be accommodated within the wastewater utility operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,500,000	0	0	0	0	(1,500,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW3 - \$800k	
Title:	Digestion Facility - Phase 1 Design	PRELIMINARY	

Justification:

Budget is requested for the Digestion Facility, a new solids management component to the City's wastewater treatment process, which will be constructed at the new Byrns Road location north of Munson Pond. Following a preliminary design being completed in 2022, the City will engage a consultant to initiate the detailed design of the facility including site layout, system components, drainage coordination, road construction and environmental permitting. Indigenous Nation consultation will also be included to address archaeological and cultural issues.

The work is expected to be completed by Winter 2024. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
800,000	0	0	0	0	(800,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW4 - \$110k	
Title:	Offsite & Oversize - Wastewater		PRELIMINARY

Justification:

Budget is requested to supplement funds where required to provide additional capacity or access to City infrastructure. This budget is used when offsite or oversize opportunities materialize, and is partially funded through the DCC program.

The work is expected to be completed by end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
110,000	(55,000)	0	0	0	(55,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW5 - \$4.3M	
Title:	Renewal - Wastewater Mains and Facilities		PRELIMINARY

Justification:

Budget is requested for a number of renewal projects in the wastewater system: the Cedar Lift Station will be renewed to meet condition requirements and to accommodate the new park; sewer main renewals will include valve replacement on the Jim Bailey forcemain, the renewal and regrade of sewer along Royal Ave E, the renewal and regrade of sewer along Gore, Bath, Osprey, and Abbott south to West Ave, and the renewal of sewer along Francis St. in areas east of Pandosy; treatment and facility renewals will include replacing Supervisory Control and Data Acquisition (SCADA) equipment; and the old filter building will convert to storage. The works will be complete by Summer 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
4,265,000	0	0	0	0	(4,265,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW5 - \$235k	
Title:	Sewer Lift Station SCADA Integration		PRELIMINARY

Justification:

Budget is requested for a new Supervisory Control and Data Acquisition (SCADA) package that will be implemented for the City's existing sanitary lift stations. The current package is coming of age and is no longer supported. Furthermore, the new system will incorporate the lift stations into the same SCADA system utilized at the wastewater treatment facility.

The work is expected to be completed by end of 2022. The operation and maintenance budget will be minimal with this request and will be accommodated within the Wastewater Utility operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
235,000	0	0	0	0	(235,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW5 - \$1.3M	
Title:	Burtch Trunk		PRELIMINARY

Justification:

Budget is requested to repair or replace a significant section of the Burtch 600 mm concrete trunk. A recent closed-circuit television (CCTV) inspection report identified that the concrete trunk is experiencing peeling of the inside wall due to buildup of hydrogen sulfide.

The work is expected to be completed by Summer 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,250,000	0	0	0	0	(1,250,000)

2022 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: Not included WW5
 Title: Commonage - Lift & Repair Waterlines/Curbstops PRELIMINARY

Justification:

Budget is requested to address issues with the 14 water curb stops at the back of the asphalt pad at the Commonage site. The infrastructure would be lifted and re-set and additional lock blocks and a pathway would be installed to better protect these assets.

This work would be completed by the Fall of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
100,000	0	0	0	(33,000)	(67,000)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: Not included WW5
 Title: Commonage - Quonset Mix Building Envelope Renewal PRELIMINARY

Justification:

Budget is requested for the renewal of the original membrane cover on the Quonset Mix Building at the Regional Compost Facility. Included in this request is funding for the cleaning and preparation of the building and to repair some ancillary infrastructure.

This work is scheduled to be completed by the Fall of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
250,000	0	0	0	(83,000)	(167,000)

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW6 -\$670k	
Title:	Rialto (SCA 16) Sewer Connection Project		PRELIMINARY

Justification:

Budget is requested for all properties on septic within the Rialto Sewer Connection Area 16 to be serviced on new sewer collection main. The project will be designed and constructed over three years using Investing in Canada Infrastructure Program grant funds and sewer connection area reserves.

The work is expected to be completed by Winter 2023. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
670,000	(180,900)	0	(489,100)	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: Not included WW6	
Title:	Rose Ave Lift Station Odour Control System		PRELIMINARY

Justification:

Budget is requested for equipment to improve air quality at the Rose Ave lift station control facility to meet air quality standards and achieve reasonable working conditions.

The project is expected to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Environmental protection - Emergency response & preparation

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

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2022 WW6 - \$479k	
Title:	Rutland Centre (SCA 22) Sewer Connection Project		PRELIMINARY

Justification:

Budget is requested for all properties on septic within Rutland Sewer Connection Area 22 to be serviced on new sewer collection main. The project will be designed and constructed over three years using Investing in Canada Infrastructure Program grant funds and sewer connection area reserves. Expected completion is Q4, 2024.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
10,750,000	(2,902,500)	0	(7,847,500)	0	0

Operating Impact: Rutland Centre (SCA 22) Sewer Connection Project

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2022	700	0	0	0	0	0	(700)
2023	15,000	0	0	0	0	0	(15,000)
2024	15,000	0	0	0	0	0	(15,000)



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Solid Waste





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2022 Capital Requests Preliminary Budget Solid Waste Capital - 305 Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Solid Waste Capital - Priority 1								
430	Growth Automated Collection Curbside Carts	300,000	(300,000)	0	0	0	0	0
	SW1 - Equipment	300,000	(300,000)	0	0	0	0	0
430	Growth Landfill Site Preparation	2,500,000	(2,500,000)	0	0	0	0	0
431	Growth General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
	SW2 - Site Improvement	2,600,000	(2,600,000)	0	0	0	0	0
431	Growth Landfill Gas & Leachate Recirculation Laterals	450,000	(450,000)	0	0	0	0	0
	SW3 - Gas Management	450,000	(450,000)	0	0	0	0	0
432	Renew Surface Water Bypass	250,000	(250,000)	0	0	0	0	0
	SW5 - Drainage & Groundwater Management	250,000	(250,000)	0	0	0	0	0
432	Renew Infrastructure Renewal	808,000	(808,000)	0	0	0	0	0
	SW9 - Solid Waste Renewal	808,000	(808,000)	0	0	0	0	0
	Cost Center Totals	4,408,000	(4,408,000)	0	0	0	0	0
	Grand Total	4,408,000	(4,408,000)	0	0	0	0	0

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2022 SW1 - \$300k	
Title:	Automated Collection Curbside Carts		PRELIMINARY

Justification:

Budget is requested to purchase new curbside carts. This request is part of the City of Kelowna's curbside refuse, recycling and yard waste program. These new receptacles are necessary to address residential growth and the need for larger recycling and yard waste receptacles. This keeps an inventory of carts to renew end of life carts and maintain customer service.

This work is expected to be completed by Fall 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(300,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2022 SW2 - \$2.5M	
Title:	Landfill Site Preparation		PRELIMINARY

Justification:

Budget is requested to continue landfill site preparations initiated in 2021. The work includes site preparation in the north east area for the next phase of landfill liner construction in Area 3. Also included will be the Area 3 final design by an engineering consultant along with geotechnical reviews.

The work is expected to be completed by Fall 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,500,000	(2,500,000)	0	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2022 SW2 - \$100k	
Title:	General Site Works and Investigations		PRELIMINARY

Justification:

Budget is requested for addressing the regulatory capital requirements recommended from the 2019 Design Operation and Closure Plan (DOCP). This includes a number of smaller consulting projects required to complete tasks in the Upgrading Plan to ensure compliance with the BC Landfill Guidelines.

The work is anticipated to be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

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

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2022 SW3 - \$450k	
Title:	Landfill Gas & Leachate Recirculation Laterals		PRELIMINARY

Justification:

Budget is requested for the installation of landfill gas laterals and leachate recirculation systems as sections of the landfill continue to grow.

This annual project will be completed in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	(450,000)	0	0	0	0	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2025 SW5 - \$250k	
Title:	Surface Water Bypass	PRELIMINARY	

Justification:

Budget requested to continue design and permitting of the Glenmore Landfill Surface Water Bypass system. This work would include consideration of water levels in and around Robert Lake to mitigate potential flooding in this water basin. The work would be completed by Fall of 2022. There are no operational or maintenance budget impacts related to this request.

Project Driver: Health, life safety and regulatory compliance.

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2022 SW9 - \$460k	
Title:	Infrastructure Renewal	PRELIMINARY	

Justification:

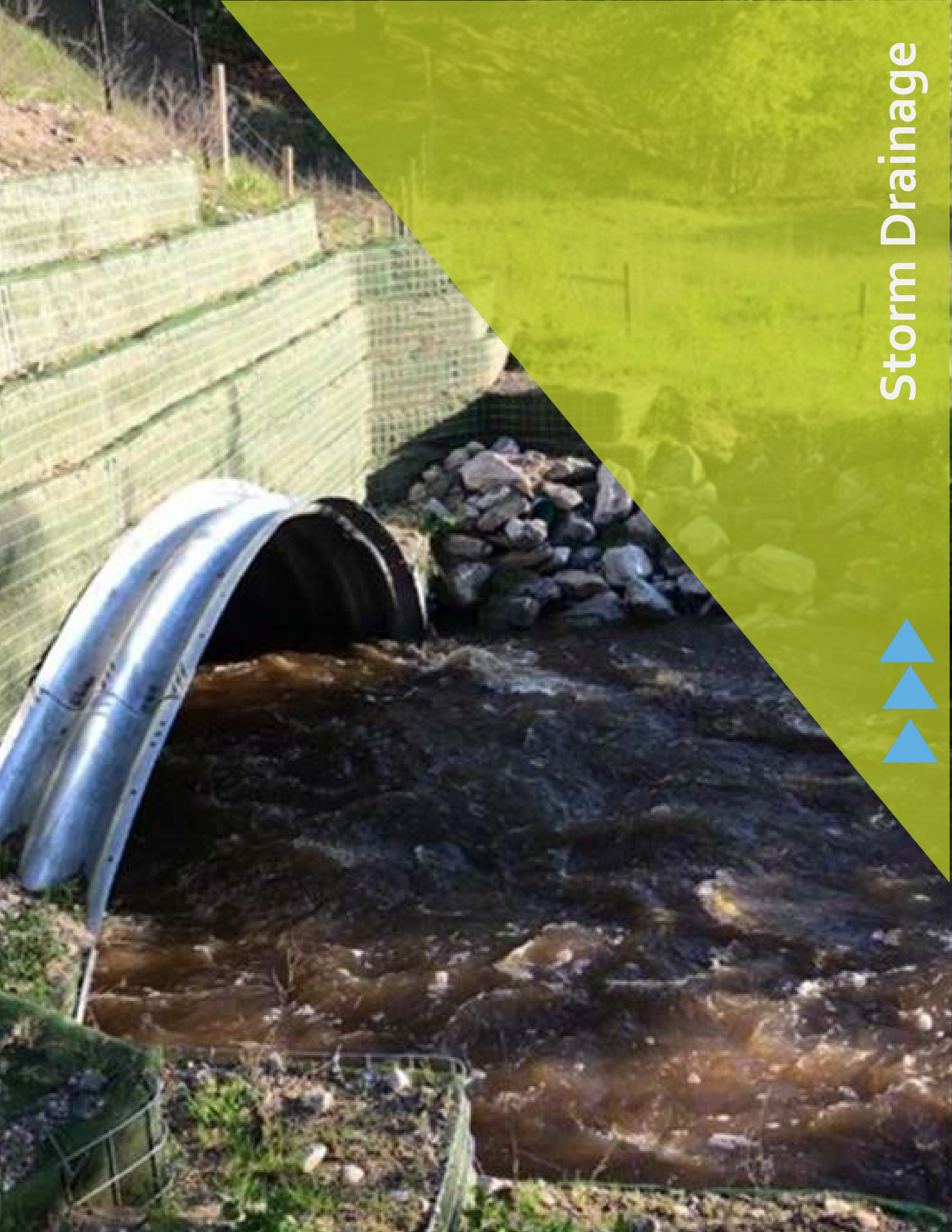
Budget is requested to complete the acquisition and installation of a replacement leachate circulation pump (\$158k) and to re-build the backup compactor at the Glenmore landfill (\$650k). The existing leachate pump is oversized and inefficient in managing this application. The new pump will be appropriately sized to manage this work better. The existing backup landfill compactor is nearing its hours of service and is due for replacement. A re-build will effectively extend the life of this machine by another 8000 hours ensuring operational continuity when the primary compactor is being serviced.

The work is expected to be completed for both items in 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
808,000	(808,000)	0	0	0	0	0



Storm Drainage





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2022 Capital Requests Preliminary Budget Storm Drainage Capital - 306 Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Storm Drainage Capital - Priority 1								
436	New Mill Creek Flood Protection	8,250,000	(4,312,700)	0	(3,300,000)	0	0	(637,300)
436	Renew Knox Mountain Geotechnical Engineering	1,000,000	(775,000)	0	0	0	(225,000)	0
	D1 - Hydraulic Upgrading Program	9,250,000	(5,087,700)	0	(3,300,000)	0	(225,000)	(637,300)
437	New Containment Devices	120,000	(39,500)	0	0	0	0	(80,500)
	D2 - Storm Drainage Quality Program	120,000	(39,500)	0	0	0	0	(80,500)
437	Renew Asset Renewal Projects	327,900	0	0	0	0	0	(327,900)
	D3 - Storm Water Renewal	327,900	0	0	0	0	0	(327,900)
	Cost Center Totals	9,697,900	(5,127,200)	0	(3,300,000)	0	(225,000)	(1,045,700)
	Grand Total	9,697,900	(5,127,200)	0	(3,300,000)	0	(225,000)	(1,045,700)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2022 D1 - \$8.2M	
Title:	Mill Creek Flood Protection		PRELIMINARY

Justification:

The Mill Creek Flood Protection Project creates the conditions to safely pass a one in 200 year flood event to Okanagan Lake. This project budget need is part of a seven year plan that accesses funding up to \$22M of the Disaster Mitigation and Assistance Fund (DMFA) federal grant. This project element will include flood protection on City-owned areas along lower Mill Creek and investigations of the industrial corridor. The final designs all include a balanced approach that considers localized goals, flood protection needs, water quality improvements, and improving fish spawning habitat. The total project budget is to be expended by 2027.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
8,250,000	(4,312,700)	0	(3,300,000)	0	0	(637,300)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2022 D1 - \$1M	
Title:	Knox Mountain Geotechnical Engineering		PRELIMINARY

Justification:

In 2020, Council reviewed a three-year plan to rehabilitate the slope above Knox Mountain Metals and below residential developments on Royal View Avenue. Conceptual designs and cost estimates have been prepared. This request is a continuation of the expanded civil works required to re-establish the slope to an acceptable safety factor for long-term protection of properties in the area. This work will include the removal of poor quality materials, import of structural fill and additional groundwater drainage collection and conveyance. The majority of the work is anticipated to be completed within the City-owned lands, with some land acquisition required depending on final design. Construction of this project will continue through 2022 into 2023.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Extraordinary or Unforeseen Obligation

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,000,000	(775,000)	0	0	0	(225,000)	0

2022 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2023 D2 - \$120k	
Title:	Containment Devices		PRELIMINARY

Justification:

This project is to improve water quality entering creeks by installing stormwater quality facilities as part of the water treatment filtration deferral strategy and Integrated Stormwater Management. Budget is requested to modify the storm inlet and change Redlich Pond flow regimes to improve flows and water quality entering the pond. These changes reflect growing development in the Clifton Rd basin. Minimum required baseflows for Redlich pond are currently being assessed. The work will include upstream diversion works, nutrient reduction and containment. This project is being recommended to be advanced one year to accommodate increased flows from new development. The work is to be completed by end of 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
120,000	(39,500)	0	0	0	0	(80,500)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2022 D3 - \$310k	
Title:	Asset Renewal Projects		PRELIMINARY

Justification:

Budget is requested to support of the annual replacement of storm drainage mains, pump stations, detention and treatment facilities. Although storm water infrastructure is newer in relation to other utilities, a number of stormwater mains are approaching the end of service life and will require renewal in order to continue providing standard level of service. The projects identified for replacement in 2022 are the crossing of Gopher Creek at Garner Rd as it has reached the end of its service life and to replace the storm main on Eastbourne Rd as it has decreased capacity due to calcification.

The work is to be completed by late fall 2022. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
327,900	0	0	0	0	0	(327,900)

2022 Capital Requests Preliminary Budget Storm Drainage Capital - 306 Summary - General Fund

Type	Description	Asset Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Storm Drainage Capital - Priority 2								
Renew	Small Dam Upgrades	150,000	0	0	0	0	0	(150,000)
New	Maquinna Road	100,000	0	0	0	0	0	(100,000)
Growth	Mill Creek Flood Protection	2,979,900	0	0	(1,192,000)	0	0	(1,787,900)
	D1 - Hydraulic Upgrading Program	3,229,900	0	0	(1,192,000)	0	0	(2,037,900)
Cost Center Totals		3,229,900	0	0	(1,192,000)	0	0	(2,037,900)
Grand Total		3,229,900	0	0	(1,192,000)	0	0	(2,037,900)

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

O&M – denotes capital request has operating & maintenance impacts included in the request

2022

Financial Plan

Kelowna, British Columbia

Carryover Budget - Volume 2

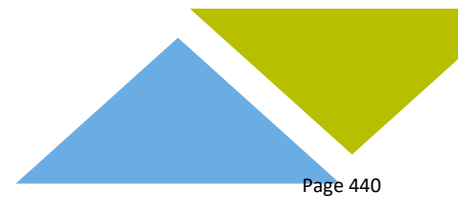


Carryover Budget information will be provided
when presented to Council in March 2022





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2022

Financial Plan

Kelowna, British Columbia
Final Budget - Volume 3



Final Budget information will be provided
when presented to Council in April 2022





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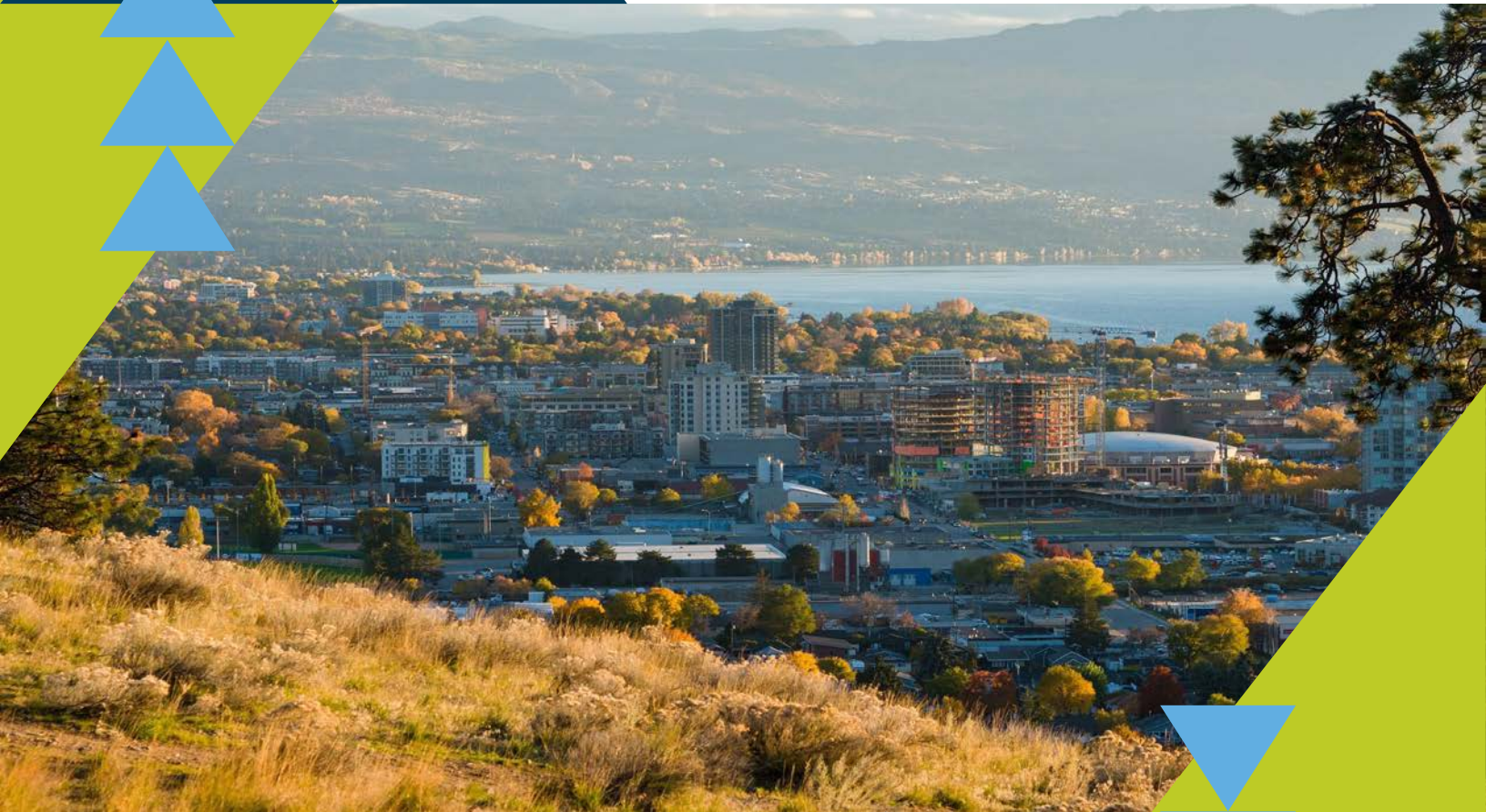


2022

Financial Plan

Kelowna, British Columbia

Five-Year Financial Plan 2022-2026



Five-Year Financial Plan information will be provided when presented to Council in April 2022





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Appendix





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APPENDIX

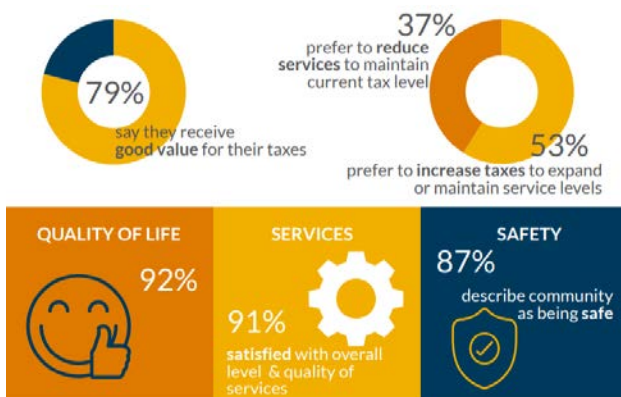
Supplemental information

Citizen survey results

The Citizen Survey is conducted to determine how satisfied the public is with municipal programs and services, and to learn what citizens' service priorities are. Responses are weighted by age, gender and city-wide distribution to accurately reflect Kelowna's population. Results are benchmarked against other local governments. Insights gained by this research help us make important decisions regarding planning, budgeting and service improvements. Ipsos has conducted Citizen Surveys for the City in 2020, 2018, 2017, 2015, and 2012.

The latest Citizen Survey reports that:

- **92%** of citizens have a good quality of life
- **91%** of citizens are satisfied with the overall level and quality of City services
- **89%** of citizens agree that the City is inclusive and accepting of all
- **87%** of citizens feel safe in the community
- **85%** of citizens were satisfied with the customer service they received from the City
- **79%** of citizens believe they receive good value for their tax dollars



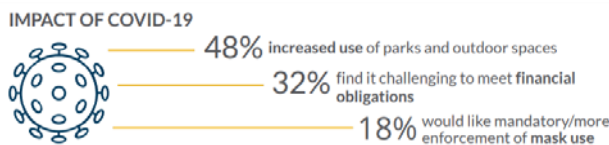
Important issues for citizens include addressing social issues such as homelessness, mental health and addiction (79 per cent), encouraging a diverse supply of housing options at different price points (67 per cent) and drinking water (65 per cent). Citizens prioritize infrastructure renewal over building new by a margin of nearly two-to-one.



Areas of strength include fire and police services, drinking water quality for City Water Utility customers, road maintenance and snow removal, and community cleanliness. Areas of improvement identified are traffic flow management, addressing climate change and public transit.



Citizens were also asked how COVID-19 has impacted them. 48 per cent of citizens have increased their use of parks and outdoor spaces over the past six months, 32 per cent are finding it challenging to meet their financial obligations and 18 per cent would like mandatory or more enforcement of mask use.



To review the detailed report, visit kelowna.ca and search for Citizen Survey.

2040 Official Community Plan: Our Kelowna as we grow

How our city looks and feels is shaped by our [Official Community Plan \(OCP\)](#), a guiding document which is now in the final stages of being updated. Today, Kelowna is home to 145,612 residents, and by 2040, that population is expected to grow by more than 45,000 citizens. This growth will bring both opportunities and challenges and strategic planning is essential to ensure Kelowna can continue to be prosperous, vibrant and resilient in the years to come.

The OCP provides a decision-making framework for Council and sets out our vision and purpose, as well as our goals and strategies for the next two decades. The 2040 OCP will update land uses, mapping and policies to reflect the community's *Imagine Kelowna* vision and clearly signal where development will be prioritized and supported with infrastructure and amenities.

Building on the goals laid out in *Imagine Kelowna*, the 2040 OCP contains the following 10 Pillars:



The decisions we make today will determine what kind of city we live in tomorrow. By putting these Pillars into action, and bringing the *Imagine Kelowna* vision to life, the Kelowna of tomorrow will be more inclusive, equitable, and sustainable. This means making smart choices about how and where we grow, protecting our natural environment, making meaningful progress towards Reconciliation, and ensuring that everybody who lives here can make a living, find suitable housing, and get around easily and safely.

Putting the Plan into action will require significant efforts beyond its adoption by Council. Numerous key implementation actions are required during the life of the plan to ensure that it meets the vision outlined in the Growth Strategy, the Pillars, and ultimately, *Imagine Kelowna*. A comprehensive implementation table will be used to guide the timing and resourcing of OCP implementation actions, with due recognition of available budget and other work planning considerations.

2020 Community Trends Report

The [Community Trends Report](#) is prepared annually to explore how important trends or challenges are impacting our cities and communities. The Community Trends Report is a researched-based document that sets the stage for future action by identifying the local implications of broader national or global trends. The report focuses on examining complex topics in a format that is more accessible to the broader community. The Community Trends Report is intended to serve as a resource for City of Kelowna staff and Council, while informing residents, businesses and local community organizations about how key trends might impact our region.



The Covid-19 pandemic has been an enormous challenge globally, nationally and locally. Its immediate impacts to human health and economic well-being have resulted in the suffering of thousands of Canadians. In comparison to other regions, BC has had success in limiting the loss of life - the result of strong leadership from public health and community buy-in on physical distancing measures. However, British Columbia remains under a state of emergency with big questions surrounding the long-term impact of the pandemic and no defined timetable for a vaccine. This year's Community Trends Report explores the challenges presented by the pandemic as well as the role of cities in supporting both the immediate and long-term recovery from this public health emergency.

Given the high level of uncertainty surrounding the global health pandemic this report is by no means comprehensive, but instead highlights emerging trends surrounding the response to the pandemic.

For the full report, visit kelowna.ca and search for Community Trends Report.

Statistics

Top 10 corporate taxpayers

2020			2021		
Rank	Business (owner) name	Type of property	Rank	Business (owner) name	Type of property
1	Orchard Park Shopping Centre	Shopping Mall	1	Al Stober Construction Ltd	Commercial Building
2	FortisBC Inc	Electrical Utility	2	FortisBC Inc	Electrical Utility
3	Inland Natural Gas Co Ltd	Gas Utility	3	Orchard Park Shopping Centre	Shopping Mall
4	Al Stober Construction Ltd	Commercial Building	4	Victor Projects Ltd	Shopping Mall
5	DHL No 48 Holdings Ltd	Hotel & Convention Centre	5	McIntosh Properties Ltd	Shopping Mall
6	McIntosh Properties Ltd	Shopping Mall	6	Inland Natural Gas Co Ltd	Gas Utility
7	RG Properties Ltd	Shopping Mall	7	Callahan Construction Company Ltd	Multiple Types
8	4231 Investments Ltd	Shopping Mall	8	3752 Investments Lts	Multiple Types
9	TOLKO Industries LTD	Lumber Mill	9	Midwest Ventures Lts	Multiple Types
10	Victor Projects Ltd	Shopping Mall	10	RG Properties Ltd	Shopping Mall

Tax comparison analysis – 2020 & 2021

Business	2020	2021	Difference	Change (%)
Assessed value	1,749,325	1,716,100	(33,225)	(1.90%)

Municipal

General Tax Levy	11,398	12,342	943	7.96%
Infrastructure Levy	465	0	(465)	(3.92%)
	11,863	12,342	478	4.04%

School

General Tax Levy	1,937	6,624	4,688	242.07%
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Other Taxing Jurisdictions

Regional District Levy	1,066	1,026	(40)	(3.72%)
Hospital Levy	1,102	1,059	(43)	(3.87%)
Library Levy	542	540	(2)	(0.32%)
BC Assessment Levy	192	195	3	1.49%

Total Tax Levy	16,701	21,786	5,085	30.45%
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Residential	2020	2021	Difference	Change (%)
Assessed value	676,100	691,990	15,890	2.35%

Municipal

General Tax Levy	2,115	2,205	90	4.27%
Infrastructure Levy			0	0.00%
	2,115	2,205	90	4.27%

Other Municipal User Fees

Garbage Collection/Waste Reduction	180	180	0	0.00%
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School

General Tax Levy	996	1,016	20	2.00%
Homeowner Grant	(770)	(770)	0	
	226	246	20	8.81%

Other Taxing Jurisdictions

Regional District Levy	168	172	3	2.00%
Hospital Levy	174	177	3	2.00%
Library Levy	96	98	2	2.00%
BC Assessment	29	29	1	1.99%

Total Tax Levy	2,988	3,108	120	4.00%
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Local economy

The City of Kelowna is the largest city in the Central Okanagan. It borders the beautiful Okanagan Lake and has the best of rural and urban lifestyles packed into one unique city. With a diverse economy supported by quality post-secondary institutions, Kelowna has become the main marketing and distribution centre of the Okanagan Valley. Kelowna also has a thriving arts and culture scene combined with all the outdoor activities that make the Central Okanagan a must-see tourism destination, as well as a popular place to live. Settled in 1879 and incorporated in 1905, Kelowna is known for its agriculture and forestry roots and has grown into a modern city.



Doing Business in the Community

Development Incentives

The City of Kelowna offers several developer incentives to encourage alignment with the City's strategic priorities for urban development. Tax incentives are available for development in City Centre and Rutland Urban Centres, and grants and tax incentives are available to promote the development of purpose-built rental housing throughout Kelowna. Further information regarding development incentives in Kelowna may be found [Kelowna.ca/homes & buildings/developers/developer incentives](http://Kelowna.ca/homes&buildings/developers/developer_incentives)

Commercial Land

The major commercial areas within Kelowna are the downtown, Highway 97, and Mission/ South Pandosy districts. Kelowna's Official Community Plan projects the need for 90 acres of land for commercial development and emphasizes land re-use and densification over continued expansion into greenfield areas.

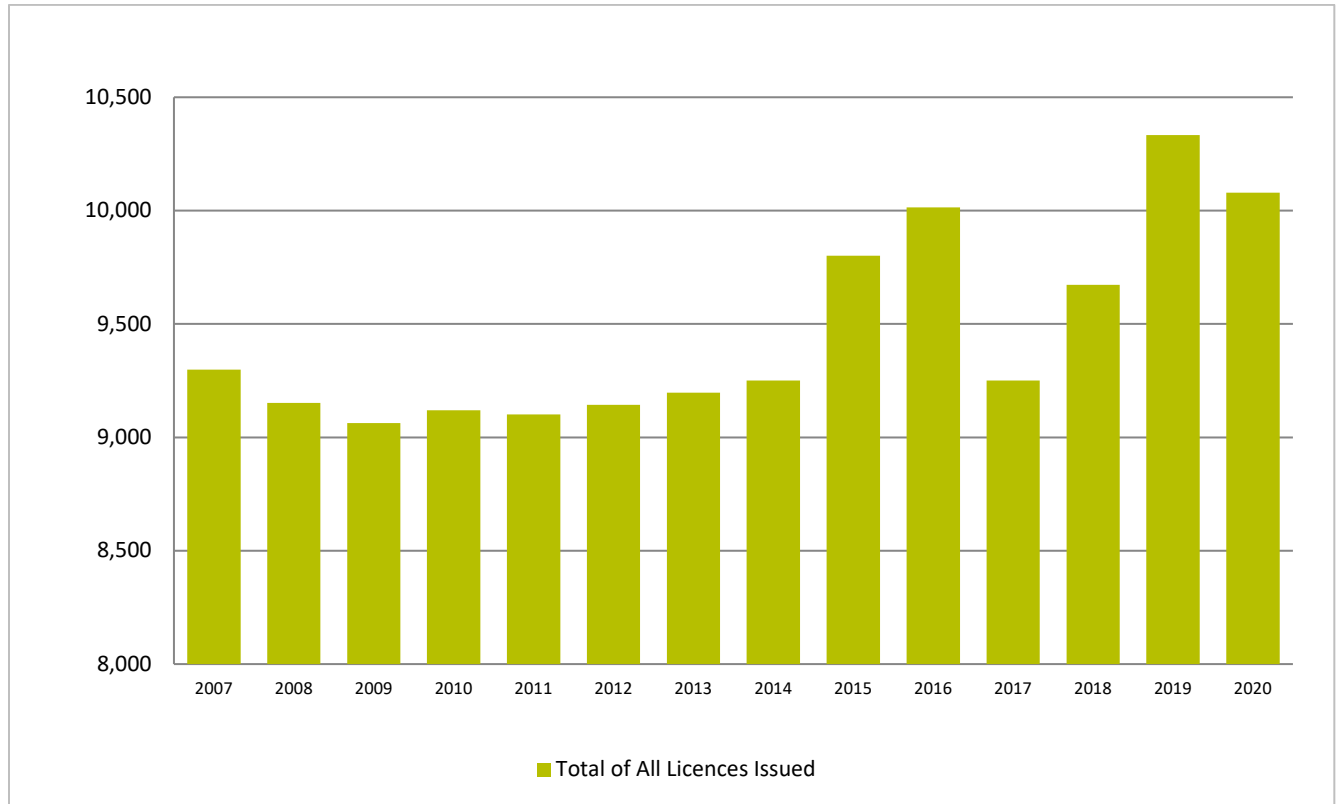
Industrial Land

There are 1,320 acres of existing zoned industrial land within Kelowna's boundaries. Kelowna has also identified 1,721 acres of land identified for future industrial development in the Official Community Plan. Industrial vacancy rates are currently low, and the market is active and dynamic.

For more information on the local economy, visit www.investkelowna.com.

Source: [2018 Central Okanagan Economic Profile](#)

Business licences



**The City of Kelowna stopped issuing secondary suite licences in 2017. The business licence stats are measured December 1st to December 1st due to business licence rollover.*

Access to markets

Kelowna's central location provides the city with access to key markets, as well as their population base.

Distance (km) to Kelowna from:

- Vancouver – 457
- Seattle – 579
- Calgary – 612
- Portland – 826
- Saskatoon – 1,233
- Salt Lake City – 1,614
- San Francisco – 1,872
- Winnipeg – 1,970
- Los Angeles – 2,494
- Denver – 3,215

Kelowna weather

Historic Temperatures (°C)

Recorded Highs

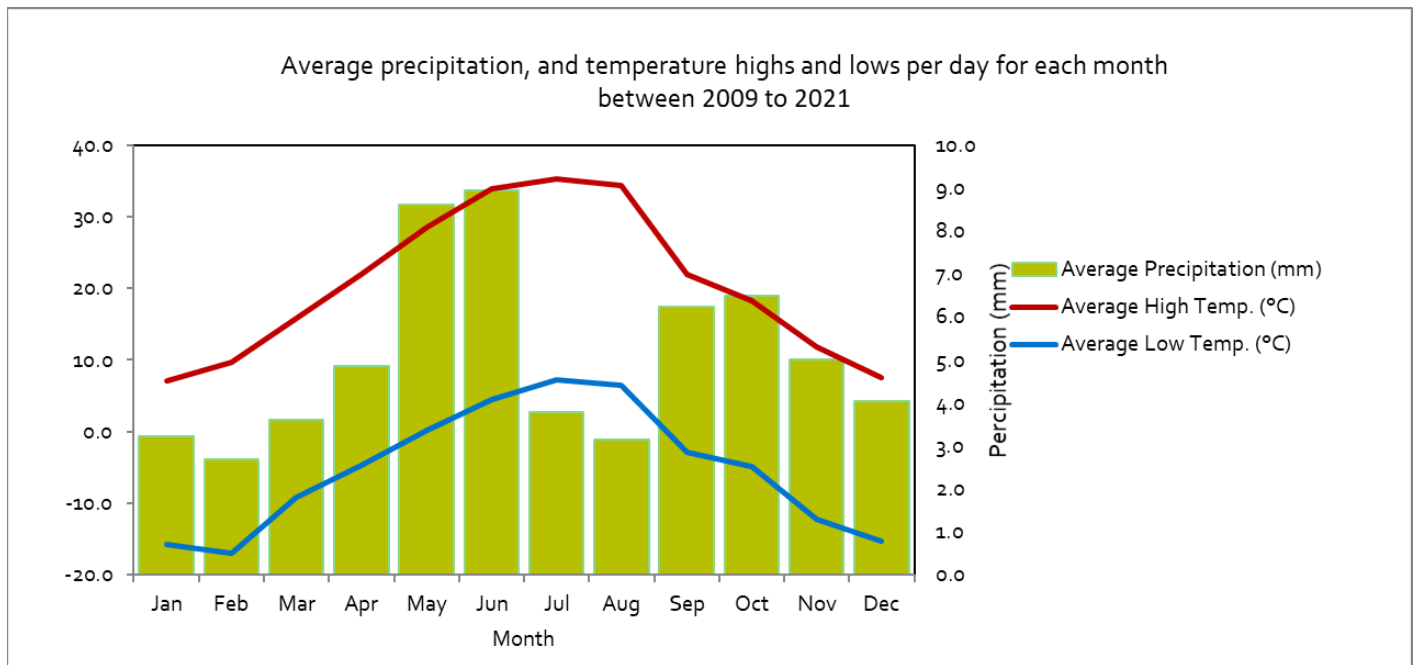
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
January	7.9	11.2	8.1		12.0		7.1		5.8	8.7	7.5	6.1
February	11.5	6.8	10.4		9.9	12.8	13.8				9.6	12.3
March	14.3		13.5	17.6		19.3	20.3			17.1	14.1	
April	23.0		25.8	22.6	22.7	25.8	27.4		25.4	17.5	19.1	24.6
May				30.3	25.1	29.5	28.4	31.8	31.9	30.5		29.5
June		29.8			31.2	38.7	35.7	32.8	33.3	33.9	27.5	44.6
July	33.7	33.2	34.7	36.6	37.1	37.6	35.7	33.9	36.8		34.6	38.9
August	33.4	32.8	36.3		34.7	37.8	33.5	34.0	36.8	36.1	37.7	36.7
September	24.8	32.1	27.7	30.7	27.3		28.7	35.6			31.5	27.2
October	24.3	17.1	20.7		18.1	19.5	12.5		17.1	17.6	22.7	
November	15.2	11.2	15.4		15.2	14.3	16.6		14.0	11.9		
December	8.6	9.5	11.9	4.4	10.0	11.9	6.1		9.6			
Highest Temperature per year	33.7	33.2	36.3	36.6	37.1	38.7	35.7	35.6	36.8	36.1	37.7	44.6
Record highs by month	Jan 13 2014 12.0	Feb 27 2016 13.8	Mar 31 2016 20.3	Apr 21 2016 27.4	May 23 2018 31.9	Jun 29 2021 44.6	Jul 1 2021 38.9	Aug 13 2015 37.8	Sep 21 2017 35.6	Oct 2 2010 24.3	Nov 8 2016 16.6	Dec 1&9 2012/15 11.9

Recorded Lows

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
January		-9.0	-20.5	-3.4	-15.6		-19.4	-24.8	-13.4	-10.2	-22.3	-12.8
February		-11.8	-5.7		-21.3			-21.6	-20.7	-20.9		-21.0
March	-10.5	-9.4		-7.9	-7.4		-7.5	-8.6	-8.0	-20.0	-12.2	-9.5
April	-7.6	-5.8	-3.7	-4.8	-4.0	-3.8		-4.4		-4.0	-9.9	-6.7
May	-1.4	-0.4	-2.7	-3.9	-2.8	-0.8	0.9	1.3		1.5		-1.9
June	4.6		0.4	4.8	2.6	3.1	0.9	4.1	2.1	5.1	1.5	0.9
July	5.6	4.8	6.2	5.9	8.9	7.2	5.7	6.4	6.3	6.4	3.8	
August	2.4	4.6	3.6	5.8		4.6	6.9	5.2	7.9	6.3	5.3	3.6
September	3.5	1.3	2.0	0.0	-1.2	-1.3	3.3	0.3	2.5		2.7	-0.4
October	-5.5	-5.2	-5.7	-3.9		-3.8	0.9		-4.1	-10.9		
November	-21.0	-15.2	-9.5	-12.6	-19.4	-14.6		-14.5	-7.8	-11.4		
December	-12.9	-10.9	-11.6	-18.3	-17.6	-18.0	-24.1	-19.9				
Lowest Temperature per year	-21.0	-15.2	-20.5	-18.3	-21.3	-18.0	-24.1	-24.8	-20.7	-20.9	-22.3	-21.0
Record lows by month	Jan 12 2017 -24.8	Feb 8 2017 -21.6	Mar 4 2019 -20	Apr 2 2020 -9.9	May 1 2013 -3.9	Jun 7 2012 0.4	Jul 13 2020 3.8	Aug 28 2010 2.4	Sep 12 2010 -1.3	Oct 11 2009 -11.6	Nov 23 2010 -21.0	Dec 17 2016 -24.1

Historic Precipitation (mm)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
January	15.7	14.3	6.3	9.7	11.1	8.1	0.0	0.0	7.3	7.8	18.9	4.9
February	3.9	8.9	19.6	5.1	4.4	19.8	0.0	5.0	10.9	0.0	0.0	2.0
March	0.0	6.8	15.4	14.4	14.5	6.5	4.0	25.9	10.7	5.6	7.7	1.4
April	7.9	9.2	36.9	17.4	27.4	1.5	6.0	16.5	8.5	3.9	8.0	8.6
May	22.0	32.6	0.0	40.3	19.3	26.3	19.6	26.1	22.1	1.2	57.4	0.0
June	1.3	8.0	66.1	57.6	25.3	27.7	25.5	8.5	8.2	8.5	31.4	0.0
July	0.5	14.4	28.5	4.9	5.8	0.0	20.9	0.0	0.0	26.6	15.7	0.0
August	9.9	6.3	0.0	17.4	2.9	0.0	23.4	0.0	2.3	13.1	10.1	20.8
September	25.0	3.3	0.0	55.2	23.5	0.0	8.9	1.7	16.6	28.0	0.0	12.4
October	0.8	40.4	32.7	0.0	3.4	0.0	40.4	8.6	15.1	9.4	0.0	18.0
November	0.0	2.8	16.4	36.3	23.5	0.0	21.4	11.4	13.8	14.7	0.0	0.0
December	0.6	2.6	9.8	11.7	14.6	0.0	4.6	15.5	8.2	36.5	0.0	0.0
Total Recorded Precipitation per year	28.9	91.4	159.8	239.5	290.7	183.5	96.5	174.7	119.2	125.3	108.0	149.2
Record Daily	Jan 4	Feb 9	Mar 13	Apr 26	May 17	Jun 20	Jul 22	Aug 2	Sep 28	Oct 17	Nov 2	Dec 6
Precipitation by month	2019	2015	2013	2018	2016	2018	2013	2014	2013	2015	2010	2015
	8.8	11.3	9.5	19.6	22.7	23.4	10.9	16.8	17.9	14.1	18.7	8.5



Source: Government of Canada: Station Results - Almanac Averages and Extremes; Kelowna 13-year data.

Glossary

Accrual basis of accounting | A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Accumulated surplus | The balance in a fund that represents the cumulative excess in revenues over expenditures. This term also refers to reserve accounts.

Activities | Details how Council, Corporate and Divisional priorities lead the work done at the divisional level; activities are work plans to be accomplished in the current year.

Alternative approval process | To provide electors the opportunity to seek a vote on a particular matter being proposed by Council. Approval is obtained if fewer than 10% of eligible electors in the area submit elector response forms (formerly known as counter-petition process).

Amortization | Is the gradual reduction of debt by means of equal periodic payments sufficient to meet current interest and liquidate the debt at maturity.

Appropriation | Term used to refer to the setting aside of monies into a reserve account or fund.

Balanced budget | Budgeted expenditures and transfers to funds are equal to budgeted revenues and transfers from funds.

Base budget | The initial budget that provides for the existing levels of service in the current year.

Capital assets | Is a long-term asset that is not purchased or sold in the normal course of business. Generally, it includes fixed assets.

Capital expenditures | Expenditures of a non-operating or maintenance nature, such as costs to acquire equipment, land, buildings and costs associated with new infrastructure or improvements to existing infrastructure.

Capital lease | Is a lease obligation that has to be capitalized on the balance sheet.

Cost centre | Within the City's reporting structure a cost center refers to a specific director, manager, supervisor or division (see Department/Division/Branch).

Conditional grants | Grants (e.g. Federal and Provincial Government) that are dependent on annual approval and potentially limited in how they may be expended.

Debenture | A form of long-term corporate debt that is not secured by the pledge of specific assets.

Debt service | The amount of interest and payments due annually on long term debt.

Deficit | An excess of expenditure over revenue. A loss in business operations.

Division/Department/Branch | Part of the City's organization structure. Divisions are the highest level grouping; departments are sections under the division and branches are sections under department. (i.e. Division – Financial Services; Department – Financial Planning; Branch – Budget).

Depreciation | Accounting method used to allocate the cost of a tangible or physical asset over its useful life.

Development Cost Charges (DCCs) | Monies collected from land developers to offset some of the infrastructure expenditures required to service new development. Charges are intended to facilitate development by providing a method to finance capital projects related to water, sewer, drainage, roads and parkland acquisition.

Expenditure | The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expenditure reduction | A request to reduce an existing expenditure level.

Fees and charges | A source of revenue generated by the activities, works or facilities undertaken or provided by or on behalf of the City.

Financial Plan | Section 165 of the Community Charter requires that a municipality must have a financial plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted. The financial plan may be amended by bylaw at any time and is for a period of 5 years. The financial plan identifies the revenue sources and the proposed expenditures to be incurred to meet the outlined objectives.

Franchise fee | A charge made to a privately owned utility for the ongoing use of City property.

Full Time Equivalents (FTEs) | A conversion measure to express all staffing (temporary, part-time, etc.) in terms of a common fulltime denominator.

Fund | A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific activity. The City has four main funds: general, water, wastewater, and airport. There are also various statutory reserve funds.

General Fund | This fund is used to account for general operations and activities and includes most city departments except the enterprise funds of water, wastewater, and airport. The departmental activities in the general fund are funded wholly or in part by property taxes.

General revenue | Refers to the revenues which are not specifically attributable to or generated by any particular department within the City's reporting structure.

Grants-in-lieu | Properties within a municipality that are owned by the Federal or Provincial governments are exempt from taxation. The City may receive a grant-in-lieu in place of a tax levy.

Infrastructure | Facilities and improvements such as buildings, roads, sidewalks, storm drainage, waterworks, sanitary sewer systems.

Internal control | Include policies and procedures that pertain to the maintenance of accurate and reasonably detailed records.

Internal equipment revenue | Revenue generated from a charge against current operations for the use of a City vehicle or equipment. The charge is similar for a class of vehicles and is based on full recovery plus inflation.

Local Government Act (LGA) | Provincial legislation that provides authority for municipal expenditure and revenue collection. Some sections of the LGA have been replaced by the Community Charter.

Modified accrual basis | Modified accrual accounting recognizes revenues when they become available and measurable and with a few exceptions, recognizes expenditures when liabilities are incurred.

Official Community Plan (OCP) | A City bylaw that defines policies for land use and development.

Operating expenses | The cost for personnel, internal equipment, materials, contract services and transfers required for a department to function.

Operating request | A request for operating budget that is required to provide a new service or expand an existing service beyond the current funding level.

Operating revenue | Funds that the City receives as income to pay for ongoing operations. It includes such items as taxes, fees and charges from specific services, interest earnings, and grant revenues.

Pay-as-you-go Capital | Capital expenditures that are financed from current year taxation revenues.

Parcel tax | A tax imposed on the basis of a single amount for each parcel, the taxable area of the parcel, or the taxable frontage of a parcel.

Property taxation | The process by which the City obtains the required funds to pay for the General Fund Operating and Capital expenditures of any given year not funded from another source. This is provided by a levy on each property of various classes within the municipality.

Reserve account | Part of the Accumulated Surplus that has been earmarked for future operating or capital expenditures.

Reserve Fund (statutory reserves) | A reserve fund is established by Council by bylaw for a specified purpose that is within the powers of the municipality within the powers of the LGA or another Act.

Revenue | Sources of income financing the operations of the City.

Tradewaste Treatment Facility (TWTF) | Wastewater treatment facility run by the City but charged back to specific commercial users.

UPASS | A program where students pay a fee per semester that lets them use their student card as a bus pass.

Utility | The City owns two utilities: water, and wastewater. The airport is also treated like a separate utility. These utilities pay for themselves through a separate revenue structure specific to each one that pays for their respective operating costs, debt servicing costs and capital projects not funded from other sources.

Working capital | The excess of current assets over current liabilities.

Acronyms & Abbreviations

AHLAS	Affordable Housing Land Acquisition Strategy	LAS	Local Area Service
AIF	Airport Improvement Fee	LiDAR	Light Detection and Ranging
ALC	Active Living & Culture	LOA	Lease and Operating Agreement
ALR	Agricultural Land Reserve	MBL	Multiple Bottom Line
AMCP	Asset Management and Capital Planning	MFA	Municipal Finance Authority
AMS	Asset Management System	MoTI	Ministry of Transportation and Infrastructure
ASQ	Airport Service Quality	MOU	Memorandum of Understanding
ATC	Active Transportation Corridor	NPS	Net Promoter Score
BCA	BC Assessment	NRCan	Natural Resources Canada
C&E	Climate and Environment	OCP	Official Community Plan
CAC	Child Advocacy Centre	ORT	Okanagan Rail Trail
C.C.	Community Charter	PAC	Performing Arts Centre
CCTV	Closed-circuit television	PAWS	Pre-Authorized Withdrawal System
CLS	Corporate Land System	PBMP	Pedestrian & Bicycle Master Plan
COJHS	Central Okanagan Journey Home Society	PCARD	Purchasing Card
COK	City of Kelowna	PEOPLE	Paid Employment Opportunities for People with Lived Experiences
COVID-19	Coronavirus Disease 2019	PRC	Parkinson Recreation Centre
CPIC	Canadian Police Information Centre	PRV	Pressure reducing valve
CPO	Community Policing Office	PSAB	Public Sector Accounting Board
CPTED	Crime Prevention through Environmental Design	PSAS	Public Sector Accounting Standards
CSP	Corporate Strategy and Performance	Q1	First Quarter
CUPE	Canadian Union of Public Employees	Q2	Second Quarter
CWME	Capital Works Machinery & Equipment – statutory reserve fund	Q3	Third Quarter
DAR	Development Application Review	Q4	Fourth Quarter
DCC	Development Cost Charge	RCMP	Royal Canadian Mounted Police
DKA	Downtown Kelowna Association	RDCO	Regional District of the Central Okanagan
DMAF	Disaster Mitigation Adaptation Fund	RFI	Request for Information
DOCP	Design Operation and Closure Plan	ROI	Return on investment
EOC	Emergency Operating Centre	RFP	Request for Proposal
ESS	Emergency Support Services	RIM	Records & Information Management
EV	Electric Vehicle	S4L	Sport For Life
FCA	Facility Condition Assessment	SCA	Sewer Connection Area
FOI	Freedom of Information	SCADA	Supervisory control and data acquisition
FTE	Full-time Equivalent	SD23	School District No. 23
GAAP	Generally Accepted Accounting Principles	SEK	South East Kelowna
GFOA	Government Finance Officers Association	SEKID	South East Kelowna Irrigation District
GHG	Greenhouse Gas	SMART	Specific, Measurable, Achievable, Relevant, Timely
GIS	Geographical Information Systems	SMOR	Strategic Management Owned Report
HR	Human Resources	SOMID	South Okanagan Mission Irrigation District
HVAC	Heating, Ventilation and Air Conditioning	STPCO	Sustainable Transportation Partnership of the Central Okanagan
IAFF	International Association of Fire Fighters Union	TCA	Tangible Capital Assets
ICBC	Insurance Corporation of British Columbia	TMP	Transportation Master Plan
ICG	International Children's Games	TWTF	Tradewaste Treatment Facility
ICIP	Investing in Canada Infrastructure Program	UBCM	Union of British Columbia Municipalities
IHA	Interior Health Authority	UBCO	University of British Columbia – Okanagan
IK	Imagine Kelowna	URBA	Uptown Rutland Business Association
IS	Information Services	UTV	Utility Vehicle
KCT	Kelowna Community Theatre	WQA	Water Quality Advisory
KFD	Kelowna Fire Department	WWTF	Waste Water Treatment Facility
KMMFA	Kelowna Major Men's Fastball Association	YLW	Kelowna International Airport
KPI	Key Performance Indicators		