



FINANCIAL PLAN

Kelowna, BC Canada
Preliminary Budget

2024

Volume 1



Navigating the 2024 Financial Plan

Navigating the Financial Plan

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

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Table of Contents

The table of contents is hyperlinked to each listed section within the Financial Plan. Guide your mouse cursor over the section title and click to be redirected. To return to the table of contents, click on the City of Kelowna text at the top right of all pages.

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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. The Financial Plan provides detailed funding requirements over the next five years and serves as a policy document, operations guide, and communications tool.

2024 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 and challenges considered in the development of the 2024 Financial Plan. An overview of *Our Community*, *Our City*, and *Our Citizens* tells the story of what makes Kelowna a desirable place to live. *Budget highlights* provide a summary of how we budget for and deliver on Council and Corporate priorities.

Strong financial management

This section discusses the City of Kelowna's organizational structure, funds, debt, 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; Service Area operating budgets which represent the total cost of services offset by direct revenues, Enabling Services operating budgets which represent the support costs of providing services to the community, and Capital Budgets which include capital requirements for the year summarized by infrastructure group 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 Service Area sections that include service descriptions; activities planned for the budget year; performance metrics and a budget overview presenting information for the completed 2022 year, the estimated/revised 2023 year and the proposed/Preliminary 2024 year. This is followed by Priority One budget requests, included in budget totals, and then Priority Two, not included in budget totals, if applicable. Requests are shown in maintain and enhance categories and contain a justification and the one- to three-year financial impact.

Operating requests related to capital are presented in the associated capital request in the capital section.

Capital budget

This section starts with financial analysis of the capital program including a list of operating impacts and a full summary of all capital requests. This is followed by individual capital infrastructure groups that include detailed Priority One requests, and a summary of Priority Two requests if applicable. Capital requests are presented in the order of the Capital Plan reference number and marked as one of three types: renew, growth and new. Any operating impacts are included as part of the capital request and are marked with an "O&M" on the summary sheet.

Carryovers & Final Budget

Multi-year and unfinished projects that require budget to be moved to the next fiscal 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 and the requisition amounts from other taxing jurisdictions. This plan is mandated by the Community Charter to be approved by bylaw annually before May 15 prior to the annual property tax bylaw adoption.

Five-Year Financial Plan

The Five-Year Financial Plan is mandated by the Community Charter to include a planning period of five years, the first being the year in which the plan is specified to come into force and the following 4 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 reports are also available on kelowna.ca. For clarity of terms throughout the Financial Plan, a glossary and acronyms list is provided.

2024 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 7, 2023 Council Budget Deliberation meeting.

[Items added/deleted by Council – Preliminary Budget – Volume 1](#)

Information to be added after the December 7, 2023 Council Budget Deliberation meeting.

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

Information to be added after the March 18, 2024 Council meeting.

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


Information to be added after the April 22, 2024 Council meeting.

▶▶ INTRODUCTION & OVERVIEW



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▶▶ TERRITORY ACKNOWLEDGMENT

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

▶▶ A MESSAGE FROM THE CITY MANAGER

As the City of Kelowna continues to grow and evolve, it is my privilege to introduce the proposed 2024 Financial Plan, which introduces service-based budgeting for the first time for the City of Kelowna. This transformative process will enhance our financial planning and better serve Council as they make the decisions that shape Kelowna as a City of the Future.

The new approach is a paradigm shift that helps more clearly align the budget with community priorities, needs and goals, and it will allocate resources more effectively and efficiently.

Service-based budgeting organizes the City's Financial Plan around delivering the services that are needed to meet the needs of our growing community, resulting in a more complete picture of the costs involved for each service area. This model aims to enhance transparency and accountability by making it easier to see, understand, and measure the outcomes of where tax dollars and other revenues are being invested.

For Council this means greater clarity on complete service offerings and their associated costs, which translates to more informed decision making. This not only facilitates more thoughtful discussion and review of service levels and performance impact, but also provides a better understanding of how, where and when the City may be able to deploy finite resources to areas of need.

Residents, community partners, and staff will also now be able to visualize the budget and City services more holistically and concretely, enhancing the ability to work together to identify areas of improvement, innovation, and collaboration.

Budget priorities for the year continue to be shaped and guided by Council Priorities, the Imagine Kelowna vision, the citizen survey, the Official Community Plan, the 2030 Infrastructure and 10-Year Capital Plan, and our annual public progress reporting. Through these guiding documents, the Budget prioritizes investments in capital delivery to meet growth in the community.

This budget sets out to support the essential services that contribute to everyday quality of life and maintain the City's growth, as well as key objectives of this Council, as stated in the Council Priorities (2023-2026). These include Crime and Safety, Affordable Housing, Homelessness, Transportation, Agriculture, and Climate and the Environment.



The 2024 Financial Plan prioritizes:

- **A focus on Community Safety** through additional and enhanced resourcing for RCMP, Bylaw & Fire.
- **Addressing Homelessness** head on through meaningful investments in Community Programming and Social Development and internalizing the delivery of the Journey Home Strategy.
- **Keeping Kelowna moving** by investing in more transit infrastructure and prioritizing sustainable transportation and shared mobility.
- **A focus on impacts of climate change** by investing in proactive ways to tackle wildfire and flood mitigation, and providing financial incentives to residents and businesses that participate in renewable and efficiency programs.
- Improve how citizens do business with the city through **Digital Transformation** strategies that leverage technology to create more access and efficiency for residents and businesses.

As City Manager, I am confident that our strategic ability to make sound financial decisions for the collective good is one of our greatest strengths. It is also our greatest responsibility.

Some key highlights of this year's Financial Plan include; the creation of a new social services function, in part, to help deliver on Council Homelessness priority, as well as execution of the Journey Home Strategy, keeping Community Safety top of mind by adding increased funding for new positions in RCMP, Bylaw, and Fire, as well as commencement of some of the most ambitious capital and infrastructure projects to date, such as the Building a Stronger Kelowna suite of recreational facilities.

Our city also continues to be at the forefront of provincial advocacy. We actively engage with both federal and provincial governments to ensure our community's interests are represented. The 2024 City Budget reflects this unwavering commitment to leading the way in public policy advocacy, development, and implementation. We are taking proactive steps to address the changing policy landscape, working in close collaboration with our provincial partners. This approach allows us to influence legislative decisions and secure the resources necessary to support our city's growth and well-being.

As a fiscally responsible municipality, we are proud to continue to generate 75 per cent of the City's annual total revenue through sources other than annual taxation. This commitment is realized through mechanisms such as 'user-pay principles,' leveraging reserves, and innovative approaches to revenue generation through grants, partnerships, and business unit investments.

I am excited about the move to a Service-Based Budget for our city, and I am confident that it will help us target investments that will improve the quality of life for all residents. I am pleased to present Council with the proposed City of Kelowna preliminary budget for 2024 and would like to convey my sincere appreciation to all City Staff who have embodied our corporate priority of Strong Financial Management in preparation of the budget that will be considered by City Council.



– Doug Gilchrist, City Manager

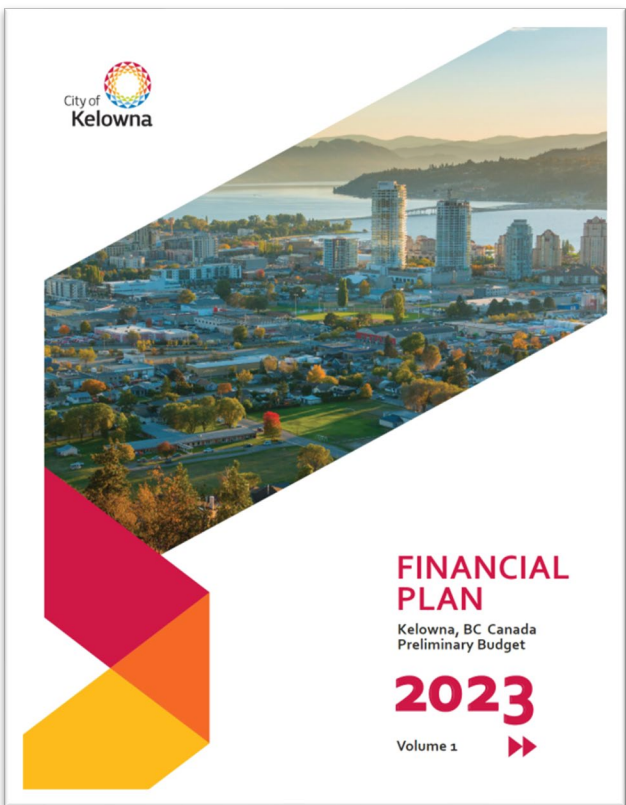
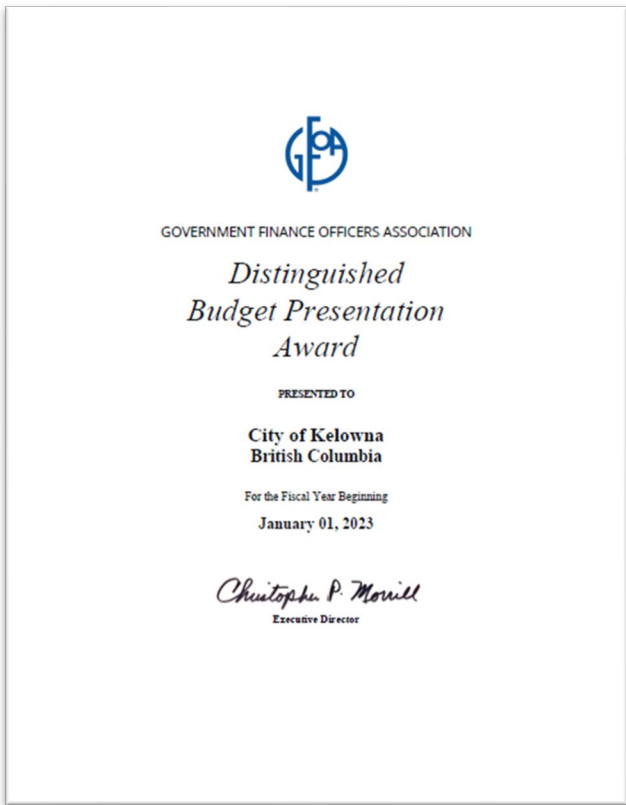
Award for Financial Reporting

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 2023 Annual Budget for the fiscal year beginning January 01, 2023.

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 2024 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 22 consecutive years.



Our Community

Lifestyle

Located along the sandy shores of the Okanagan Lake, in the heart of the Okanagan Valley, Kelowna is a four-season playground welcoming over two million visitors annually from around the world. With its proximity to water, beaches, hiking trails, ski hills, golf courses and the Okanagan Rail Trail, it's a city that embraces outdoor adventure and an active lifestyle all year long. With over 40 wineries within a 20-minute drive, Kelowna is at the centre of the world-renowned Okanagan wine country and fruit growing industry. It is home to award-winning microbreweries, distilleries, and cideries deeply rooted in the local agricultural history, and its bustling urban centre offers a passionate farm to table network, outdoor markets, live music scene, galleries, theatre and unique shopping boutiques. Nearly all citizens (90 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

Kelowna is rapidly evolving. Between 2016 and 2021, Kelowna's population increased by 13.5 per cent making it the fastest growing city in B.C., while having the third-fastest growing downtown in Canada. As the twentieth largest metropolitan area in the country, it is becoming a more urban and dynamic city. By 2040, Kelowna is expected to be home to another 45,000 people. In 2021, for the first time, building permit values exceeded \$1 billion.

Jobs

Kelowna is an economic powerhouse, home to robust traditional sectors like agriculture and construction, and burgeoning new sectors such as information technology. It is homebase for over 650 technology companies with over \$1.67 billion in economic, according to Accelerate Okanagan. The city boasts a diverse economy that also includes manufacturing, tourism, aviation and health care.

Airport

Kelowna International Airport (YLW) is the largest municipally owned and operated airport in Canada. YLW does not utilize municipal taxes as it is self-funded through user fees and charges. The aviation sector is essential for Canada's post-pandemic recovery of revenue generation for local businesses, maintaining and creating jobs for residents, and encouraging investment in the local community. Each year YLW pays a portion of revenue to the City of Kelowna which helps to reduce taxes paid by residents.

Education

Kelowna is a hub of academic and trades training excellence. It is home to the Okanagan campus of the University of British Columbia, one of the world top public universities, and Okanagan College's largest campus. Together, the two post-secondary schools welcome nearly 30,000 students a year.

Health

Kelowna offers world-class, state-of-the-art medical facilities offering the highest quality patient care. Interior Health Authority, headquartered in downtown Kelowna, and the Kelowna General Hospital serve as the leading health centre for the B.C. Interior, and a teaching hub for the UBC Okanagan medical school.



Our City

The City of Kelowna is a city of the future. It is open to new opportunities, business and new ideas from diverse residents. The organization is led by Mayor and Council, our dedicated City Manager. 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 monthly City Views digital 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.

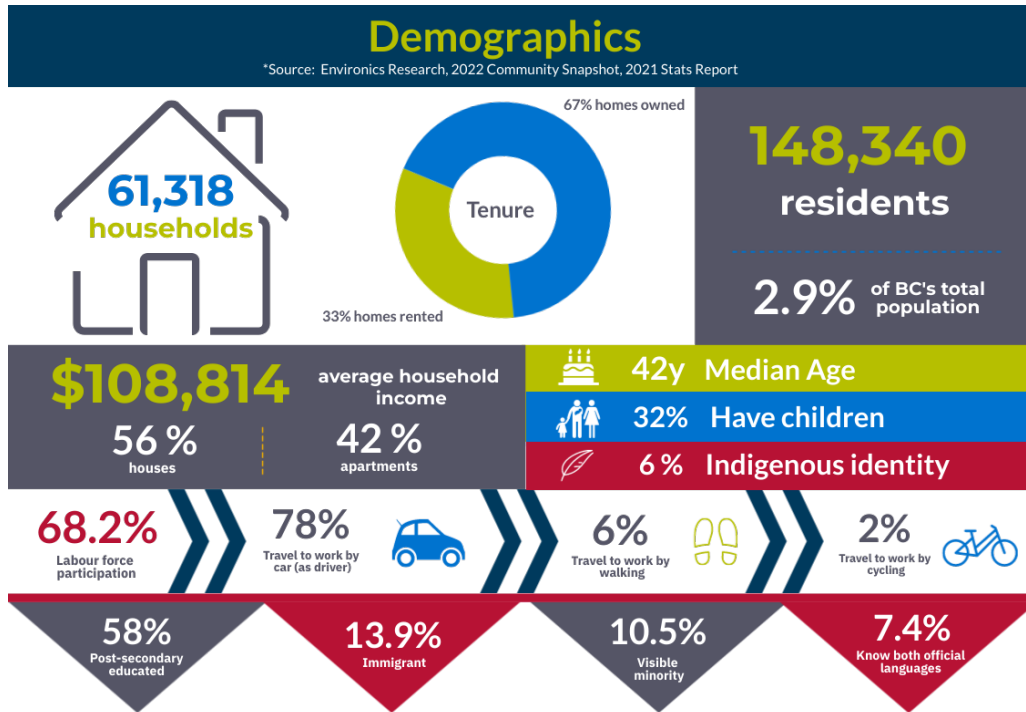
Mayor and Council

The City of Kelowna is governed by an elected Mayor and eight Councillors for a four-year term (2022-2026). Led by Mayor Tom Dyas, 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.

Top row: Councillors Luke Stack and Mohini Singh, Mayor Tom Dyas, Councillors Maxine DeHart and Charlie Hodge. Seated: Councillors Ron Cannan, Loyal Wooldridge, Gord Lovegrove and Rick Webber.

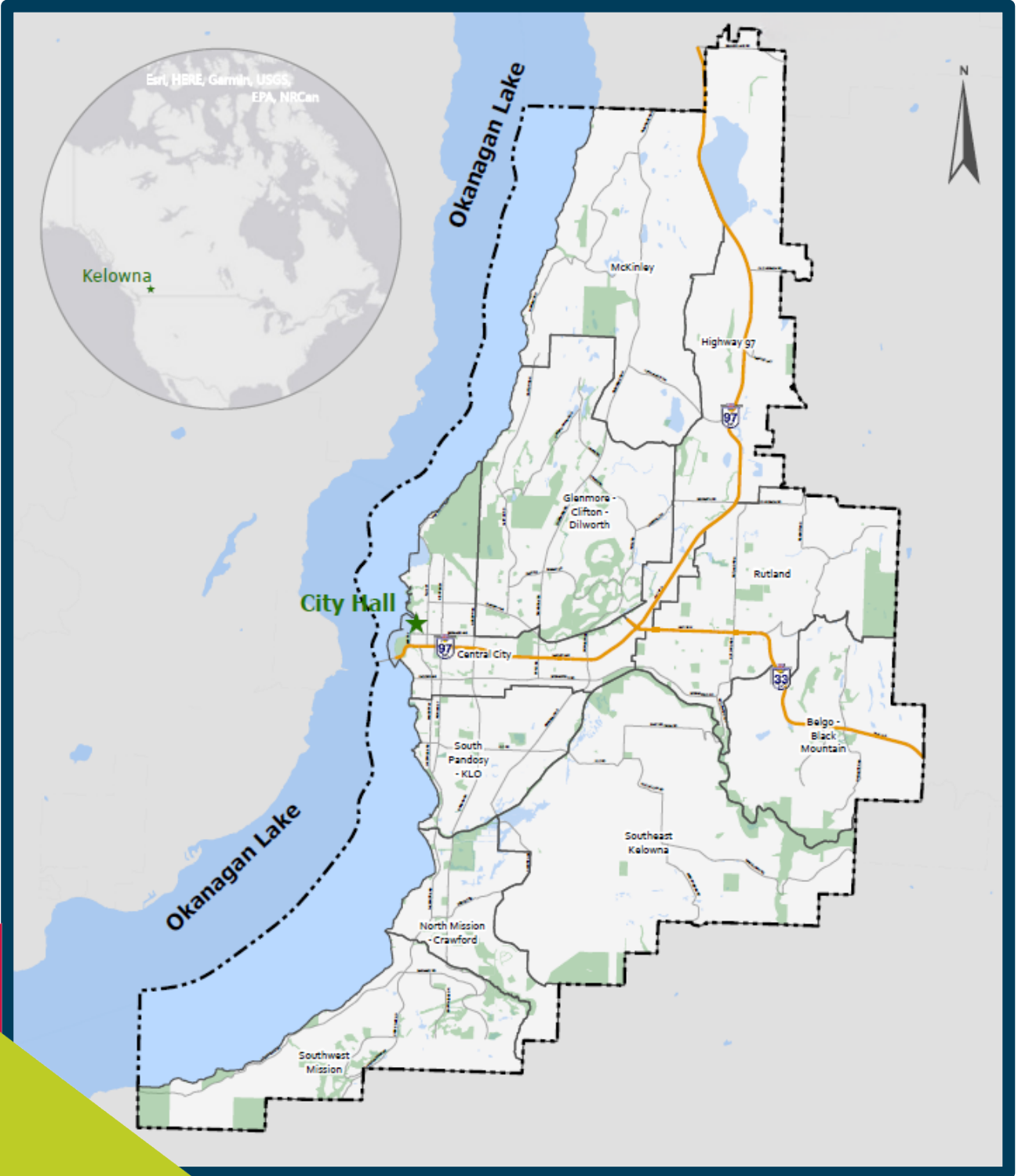


Our Citizens



The 2022 City of Kelowna Citizen Survey helped gauge public satisfaction with municipal programs and services, providing insights into citizens' priorities. For information see Appendix A.

Kelowna on the Map



imagineKelowna

THE VISION

At-a-glance

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

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

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

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



Principles

Principles and goals

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



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

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

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

Goal: Nurture a culture of entrepreneurship and collaboration.

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

Goal: Foster resident-driven solutions.

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



Draft principles and goals



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

SMARTER

Goal: Support innovation that helps drive inclusive prosperity.

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

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

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

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

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



CONNECTED

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

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

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

Goal: Create great public spaces that bring people together.

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

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

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

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

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



RESPONSIBLE

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

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

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

Goal: Preserve Okanagan Lake as a shared resource.

Okanagan Lake is the jewel that makes Kelowna sparkle.

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

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

Goal: Protect agricultural land and promote sustainable farming.

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

Now what?

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

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

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

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

#IMAGINE KELOWNA

IMAGINE.KELOWNA.CA

►► COUNCIL PRIORITIES

The 2023-2026 Council Priorities identify the strategic shifts, improvements and changes that are important to Council, the community, and the organization. The approach is designed to take immediate action on what is important to residents and guide the City's business planning and investment decisions. It outlines six priority areas and 22 actions to increase citizens' quality of life. Council receives a public progress report on the priorities every six, 12 and 18 months. To see the progress on the 22 result areas, visit kelowna.ca/councilpriorities.

Crime and Safety

Council Priority Actions

- Strategy to address property crime; including break and enters and theft.
- Provide local Business Improvement Areas support for urban center safety issues (e.g. 'Red Shirts' program).
- Establish a safety task force with stakeholders.
- Partner with Provincial ministries responsible for mental health and problematic substance use on initiatives (i.e. Community Safety Plan) that improve local conditions.

Transportation

Council Priority Actions

- Explore alternative modes of transportation between UBCO/YLW and downtown.
- Improve transit service including expanding the transit pass program.
- Improve traffic flow and capacity on major road networks (e.g. Lakeshore Road).
- Complete the functional design of Hwy 33 multi-modal traffic corridor.
- Enhance safety presence.

Affordable Housing

Council Priority Actions

- Acquire city owned land to build affordable housing.
- Increase number of rental units with below market rents.
- Partner on the creation of a low-cost affordable housing pilot project.

Agriculture

Council Priority Actions

- Facilitate the creation of a permanent home for the farmer's market.
- Review the Agriculture Plan with respect to secondary uses.
- Expand Enforcement/Bylaw Officers.

Homelessness

Council Priority Actions

- Advocate for additional Complex Care Centre (e.g. Red Fish Healing Center).
- Explore partnership opportunities for alternative forms of sheltering.
- Advocate for purpose-built permanent shelter with 'wrap-around' supports and graduated housing options.
- Develop an emergency winter shelter program.

Climate and Environment

Council Priority Actions

- Include 'Climate Lens' in decision making to assess mitigation and adaptation.
- Increase urban tree canopy (e.g. tree-lined medians).
- Pilot energy concierge program to enable retrofits in buildings.

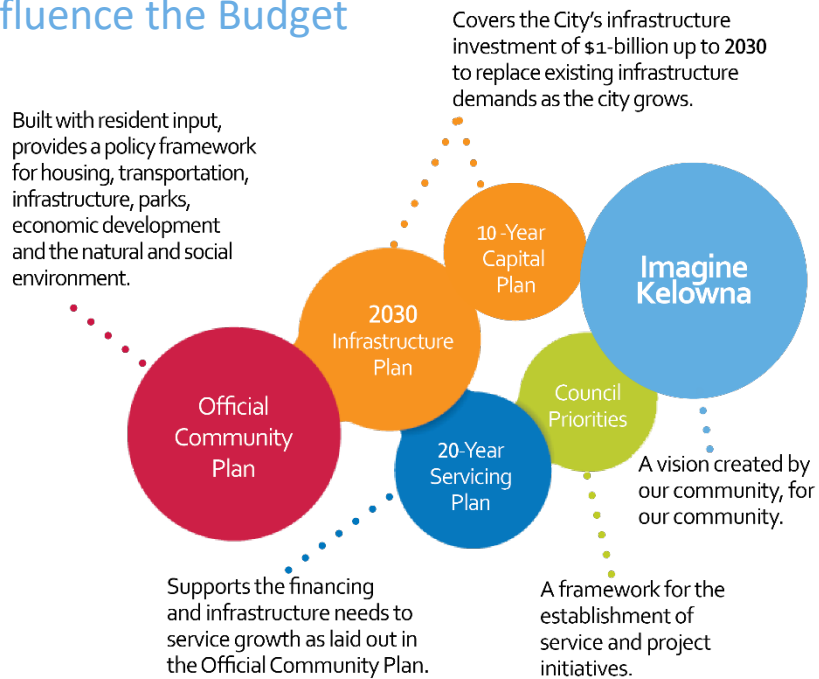
Plans & Strategies

How City Plans Work Together

How the City's plans work together



Plans that Influence the Budget



Measurement

Performance Measurement

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 serve our citizens. Performance measures tell the story of results, improving visibility, transparency, and accountability. They build trust as they help citizens understand the difference the City is making and provides them with a tool to track and understand costs per service level.

Learn and improve



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

Build trust and accountability



- Know what difference we're making
- Track and understand cost per service level



Performance measurement is also used by City staff as a tool for continuous improvement.

Internal performance measures assist staff to better understand City priorities enabling quicker, well-reasoned decisions that will improve the value the City provides to the community.

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.

To view the annual interactive progress report, visit <https://opendata.kelowna.ca/pages/progress-reports>

BUDGET HIGHLIGHTS

Budget at a glance

The City of Kelowna acts as a steward of public funds on behalf of our residents and makes the right choices to protect our city and community. We do this by having a clear set of priorities based on our community led *Imagine Kelowna* vision, solid master plans and a firm dedication to active financial management. This is supported through continuous and consistent progress reporting, showing how the City is implementing priority *Imagine Kelowna* actions. Public reporting not only invites useful feedback and input from the community, it shows Council's commitment to transparency, accountability and providing value to residents.

The City of Kelowna has traditionally used an organizational approach to presenting the annual budget whereby each division or department budget was presented to Council based on the organizational structure of the day. This sometimes-caused confusion when departments were moved between the different divisions or new divisions were set up as part of re-organizations. It also made it difficult to present the cost of services that are delivered across multiple divisions. Further, the connection between the service levels observed by citizens was not necessarily tied to the budget presentation in a meaningful way.

With citizens increasingly holding municipalities accountable for the cost of services provided, the 2024 Financial Plan will be presented under a Service Based Budgeting methodology, with services and associated service levels being determined through Council's priorities, and the City's strategic plan. Under this approach, budget is created and presented around the service being delivered to the community, rather than departments and divisions under which the organization is structured. Service Based Budgeting has many benefits for Council and the Community including:

- Enhanced accountability and transparency
- Better communication of where tax dollars are being spent and for what outcome.
- Greater clarity of services offered to the community & their associated costs.
- Council establishes the endorsed level of service & associated investment.

2024 priorities

An investment in Community Safety

Additional and enhanced resourcing for RCMP, Bylaw & Fire

Public safety continues to be a top priority for the City and residents. In 2023 Council approved the introduction of an annual one per cent public safety levy indexed to the greater of growth and inflation or one per cent of the previous years' taxation demand. The levy provides a dedicated and predictable ongoing funding source for one of our highest community priorities and will allow for improved financial planning and forecasting for the future. The allocation recommendation is informed by an RCMP resource deficit highlighted in the Griffiths' 2019 Report and their strategic plan; community service growth needs identified by Bylaw Services and the Fire Department 2030 Strategic Plan and 10-year Capital Plan. As this continues to be a priority investment area, the levy will be used in the 2024 budget to provide funding for:

- 12 RCMP Members (5 out of 12 members funded through the Public Safety Levy)
- 2 Senior Bylaw Officers
- 4 Fire Fighters

Additional investments include:

- Enhancements in Bike Valet and Theft Prevention
- Expanded coverage for Orchard Park Exchange Security
- Initiating the Neighbourhood Association Pilot Program

In addition to the essential services that contribute to everyday quality of life and maintain the City's growth, the 2024 City Budget focuses on Council Priorities.

Working alongside other pivotal City Strategies – such as the Official Community Plan, 10-Year Capital Plan, 20-Year Servicing Plan, and Imagine Kelowna – the 2023-2026 Council Priorities guide the City's business planning and investment decisions. They include Crime and Safety, Affordable Housing, Homelessness, Transportation, Agriculture, and Climate and the Environment. Some highlights in 2024 investments include:

- Addressing Homelessness head on by providing over \$650,000 in funding to renew the Journey Home Strategy.
- Community Development Investments at over \$700,000 for 2024
- Focusing on Kelowna moving through increased and enhanced Transit options with a \$725,000 capital investment.
- A \$4.7 million investment in enhancing, maintaining, and expanding Active Transportation to prioritize sustainable transportation and shared mobility as Kelowna continues to grow.

Strong Financial Management

Once budget carryovers are approved, and the Financial Plan is finalized in April, only approximately 25 per cent of the City's 2024 operating and capital costs will come from annual taxation. Revenue generated from sources such as self-funding business units, including Kelowna International Airport, the City's water utility and solid waste operations, as well as grants and user fees contribute significantly to service delivery and our citizens' quality of life. This, and the ability to utilize reserve funding to offset some of the impacts of inflation, and other economic pressures, including significant increases in service contracts, is helping to keep taxes as low as possible.

Development Cost Charge revenue (\$34.9M) will fund over 30 projects, including the following:

- Parkland acquisition
- Rail Trail to Greenway, ATC
- Manhattan Point Park
- Road Safety Improvements
- Stewart 3 DCC (Crawford – Swamp), Road

A focus on impacts of climate change

Kelowna has experienced the havoc that climate change can cause to a community, including an unprecedented Grouse Complex wildfire this summer. Climate projections show that as greenhouse gas (GHG) emissions continue to grow, events like fires, floods and extreme weather will become more common in the next three decades. To help combat these impacts the 2024 Financial Plan proposes Investing in proactive ways to tackle wildfire and flood mitigation, and providing financial incentives to residents and businesses that participate in renewable and efficiency programs.

- Wildfire and Flood mitigation Investments
- Proactive Wildfire and Flood mitigation Investments totalling to over \$8 million in capital and operating enhancements.
- Over \$1.5 million in Financial Incentives for residents and businesses to encourage participation in renewable and efficiency energy programs.



Budgeting for community priorities

Each budget request must indicate the Council or Corporate priority that it is best aligned with. Council priorities identify where residents and City Council want to see a difference in our community. Corporate priorities identify what is needed to be a high-performance organization and be able to deliver services and value to residents.

Listed below by Council and Corporate Priority, are some of the exciting programs and projects being requested in 2024.

Crime and Safety

Council Priority Actions:

1. Strategy to address property crime; including break and enters and theft
2. Provide local Business Improvement Areas support for urban center safety issues (e.g. 'Red Shirts' program)
3. Establish a safety task force with stakeholders
4. Partner with Provincial ministries responsible for mental health and problematic substance use on initiatives (i.e. Community Safety Plan) that improve local conditions

Operating requests:

Operating requests aimed at decreasing break & enters and theft include the continuation of the Bike Valet program and to develop a comprehensive approach to provide secure bike parking throughout the City, including downtown, urban centres, major events, and transit-exchanges. The Wastewater Treatment facility houses critical infrastructure and is an industrial operation, budget is requested to enhance security of the site for the safety of the public and workers as the site has experienced an increase in security incidents recently.

Public safety continues to be a top priority for the City and residents. The 2023 preliminary budget included the introduction of an annual one per cent public safety levy indexed to the greater of growth and inflation or one per cent of the previous years' taxation demand. This provides a dedicated and predictable ongoing funding source for one of our highest community priorities and allows for improved financial planning and forecasting for the future. Requests in 2024 to support public safety resources keeping pace with growth and to help residents feel safe include additional Bylaw, RCMP and police support positions, as well as the expansion of the security coverage at the Orchard Park transit exchange. A pilot program is also requested to grow the capacity of Kelowna's Neighbourhood Associations which are uniquely poised to bring neighbours together, host celebrations, organize projects, and ultimately, build community with the neighbours where they live.

Affordable Housing

Council Priority Actions:

1. Acquire city owned land to build affordable housing
2. Increase number of rental units with below market rents
3. Partner on the creation of a low-cost affordable housing pilot project

Operating requests:

An update to the Healthy Housing Strategy is legislatively required to be completed every five years. Budget is being requested in 2024 to craft a comprehensive five-year housing strategy that will create actionable activities to diversify housing forms and tenure for current and future residents.

Homelessness

Council Priority Actions:

1. Advocate for additional Complex Care Centre (e.g. Red Fish Healing Center)
2. Explore partnership opportunities for alternative forms of sheltering
3. Advocate for purpose-built permanent shelter with 'wrap-around' supports and graduated housing options
4. Develop an emergency winter shelter program

Operating requests:

Social Development Services has assumed the role of 'backbone entity' for the re-set of the Journey Home Strategy (JHS) with the expanded mandate to provide strategic leadership in the implementation of the Strategy, specifically, leading the coordination of and collaboration among community groups, agencies and other levels of government to collectively address homelessness.

Transportation

Council Priority Actions:

1. Explore alternative modes of transportation between UBCO/YLW and downtown.
2. Improve transit service including expanding the transit pass program.
3. Improve traffic flow and capacity on major road networks (e.g. Lakeshore Road)
4. Complete the functional design of the Hwy 33 multi-modal traffic corridor
5. Enhance traffic safety presence

Operating requests:

To enhance capacity and traffic flow on major road corridors, budget is requested for phase one of the update of the Travel Demand Model. This critical tool estimates network effects of transportation projects, and requires coordination with regional partners, the Province, and updated inputs from the Household Trip Diary. Phase I will establish a coordinated process, timeline and budget for updating the Travel Demand Model and the Household Trip Diary. To reduce congestion during rush hour and improve traffic flow, budget is requested to continue the 2023 Employer Commute Trip Reduction program. Next steps in 2024 are to develop the recommended materials and launch the three-year pilot, which would include KPIs and performance monitoring to ensure the program is delivering on the desired benefits and providing value for money.

The 2040 Transportation Master Plan and City's Community for All Action Plan recommended City staff work directly with the community to identify needed transportation accessibility improvements to improve traffic safety. Budget is requested to create accessibility design guidelines with priority areas for retrofits to be identified to ensure sidewalks, crossings and intersections meet the needs of people with disabilities (e.g. people in wheelchairs, mobility scooters or with limited vision and hearing). This work will align with the new Accessibility Advisory Committee established in accordance with the Accessible British Columbia Act.

Capital requests:

To enhance capacity and traffic flow on major road corridors, several capital projects are planned for 2024 including:

- Traffic Signals and Roundabouts at Rio Drive and Clifton Road
- Stewart Road alignment, intersection, and cross-section improvements
- Rutland Network Restructure - to upgrade transit stops/infrastructure at several locations

To increase trips by alternative transportation modes, 2024 planned projects include:

- Rail Trail to Greenway active transportation corridor (ATC) construction
- Park & Ride, Mobility Hub, Operations Facility at the Rutland transit exchange
- Detailed design for the Bertram 1 ATC, north-south through downtown from the Cawston to the Sutherland ATC

Other capital programs like the Pedestrian Network and the Road Safety Improvements, will continue to increase traffic safety.

Agriculture

Council Priority Actions:

1. Facilitate the creation of a permanent home for the farmer's market
2. Review the Agriculture Plan with respect to secondary uses
3. Expand Enforcement/Bylaw Officers

Capital requests:

Increased support for the agriculture industry is recommended through the Irrigation Mainline Renewal that will help increase and improve non-potable water supply and fire protection in southeast Kelowna, and the upgrade of two Pressure Reducing Valves (PRV) for the Non-Potable Water with better mechanical components, safety conditions and operability.

Climate and Environment

Council Priority Actions:

1. Include 'Climate Lens' in decision making to assess mitigation and adaptation
2. Increase urban tree canopy (e.g. tree-lined medians)
3. Pilot energy concierge program to enable retrofits in buildings

Operating requests:

In effort to protect and restore natural areas, budget is requested to support the implementation of the Sustainable Urban Forestry Strategy and to increase the urban tree canopy. This initiative includes three major components, analysis of tree canopy coverage to give a baseline inventory of city-wide tree canopy coverage, including species diversity; developing a street tree planting design as well as identifying planting locations in low equity and other priority areas; and expanding bareroot nursery to permit additional annual tree planting. Budget is also requested to implement substantial tree planting at the Kelowna Memorial Park Cemetery, to follow the Tree Planting Masterplan in areas lacking tree canopy coverage. Various projects and bylaw changes will be delivered in 2024 to contribute to Council Priority areas of Agriculture and Tree Protection.

Budget for Electric Mobility Incentives are being requested to help to reduce corporate and community greenhouse gas (GHG) emissions. This project includes the creation of EV Ready Plans for multi-unit residential buildings, and incentives to help qualified households to purchase e-bikes.

Capital requests:

Enhance climate emergency planning is part of the continued Mill Creek Flood Protection project that is partially funded by the \$22 million Disaster Mitigation and Adaptation Fund (DMAF) federal grant. Work in 2024 include completion of outlet works for the diversion to Mission Creek, purchase of debris removal machinery, creek improvements at Parkinson Recreation Park, older crossing removals, and continued airport and industrial corridor investigations.

Reducing corporate and community GHG emissions is a priority in the City of Kelowna. Budget is requested for Carbon Neutral Initiatives at the Airport, which are aligned with the Airport's goal of being carbon neutral by 2030, including phase 2 of the Airport's conversion from HID to LED lighting in the terminal building. Budget is also requested to continue expanding the Electric Vehicle Infrastructure and Strategic Initiatives. This could include an increase in the quantity of level 1 & 2 chargers in existing facilities or the addition of new locations as identified in the electric vehicle infrastructure gap analysis. To reduce energy use in City owned facilities, budget is requested for Facility Energy Modernization Renewal including various energy loss retrofits and ability to leverage rebate and grant opportunities. This work will keep buildings operational while lowering operating costs over the life of the facilities.

Our People

Corporate Priority: Leadership everywhere

Leadership and management are two different things. Leadership is about seeing opportunities to make things better, influencing how we approach work and deliver our services, and supporting our colleagues along the way. Leaders motivate others to achieve something new or make something better. Our people take charge of their learning and growth, and are well-supported by their managers and the organization.

Operating requests:

To support people taking charge of their learning and growth, additional funding is being requested for the Employee Development Scholarship program. This program is designed to encourage and provide partial funding to staff closing education gaps required for career path and succession planning positions.

The City completed a Diversity, Equity and Inclusion (DEI) Strategic plan in 2022 that included 28 projects suggested to be implemented over 5 years. This DEI Strategic Plan will help to ensure the City is able to attract and retain a diverse workforce that is representative of the citizens we serve.

Digital Transformation

Corporate Priority: Making it easier to do business with the City, and within the City

It should be convenient and easy for residents to do business with the city online. Internal business processes and systems should be efficient, and we strive to automate services where we can so staff can work on higher value activities. In-person service will remain an important part of our customer service experience.

Operating requests:

The recently implemented corporate Asset Management Program, which provides data to inform decision making for 28 business areas and 700 users to manage the City's infrastructure assets worth \$5B, is requesting additional resources to further increase use. Coordinators will assist business areas with creating dashboards and system enhancements that will improve operational efficiency and enable budgeting based on service and data driven decisions. To further support the use of data to inform decision making, additional budget is requested to further expand the waste sensor program to be used throughout beach and community parks. In an effort to better understand waste accumulation in parks, staff trialed real-time waste sensors during the summer of 2022, and expanded in 2023 where the results illustrated a rise in waste from year to year.

Digital tools like the Artificial Intelligence (AI) Program make it easier to do business with and at the City. AI will boost the City's efficiency with faster and smarter data analysis and decision-making. This program fosters agility, accelerates digital transformation, and ensures the city remains at the forefront of technological advancements, driving positive outcomes for stakeholders. Also, the replacement of Legacy Applications will improve cyber security and increase performance, integration, and user experience. Cyber Security and Disaster Recovery are crucial to ensure the digital tools can be used. These securities shield against data breaches, and malicious attacks, ensuring the integrity, confidentiality, and availability of digital assets. Budget is requested to adopt a service model for backup and disaster recovery that will provide expert guidance, access to cutting-edge technologies, and round-the-clock support from experienced professionals.

Capital requests:

Budget is requested for Major Systems Projects including data analytics solutions and dashboards to assist with better decision-making. This request will also fund the continued effort to automate and digitize processes with the goal of providing a better staff and citizen experience. Digital tools make it easier to do business with the City, therefore budget is requested for Communications Networks Upgrades to deploy and upgrade cyber security infrastructure, the City's phone system, call center platforms, and new equipment to manage IoT (Internet of Things) networks.

Active Financial Management

Corporate Priority: Minimize reliance on taxes

Residents expect good value from their tax dollars. All staff have a responsibility to be efficient in delivering services and reducing lower value activities where possible. We also strive grow our non-tax revenue in specific areas through mechanisms like the 'user-pay principle', grants, partnerships, or business unit investment.

Operating requests:

The Box Office successfully piloted the ticketing of several events in 2023 and is optimistic a broader and more established program will further increase non-tax revenues. Budget is requested in 2024 to expand this service to the community by providing ticketing services for entertainment venues outside of the Kelowna Community Theatre (KCT), allowing the City to fill service gaps in the current ticket seller environment.

Capital requests:

Budget is requested for the continuation of the Fibre Optic Service Lines capital program that installs fibre optic lines for new customers each year. New customers pay all costs associated with the installation and then pay the City a monthly rate to use the lines increasing non-tax revenue.

Other

Corporate Priority: Deliver core services to residents

Many requests for budget are directly aligned with Corporate and Council priorities but some are requested to continue to maintain service levels in core programs, services, and infrastructure.

Operating requests:

To maintain current programs and service levels, various operating requests have been submitted, including:

- Increased budget to support anticipated changes in Transit Base Operating Costs for management/labour, fuel, maintenance and lease fees and expansion
- The spring sweep program will increase to an annual estimated eight-week delivery
- Contract increases for the Guarding of Prisoner Contract, and Security
- Three Parks term positions are requested to be converted into fulltime labourer II positions to support the irrigation replacement program adding an extra four to six weeks of construction resourcing and reducing construction costs
- Additional budget is being requested for increased cost of operations and maintenance:
 - Building Routine Maintenance Materials & Supplies Increase
 - Public Art Maintenance
 - Wastewater Treatment Facility Operations and Maintenance
 - Water Supply Operations and Maintenance Renewal
 - Water Distribution Operations and Maintenance Renewal
 - Stormwater Facility and Dam Operations and Maintenance
 - Parks Maintenance Cost Increase - New Waterfront Parks

Capital requests:

Capital projects that have been requested include:

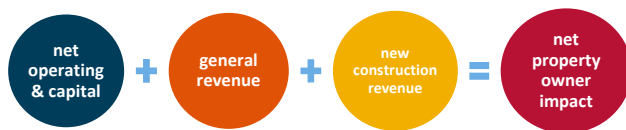
- The Building Stronger Kelowna projects kick off in 2024 including:
 - Parkinson Rec Centre Redevelopment
 - Parkinson Rec Park Field Realignment
 - Rutland Recreation Field Realignment
 - Transportation Upgrades
 - Community Activity Centres
- Airport Air Terminal Building Capital Replacement and Improvements will improve operations at the Airport
- Critical & Core Building Infrastructure Renewal (Level 3) to renew various end of life building system as identified through condition assessments, energy studies, and accommodation studies

- Annual renewal of:
 - Wastewater Mains and Facilities
 - Roads
 - Park Infrastructure
 - Front Office Equipment
 - Lift Stations
 - Irrigation
 - Transportation Systems
 - Water Network and Facilities
 - Vehicles and Equipment
- Installation of impermeable Landfill Liner and associated leachate management infrastructure, as well as a new Lift Station force main in area 3 at the Landfill
- Replacement of the Wastewater Treatment Facility's Fermenter and Centrifuge
- The start of North Glenmore Fire Hall (Stn #5) Construction
- Construction of Burne Park in coordination with Mill Creek Linear Park design and flood mitigation works

Property taxation and major contracts

Property taxation

The annual property taxation demand is the difference between net operating and capital expenditure requirements and the revenues generated by the City. It is the amount of money the City needs to collect from property owners for the operations, maintenance and capital improvements planned for the fiscal year. The net property owner impact is the annual property taxation demand less 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 2024, the new construction revenue is estimated to be \$4.98 million. The finalized new construction assessment value will be available from BCA in the

second quarter of 2024 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 2024.

For 2024, the overall taxation demand has increased from \$176.6 million to \$190.0 million, 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 4.76 per cent.

Salaries, wages and fringe benefits

A significant portion of the annual operating budget is for staffing. The City of Kelowna has four collective agreements for municipal staff:

- CUPE Local 338 – collective agreement ratified in 2023 for the term 2024 to 2025
- IAFF Local 953 – collective agreement was renewed in 2022 for 2020 to 2024
- CUPE Local 338 - Airport – collective agreement was ratified in 2022 for the term 2020 to 2026
- IBEW Local 213 – collective agreement ratified in 2021 for the term 2020 to 2024

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

RCMP contract

The current RCMP collective agreement expired on March 31, 2023. The 2024 General Fund Police contract staffing is at 240 members with a budgeted vacancy factor for 15 members. The average cost per member is estimated at \$214.2k for 2024.

▶▶ **STRONG
FINANCIAL
MANAGEMENT**

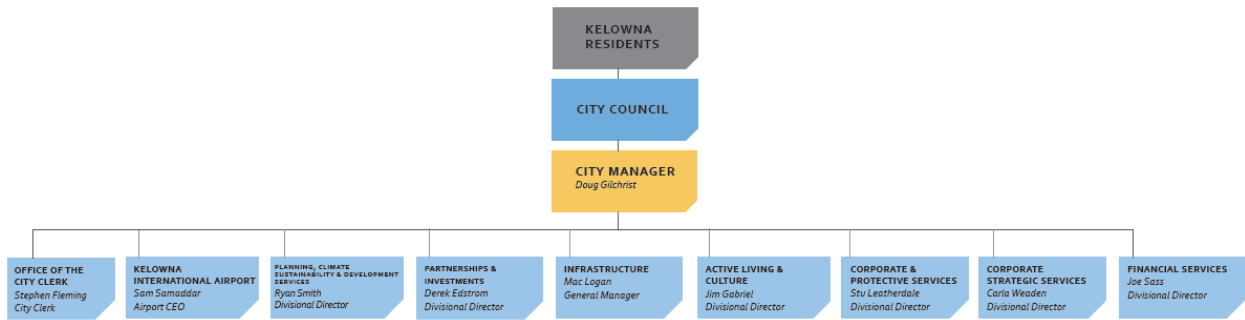


STRONG FINANCIAL MANAGEMENT

THE CITY & ITS DIVISIONS

The City of Kelowna is governed by an elected Mayor and eight Councillors for a four-year term (2022 – 2026). 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.



BUDGET PROCESS

City plans that influence the budget include:

- [Council Priorities](#)
- [Official Community Plan](#)
- [10-Year Capital Plan](#)
- [2030 Infrastructure Plan](#)
- [20-Year Servicing Plan](#)
- [Imagine Kelowna - Community Vision](#)
- [Community Trends report](#)

Input from City staff, City Council, outside 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 and 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 and Corporate Priorities. These activities can be found in the first few pages of each service area's operating section and are tied back to a specific priority. Through the use of service 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 within Service Areas. Base budgets are subject to annual review and scrutiny to identify need in relation to approved service level requirements.

A year-round process

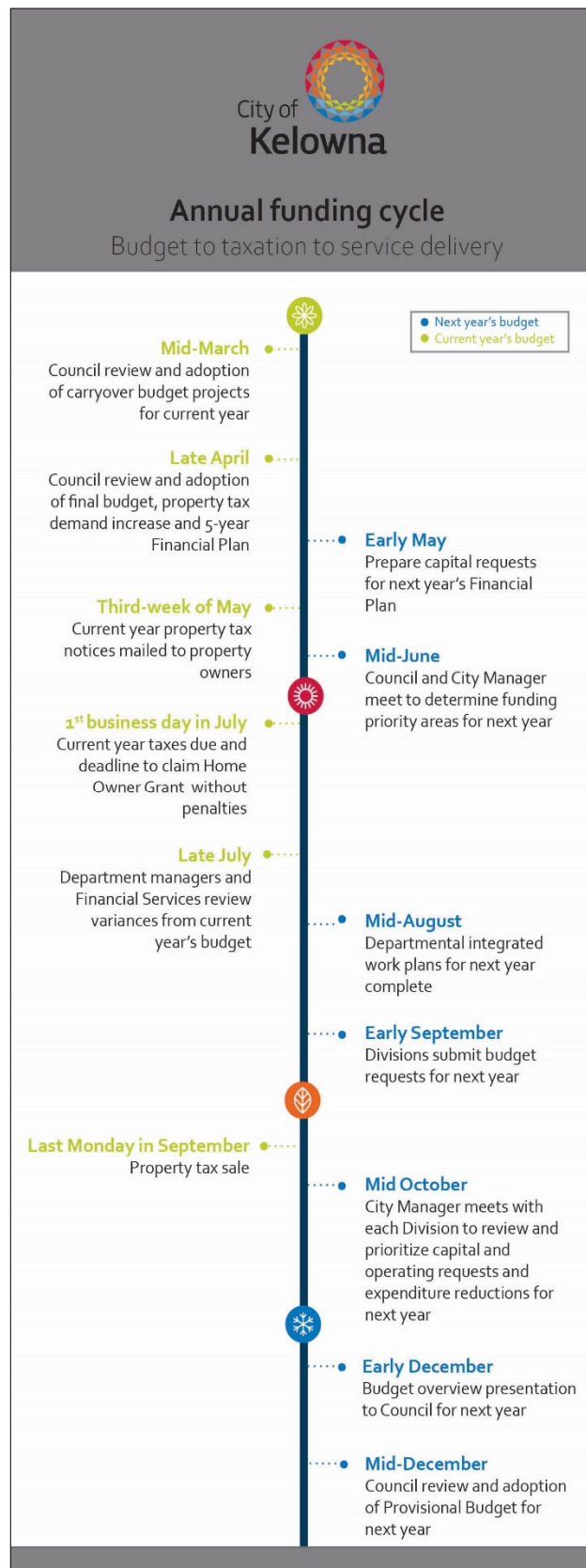
The City’s budget cycle is a near year-round process with the fiscal year beginning January 1 and ending December 31, guided by the requirements of the Community Charter as described in [Section 165](#) and [Section 166](#). The City Manager and Council meet in June each year to determine priority areas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

In October, each budget request is reviewed and prioritized carefully and critically with an eye to human resources, financial impacts, and digital transformation opportunities. After this review, the City Manager and Finance team meet with each service area to discuss prioritization. The service-based 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 2025 for changes to the Financial Plan for all 2024 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 approvals 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 \$200k must be approved by Council prior to entry.

2024 budget calendar

Description	Required Date
2023	
Prepare capital requests for 2024 Financial Plan	June 2
Establish City priorities for the 2024 budget year, based on discussion with Council & City Manager	June 21
City Manager meets with each service area to review prioritization of all capital and operating requests	Oct. 10-12
Council receives overview presentation of the 2024 Preliminary Budget	Dec. 4
Council reviews and adopts the 2024 Preliminary Budget – Volume 1	Dec. 7
2024	
Council reviews and adopts Carryover Budget – Volume 2	March 18
Council reviews and adopts Final Budget – Volume 3 and the Five-Year Financial Plan 2024-2028	April 22

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 requests as P1; however, they have been omitted from the budget totals in order to present an acceptable level of general taxation demand/utility user rate.

P1 requests are included in the service area totals but the P2 requests are not. The priority of each operating request is included in the top right-hand corner of the page. Operating 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.



BASIS OF ACCOUNTING/BUDGETING

Basis of accounting

Definition

The basis of accounting refers to the methodology under which revenues and expenditures are recorded and reported in the financial statements. Specifically, as it relates to the timing of measuring and recording of transactions, 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, or a liability was 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.



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 from 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, 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.

Heritage Building Tax Incentive Program | The City of Kelowna is committed to the ongoing restoration, rehabilitation and maintenance of buildings on its "Heritage Register." It is acknowledged that the restoration, rehabilitation and structural maintenance of heritage buildings and particularly agricultural, commercial, industrial and institutional buildings can be costly and cost prohibitive for some property owners. The Heritage Building Tax Incentive policy has been created in order to encourage the restoration and rehabilitation of agricultural, commercial, industrial and institutional buildings listed on the City's Heritage Register

Tangible Capital Asset | 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. The Tangible Capital Asset Policy promotes sound corporate management of capital assets and complies with the Public Sector Accounting Board (PSAB). 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.

Tax Exemption | The Community Charter states that a council may exempt land or improvements, or both, from taxation. The City of Kelowna recognizes the significant value of volunteers, volunteer groups and agencies to the spiritual, educational, social, cultural, and physical well-being of the community. A permissive tax exemption is a means for Council to support organizations within the community that further Council's objective to enhance the quality of life while delivering services economically to the citizens of Kelowna. The Permissive Tax Exemption Policy is intended to provide clarity, consistency and certainty to the municipality, the public and prospective applicants.

Tax Distribution | The Community Charter states that the financial plan must set out the objectives and policies of the municipality in relation to the distribution of property value taxes among the property classes that may be subject to the taxes. The Tax Distribution Policy establishes the methodology for the distribution of taxation demand among property classes to reflect the assessment changes in property market values.

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.



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



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



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

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

	General Fund	Water Fund	Wastewater Fund	Airport Fund
Airport				✓
Arts & Culture	✓			
Community Development	✓			
Community Safety & Bylaw	✓			
Development Planning	✓			
Development Services	✓			
Fire Safety	✓			
Governance & Leadership	✓			
Parking	✓			
Parks	✓			
Partnerships Office	✓			
Police Services & RCMP	✓			
Solid Waste & Landfill	✓			
Sport & Recreation	✓			
Stormwater & Flood Protection	✓			
Transit	✓			
Transportation	✓			
Wastewater Utility			✓	
Water Utility		✓		
Enabling 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.



Density Bonusing for Public Amenities and Streetscape Reserve Fund | This fund was established to hold payments associated with the density bonus provisions of Zoning Bylaw 12375. These funds will be utilized for urbanization and streetscape amenities, including sidewalks, curb and gutter, drainage, landscaping, street furniture, bus pullouts, improved on-street parking design and other boulevard streetscape components.



Septic Removal Specified Area Reserve Fund | This fund is to hold and manage the funds collected for the design and construction of sanitary sewer connection area projects, which are identified in Sewer Connection Area Prioritization Bylaw No. 12343.



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, Financial Reserves, was adopted in July 2021. This 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 as at Dec. 31, 2022 and projected balances to the end of 2024. The 2024 projected balances assume all 2023 budgeted projects will be completed and funded in that year, however, some of the larger projects may take several years to complete and the actual reserve balance at the end of 2023 and 2024 may be higher than indicated.

(\$ thousands)	Actual Balance 2022	Projected Balance 2023	Projected Balance 2024
<u>General Fund</u>			
Fund Equity	5,029	5,029	5,029
Legacy Reserve	110,543	108,893	107,243
Reserves for Future Expenditures	138,991	120,399	108,107
Statutory Reserve Fund	116,150	76,634	66,411
	370,713	310,955	286,790
<u>Wastewater Fund</u>			
Fund Equity	49,169	50,244	48,133
Reserves for Future Expenditures	18,692	8,758	8,758
Statutory Reserve Fund	15,672	13,010	12,539
	83,533	72,012	69,430
<u>Water Fund</u>			
Fund Equity	12,351	12,933	12,730
Reserves for Future Expenditures	27,403	21,383	24,601
Statutory Reserve Fund	168	168	168
	39,922	34,484	37,499
<u>Airport Fund</u>			
Fund Equity	2,407	2,407	2,407
Reserves for Future Expenditures	45,582	37,747	52,067
	47,989	40,154	54,474
Total Reserves & Fund equity	542,158	457,606	448,193
Development Cost Charges	148,141	188,028	188,583

*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, 2024. Major projects being funded by DCC reserves in the 2024 Preliminary Budget include DCC Parkland Acquisition, connecting the Rail Trail to the Greenway, and various road developments and improvements.

Fund equity, also referred to as accumulated surplus, is made up of annual surplus funds. For 2024 Preliminary Budget, \$2.5M is requested for the Water St Lift Station from the Wastewater accumulated surplus; \$100k for the Installation of a Bulk Fill Station, \$100k for electrical upgrades to the Poplar Point Station, \$200k for the conversion to chlorine at the Eldorado Pump Station, and \$500k for a UV Treatment system Control Upgrades, are requested to be funded from the Water accumulated surplus.

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 2024 Preliminary Budget consist of Mill creek flood protection, funded for a total of \$3.0M between the Infrastructure Levy reserve and the Future Capital project reserves; Vehicle replacements, with emphasis on electric or zero emission replacements where possible, funded for \$4.1M from the Vehicle and Equipment replacement reserve; Construction of a new impervious membrane liner and leachate management infrastructure in the Landfill, consistent with the approved Design, Operations and Closure Plan, funded for \$8.6M from the Sanitary Landfill reserve.

General Reserves, or reserves for future expenditures, have more flexibility of use. The 2024 Preliminary Budget is requesting to use these reserves to fund various 2024 budget requests such as Cyber Security and Disaster Recovery, funded \$350k from the Major Systems Software reserve; and the implementation of a Home Energy Retrofit Concierge program, funded \$200k from the Council Strategic Fund reserve.



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 2022	Projected balance 2023	Contribution to reserve	Budget expend	Projected balance 2024
General Fund Equity	5,029	5,029	0	0	5,029
General Reserves					
Planning Initiatives - Corporate	17,080	39,015	1,146	(3,684)	36,478
Major Facilities	21,167	16,589	1,032	(3,863)	13,758
Misc. Recreation Facilities	4,326	3,873	272	(50)	4,095
Park Development/Other Land	4,690	4,082	1,721	(2,380)	3,423
Upgrades/Mntc. Existing Assets	13,223	7,864	919	(3,483)	5,300
Operating Exp. Equalization	32,047	21,611	69	(2,715)	18,965
Operating Rev. Equalization	7,593	6,151	143	(214)	6,080
Transportation & Drainage Capital	12,258	7,233	307	(1,629)	5,911
Multipurpose Facility Investment*	7,283	7,399	116	0	7,515
Unspent Budget Reserve	19,324	6,583	0	0	6,583
General Reserves subtotal	138,991	120,399	5,724	(18,016)	108,107
Statutory	131,990	89,811	32,348	(43,042)	79,118
Legacy Reserves	110,543	108,893	0	(1,650)	107,243
Wastewater Reserve/Fund Equity	67,861	59,003	377	(2,488)	56,891
Water Reserve/Fund Equity	39,754	34,316	4,050	(1,035)	37,331
Airport Reserve/Fund Equity	47,989	40,154	106,771	(92,451)	54,474
Total Reserves & Fund equity	542,158	457,606	149,270	(158,682)	448,193
Development Cost Charges	148,141	188,028	36,300	(35,745)	188,583

*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, 2024.

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 **\$4.9M in 2024**. The current net general debt (including internal financing) as a percentage of taxation demand is 2.6 per cent in 2024, as compared to 2.7 per cent of taxation demand in 2023.

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. 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:

	2022 Balance	2023 Balance	2024 Est. Bal.
General Capital Fund	56,770	52,270	47,909
Water Utility Capital Fund	4,725	4,617	4,030
Wastewater Utility Capital Fund	5,459	4,307	3,115
Airport Fund	11,904	9,675	7,373
Total debenture debt	\$78,858	\$70,868	\$62,427

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 \$7.4M based on \$50 per capita and a 2024 population estimate of 148,340. 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 with the YMCA of Southern Interior BC for the Kelowna Family Y Centre. The remainder of the debt under guarantee is \$425k as of January 2024.

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. Use of statutory reserves is more restricted and is not designed for lending from one reserve fund to another. There are currently two capital projects that are being internally financed. The estimated balances at the end of 2024 are:

- South Perimeter Road - \$3.6M
- West Campus Lands - \$1.8M

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

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

Further detailed debt repayment information for 2024 and future years is illustrated on the following pages.



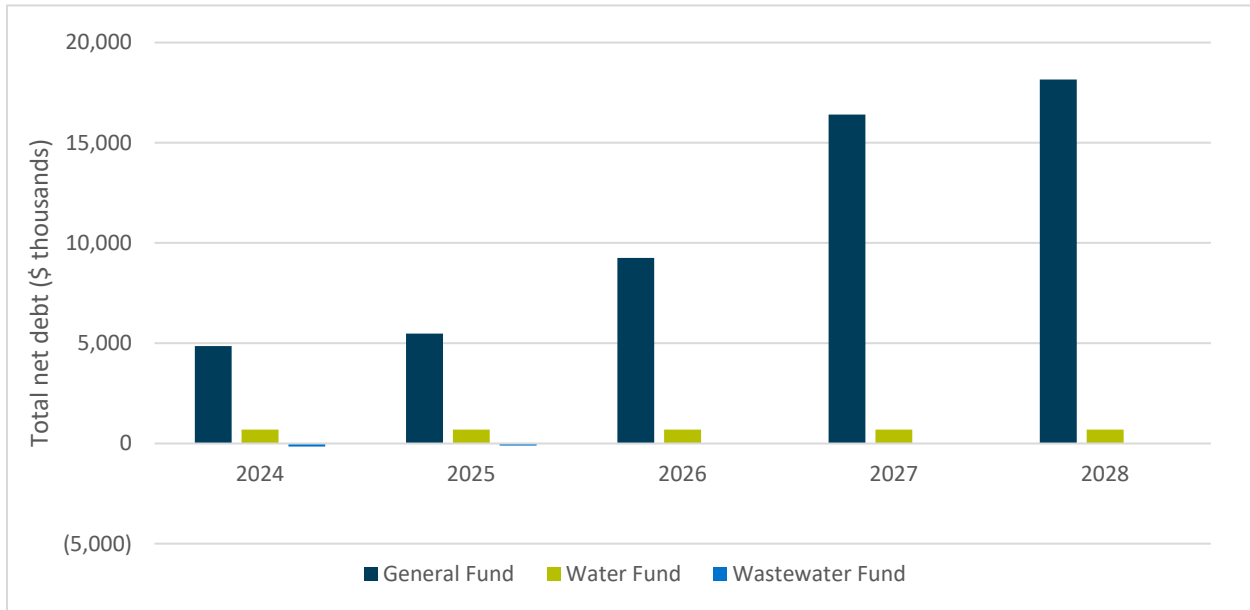
10 Year Debt Repayment Schedule (\$ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Remaining
General Fund											
Debenture											
Principal	3,142	3,330	5,924	8,069	8,115	8,630	9,176	9,286	9,388	9,388	147,985
Interest	2,742	3,181	9,191	14,201	15,830	16,581	17,366	17,524	17,670	17,670	334,549
Total Expenditures	5,884	6,511	15,114	22,270	23,945	25,211	26,542	26,810	27,058	27,058	482,534
Recoveries	(1,032)	(1,032)	(5,860)	(5,860)	(5,793)	(5,793)	(5,793)	(5,793)	(5,793)	(5,793)	(116,364)
TOTAL NET DEBT (General)	4,852	5,478	9,254	16,409	18,152	19,418	20,749	21,017	21,265	21,265	366,170
Water Fund											
Debenture											
Principal	358	357	357	357	357	93	93	93	19	19	164
Interest	385	384	384	384	384	46	46	46	16	16	134
Total Expenditures	743	741	741	741	741	138	138	138	35	35	298
Recoveries	(59)	(58)	(58)	(58)	(58)	(35)	(35)	(35)	(35)	(35)	(298)
Net Debenture Debt	683	683	683	683	683	103	103	103	0	0	0
Wastewater Fund											
Debenture											
Principal	706	599	295	91	588	938	2,674	2,674	2,674	2,674	41,354
Interest	320	241	173	117	830	1,349	3,845	3,845	3,845	3,845	59,451
Total Expenditures	1,026	840	468	209	1,418	2,287	6,519	6,519	6,519	6,519	100,805
Recoveries	(1,188)	(953)	(475)	(215)	(1,424)	(2,287)	(6,519)	(6,519)	(6,519)	(6,519)	(100,805)
Net Debenture Debt	(162)	(113)	(6)	(6)	(6)	0	0	0	0	0	0
Airport Fund											
Debenture											
Principal	1,897	2,666	5,359	4,799	4,101	4,101	4,101	4,101	4,443	4,443	10,167
Interest	584	1,006	2,584	2,363	2,251	2,251	2,251	2,251	2,439	2,439	5,581
Total Expenditures	2,481	3,672	7,943	7,162	6,352	6,352	6,352	6,352	6,882	6,882	15,748
Recoveries (AIF Revenue)	(2,481)	(3,672)	(7,943)	(7,162)	(6,352)	(6,352)	(6,352)	(6,352)	(6,882)	(6,882)	(15,748)
Net Debenture Debt	0	0	0	0	0	0	0	0	0	0	0
Total net debt payment	5,373	6,048	9,930	17,086	18,829	19,521	20,852	21,120	21,265	21,265	366,170

Note: Totals may not add due to rounding

Five-year net debt repayment (\$ thousands)

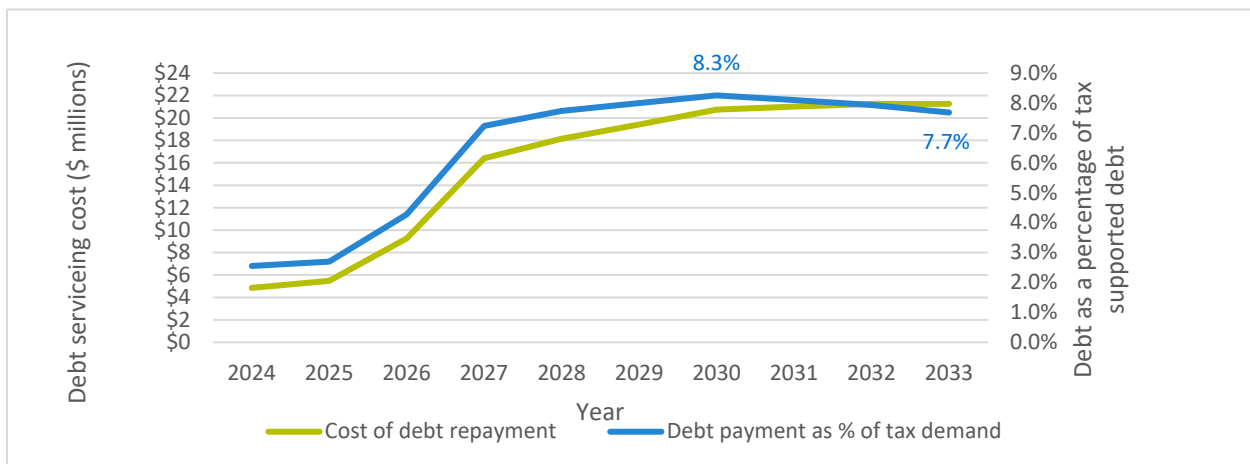
Over the next five years, the City of Kelowna's net debt in the general fund is expected to increase, primarily due to the "Building Stronger Kelowna" initiative. This plan encompasses the redevelopment of the Parkinson Recreation Centre, the establishment of new activity centres in Glenmore and Mission, and the optimization of Rutland sports fields. These projects, as part of the city's broader effort to enhance community recreational and wellness facilities, are detailed in City of Kelowna's 10-Year Capital Plan.



Taxation funded debt (\$ Millions)

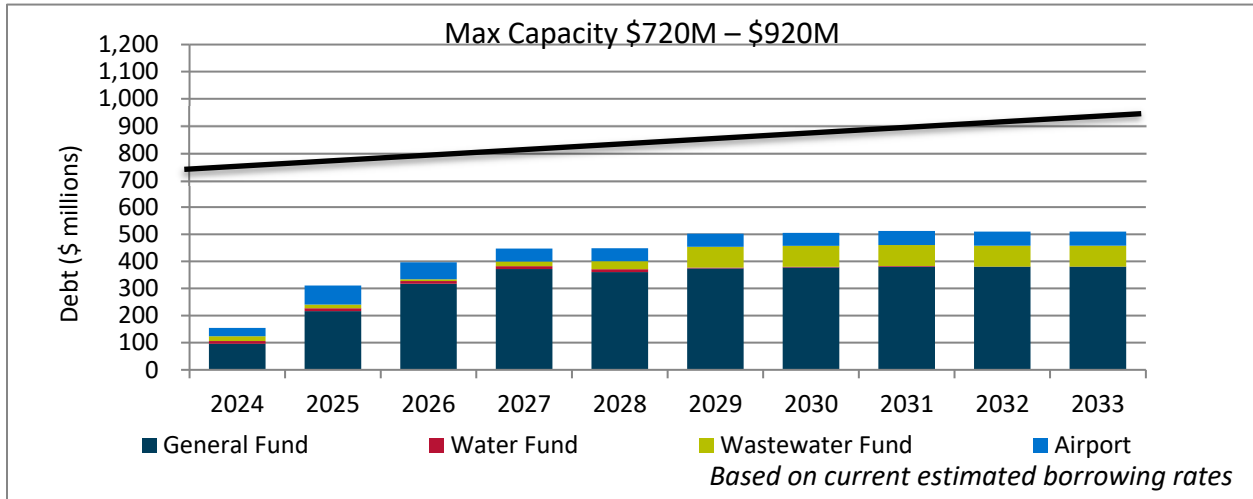
Council policy has set internal debt limits based on debt servicing costs at 15 per cent of City own source revenues, and 8 per cent of annual tax levy revenues for tax supported debt. Net debt repayment for 2024 will be 2.6 per cent and is anticipated to reach a maximum of 8.3 per cent over the next seven years; decreasing to 7.7 per cent by 2033.

The following chart illustrates the annual debt repayment and the percent 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 2022 revenues, the current liability servicing limit is \$92.1M of which \$35.2M of this capacity has been used, leaving an available capacity of \$56.9M. While \$35.2M represents approved debt capacity, the total debt servicing cost payable (principal and interest) is \$12.3M. The balance of \$22.9M 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 \$56.9M for 2024 is approximately \$561M. 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 2023		Preliminary 2024	
Debentures				
Parkade Extension & Memorial Parkade MFA 133	943		943	
Local Improvements - MFA 130	22		22	
Okanagan Gymnastics - MFA 102	61		61	
Mission Aquatic Centre - MFA 102&104	2,230		2,258	
Police Facilities	2,600	<u>5,856</u>	2,600	<u>5,884</u>
Debenture recoveries				
Local Improvement Levies	(22)		(22)	
Okanagan Gymnastics	(59)		(68)	
Parking Reserve	(943)	<u>(1,024)</u>	(943)	<u>(1,032)</u>
Net debenture debt		<u>4,833</u>		<u>4,852</u>
Net debt - General		<u>4,833</u>		<u>4,852</u>
Change			19	0.4%
Internal borrowing				
South perimeter road			3,643	
West Campus Lands	935	<u>935</u>	935	<u>4,578</u>
Internal borrowing - recovery				
DCC Contributions			(3,643)	
Reserves	(935)	<u>(935)</u>	(935)	<u>(4,578)</u>
Net internal borrowing		<u>0</u>		<u>0</u>
Total including internal financing		<u>4,833</u>		<u>4,852</u>

Note: Totals may not add due to rounding.



Debt charges analysis – Water Fund (\$ thousands)

	Revised 2023	Provisional 2024
Debentures		
Specified Area 16 - Byrns Rd - MFA 80	2	0
Specified Area 18 - Lakeshore Rd - MFA 85	1	1
Specified Area 26 - Fisher Rd - MFA 104	19	23
Cedar Creek Pump Station - MFA 104	474	580
Poplar Point Pump Station - MFA 117	103	103
Local Service Area - Aspen Rd - MFA 146	3	3
Local Service Area - SOMID - MFA 157	32	32
	<u>635</u>	<u>743</u>
Debenture recoveries		
Specified Areas	(25)	(27)
Local Service Areas	(32)	(32)
	(58)	(59)
Net debenture debt	577	683
Net debt - Water	<u>577</u>	<u>683</u>
Change		106 18.4%
Internal borrowing		
Southeast Kelowna LAS	<u>764</u>	<u>764</u>
Internal borrowing - recovery		
Southeast Kelowna LAS	<u>(764)</u>	<u>(764)</u>
Net internal borrowing	0	0
Total including internal financing	<u>577</u>	<u>683</u>

Note: Totals may not add due to rounding.



Debt charges analysis – Wastewater Fund (\$ thousands)

	Revised 2023	Provisional 2024
Debentures		
Specified Area 20 - North Rutland - MFA 95	340	340
Specified Area 21A - McKenzie Bench - MFA 85	71	71
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	155
Specified Area 28A - Okaview - MFA 95	32	32
Specified Area 29 - Champion Cambro - MFA 85	46	46
Specified Area 30 - Ackland - MFA 85	19	19
Specified Area 34 - Country Rhodes - MFA 104	27	33
Specified Area 36 - Clifton - MFA 104	17	20
Brandt's Creek Tradewaste Treatment - MFA 117	260	260
	988	1,026
Debenture recoveries		
Specified Areas	(988)	(1,026)
Okanagan Basin Water Board	(162)	(162)
	(1,150)	(1,188)
Net debenture debt	(162)	(162)
Net debt - Wastewater	(162)	(162)
Change		0 0.0%
Internal borrowing		
Local Area Service - Rutland	252	252
Internal borrowing - recovery		
Local Area Service - Rutland	(252)	(252)
Net internal borrowing	0	0
Total including internal financing	(162)	(162)

Note: Totals may not add due to rounding



Debt charges analysis – Airport Fund (\$ thousands)

	Revised 2023	Provisional 2024
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	0	0
Short term borrowing		
	0	0
Net short term debt	0	0
Net debt - Airport	<u>0</u>	<u>0</u>
Change		0.0%
Internal borrowing		
*Municipal Services Administration Fee	342	0
*Enterprise Rental Car Kiosk	8	8
Net internal borrowing	350	8
Total including internal financing	<u>350</u>	<u>8</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 2024 operating budgeted FTEs for the City of Kelowna by Service area, 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 2022 budget, 2022 actuals, 2023 revised budget and the proposed 2024 preliminary budget. It further details these positions by separating them into the payroll groups of mayor and council, management, union hourly and union salary.

Full-time Equivalent (FTE) Summary

	Budget 2022	Actual 2022	Revised 2023	Preliminary 2024
<u>Airport</u>				
Management	17.0	16.2	21.0	24.5
Union Hourly	2.5	11.3	2.0	2.0
Union Salary	29.5	27.9	31.0	31.5
	49.0	55.4	54.0	58.0
<u>Arts & Culture</u>				
Management	3.0	2.8	3.0	3.0
Union Hourly	7.6	7.8	9.0	10.5
Union Salary	0.0	0.5	1.0	1.0
	10.6	11.1	13.0	14.5
<u>Community Development</u>				
Management	5.0	4.8	5.5	8.0
Union Hourly	1.3	1.5	2.7	4.7
Union Salary	6.0	7.2	6.0	7.0
	12.3	13.5	14.2	19.7
<u>Community Safety & Bylaw</u>				
Management	4.0	5.7	4.0	4.5
Union Hourly	23.5	27.7	25.3	29.1
Union Salary	7.0	8.8	7.2	7.7
	34.5	42.2	36.5	41.3
<u>Development Planning</u>				
Management	3.0	2.4	3.0	3.0
Union Hourly	2.2	5.4	1.2	1.2
Union Salary	16.8	15.8	17.0	17.0
	22.0	23.6	21.2	21.2
<u>Development Services</u>				
Management	5.0	4.8	5.0	5.5
Union Hourly	0.0	3.5	0.0	0.0
Union Salary	44.5	39.6	44.5	45.0
	49.5	47.9	49.5	50.5
<u>Enabling Services</u>				
Management	80.4	80.4	84.7	88.0
Union Hourly	38.9	42.9	39.9	39.8
Union Salary	123.8	118.0	129.7	133.7
	243.1	241.3	254.3	261.5

<i>continued</i>	Budget 2022	Actual 2022	Revised 2023	Preliminary 2024
<u>Fire Safety</u>				
Management	5.2	5.6	7.0	7.0
Union Hourly	1.8	1.6	1.7	1.7
Union Salary	140.0	151.3	141.0	145.5
	147.0	158.5	149.7	154.2
<u>Governance & Leadership</u>				
Management	9.5	9.9	10.0	11.0
Mayor & Council	9.0	9.0	9.0	9.0
Union Hourly	0.5	1.7	0.5	0.5
Union Salary	5.0	4.4	5.5	6.5
	24.0	25.0	25.0	27.0
<u>Parking</u>				
Management	1.0	1.1	1.0	1.5
Union Hourly	5.3	5.2	5.5	5.5
Union Salary	4.0	2.7	4.0	4.0
	10.3	9.0	10.5	11.0
<u>Parks</u>				
Management	4.0	4.4	5.0	5.0
Union Hourly	17.4	19.5	41.7	42.6
Union Salary	1.0	1.3	1.0	1.0
	22.4	25.2	47.7	48.6
<u>Partnerships Office</u>				
Management	5.0	4.9	5.0	5.0
Union Hourly	1.0	0.0	1.0	0.0
Union Salary	0.0	0.6	0.0	1.8
	6.0	5.5	6.0	6.8
<u>Police Services & RCMP</u>				
Management	22.5	17.1	23.5	24.5
Union Hourly	4.8	7.3	4.3	4.3
Union Salary	69.5	59.8	72.5	74.0
	96.8	84.2	100.3	102.8
<u>Solid Waste & Landfill</u>				
Management	3.9	3.6	3.9	3.9
Union Hourly	24.5	24.7	24.7	24.7
Union Salary	4.3	3.9	4.3	4.3
	32.7	32.2	32.9	32.9

<i>continued</i>	Budget 2022	Actual 2022	Revised 2023	Preliminary 2024
<u>Sport & Recreation</u>				
Management	5.0	5.9	4.0	4.0
Union Hourly	93.0	95.6	68.9	71.2
Union Salary	0.0	0.0	0.0	0.0
	98.0	101.5	72.9	75.2
<u>Stormwater & Flood Protection</u>				
Management	1.6	1.9	1.6	1.6
Union Hourly	8.3	7.7	8.3	8.2
Union Salary	1.4	1.8	1.4	1.4
	11.3	11.4	11.3	11.2
<u>Transit</u>				
Management	0.0	0.0	0.0	0.0
Union Hourly	0.0	0.0	0.0	0.0
Union Salary	0.0	0.0	0.0	0.5
	0.0	0.0	0.0	0.5
<u>Transportation</u>				
Management	10.2	8.5	10.7	11.7
Union Hourly	41.3	50.7	45.1	48.4
Union Salary	8.4	9.4	8.4	8.4
	59.9	68.6	64.2	68.5
<u>Wastewater Utility</u>				
Management	4.7	5.4	5.2	5.2
Union Hourly	46.3	39.2	42.4	42.9
Union Salary	7.4	5.2	7.4	7.4
	58.4	49.8	55.0	55.5
<u>Water Utility</u>				
Management	4.3	5.1	4.3	4.3
Union Hourly	38.2	37.9	38.1	39.5
Union Salary	4.5	5.2	4.5	4.5
	47.0	48.2	46.9	48.3
Total full-time equivalent positions (all funds)	1,034.8	1,054.1	1,065.1	1,109.2

Note: Totals may not add due to rounding

2024 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 2024 by each division/department.

Full Time Equivalents Summary

Airport

Addition 2.5 FTE for annualization of 2023 operating requests

Addition 1.5 FTE for the Airport - Four Management Positions operating request

Arts & Culture

Addition 1.0 FTE for the Hospitality Coordinator Position

Addition 0.5 FTE for the Box Office Expansion operating request

Community Development

Addition 0.5 FTE for annualization of 2023 operating requests

Addition 5 FTE for the Social Development Services operating request

Community Safety & Bylaw

Addition 0.5 FTE for annualization of 2023 operating requests

Addition 0.8 FTE for the Bike Valet & Theft Prevention operating request

Addition 0.5 FTE for the Bylaw Services - ALC Bylaw Officer Position operating request

Addition 3.0 FTE for the Bylaw Services Positions - Public Safety Levy operating request

Development Services

Addition 0.5 FTE for annualization of 2023 operating requests

Addition 0.5 FTE for the Development Engineer Position operating request

Enabling Services

Addition 2.0 FTE for annualization of 2023 operating requests

Addition 1.0 FTE for the Social Development Services operating request

Addition 0.4 FTE for the Infrastructure Delivery operating request

Addition 0.8 FTE for the Asset Management Program operating request

Addition 0.5 FTE for the City Protection Office Ongoing Full-Time Position operating request

Addition 0.5 FTE for the Administrative Clerk Position Change PT to FT operating request

Addition 0.5 FTE for the Term Position to Full-Time Health & Wellness Advisor operating request

Addition 0.5 FTE for the Term Position to Full-Time Safety Advisor operating request

Addition 0.5 FTE for the Strategic Land Development Manager Position operating request

Addition 0.5 FTE for the Building Planning Manager Position operating request

Fire Safety

Addition 2.0 FTE for annualization of 2023 operating requests

Addition 0.5 FTE for the Fire Mitigation Specialist Position operating request

Addition 2.0 FTE for the Firefighters - Four Positions - Public Safety Levy operating request

Governance & Leadership

Addition 0.5 FTE for annualization of 2023 operating requests

Addition 1.0 FTE for the Executive Office Enhancements operating request

Addition 0.5 FTE for the Deputy City Clerk Position (Records, Information & Privacy) operating request

Parking

Addition 0.5 FTE for the Parking Services Supervisor Position operating request

Parks

Addition 0.3 FTE for annualization of 2023 operating requests

Addition 0.1 FTE for the Parks Waste Sensors operating request

Addition 0.2 FTE for the Parks Safety and Aesthetic Improvements operating request

Addition 0.2 FTE for the Urban Centers Beautification Initiative operating request

Addition 0.1 FTE for the Greenhouse Expansion operating request

Partnerships Office

Reduction 1.0 FTE Removal Grants Coordinator 2-year Term

Addition 0.8 FTE for the Partnerships Coordinator, Grants & Special Projects Position operating request

Addition 1.0 FTE for the Partnerships Program Enhancements operating request

Police Services & RCMP

Addition 1.0 FTE for annualization of 2023 operating requests

Addition 0.5 FTE for the Police Services - Crime Review Officer Position (CRO) operating request

Addition 0.5 FTE for the Police Services - Auxiliary Coordinator Position operating request

Addition 0.5 FTE for the Police Services Clerk Position - Community Safety Unit (CSU) operating request

Sport & Recreation

Addition 0.7 FTE for annualization of 2023 operating requests

Addition 0.6 FTE for annualization of 2022 operating requests

Addition 0.3 FTE for Recreation Technician - Outdoor Events

Addition 0.4 FTE for Sport Leagues and Tournaments Position

Addition 0.3 FTE for the Irrigation Serviceperson Positions operating request

Stormwater & Flood Protection

Reduction 0.1 FTE for annualization of 2023 operating requests

Transit

Addition 0.5 FTE for the Transit Infrastructure Coordinator Position operating request

Transportation

Addition 1.3 FTE for annualization of 2023 operating requests

Addition 0.4 FTE for annualization of 2022 operating requests

Addition 0.6 FTE for the Senior Transportation Engineer Position

Addition 1.9 FTE for the Spring Sweep operating request

Addition 0.1 FTE for the Strategic Transportation Partnership of Central Okanagan 2024 Transition operating request

Wastewater Utility

Addition 0.5 FTE for annualization of 2023 operating requests

Water Utility

Addition 0.5 FTE for annualization of 2023 operating requests

Addition 0.1 FTE for Water System Growth

Reduction 0.2 FTE for the Water Meter Data Collection operating request

Addition 1.0 FTE for the Water Supply Succession Management Position operating request

▶▶ FINANCIAL SUMMARIES



FINANCIAL SUMMARIES

FINANCIAL PLAN SUMMARY

The City of Kelowna's proposed total 2024 annual budget is \$561 million when including all funds. The following table reports the actual results for the year ending 2022, the revised budget as of October 2023, and the proposed preliminary budget for the 2024 Financial Plan year.

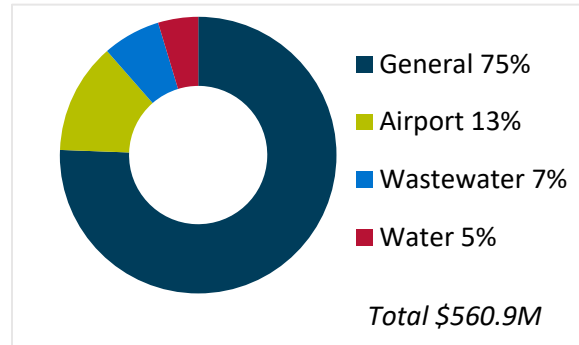
<i>\$ thousands</i>	Actual 2022	Revised 2023	Preliminary 2024
Revenue			
Property tax	167,107	176,624	190,015
Parcel tax	7,051	4,198	4,441
Fees and charges	166,774	167,482	179,633
Grant	27,943	44,962	19,507
Other revenue	41,768	50,674	51,675
Transfer from reserve			
Special (Stat reserve) funds	32,930	69,526	41,049
Development cost charges	16,775	55,192	35,745
Accumulated surplus	50,160	204,118	38,820
Total revenue	510,509	772,776	560,884
Expenditure			
Salaries and wages	109,549	114,759	125,007
Material and other	84,712	95,695	97,876
Contract services	85,628	108,260	109,227
Debt service	12,326	10,774	11,180
Capital expenditure	121,890	367,208	140,111
Transfer to reserve			
Special (Stat reserve) funds	41,086	31,887	31,624
Development cost charges	0	0	0
Accumulated surplus	51,984	44,193	45,860
Total expenditure	507,175	772,776	560,884
Total surplus (deficit)	3,334	0	0
<i>surplus breakdown</i>			
<i>General fund</i>	177		
<i>Utility fund</i>	3,157		

Note: Totals may not add due to rounding

Revenue by fund

The City operates under four funds. The table below presents the dollar value of the revenue budget for each fund, separating the operating and capital information for the proposed Financial Plan year. The graph illustrates the 2024 revenues for each fund, visually depicting the comparison between each one.

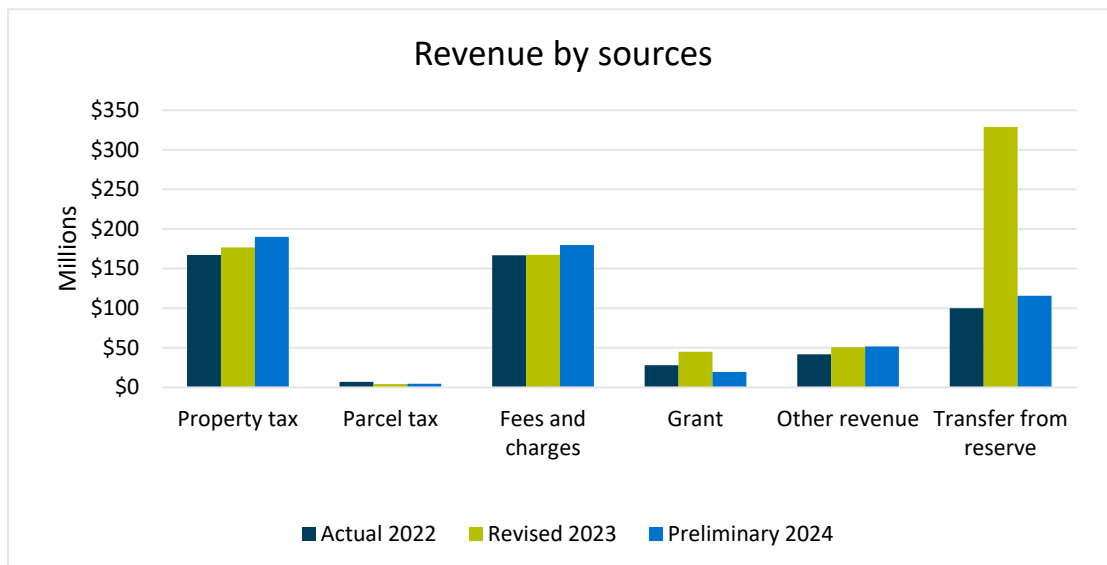
	Actual 2022	Revised 2023	Preliminary 2024	
			Operating	Capital
General	380,866	498,895	323,057	100,990
Airport	68,205	195,956	62,759	9,805
Wastewater	34,868	49,486	17,291	20,688
Water	26,570	28,439	17,665	8,628
Subtotal			420,773	140,111
Total	510,509	772,776	560,884	



Note: Totals may not add due to rounding

Revenue by source

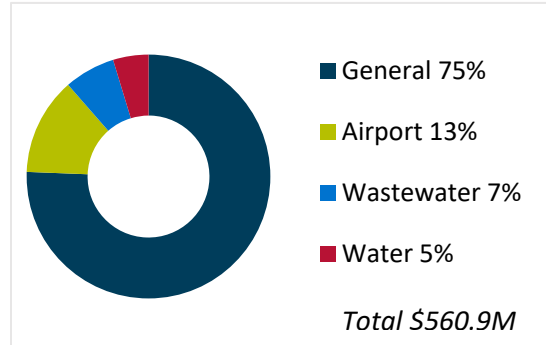
The City of Kelowna has multiple revenue sources including property taxes that are levied on property owners based on the municipal taxation demand; parcel taxes which are levied through bylaw on properties receiving a specific service; fees & charges for public services like water, parking, and building permits and fines for things like bylaw infractions; grants are funds awarded to the City by various grantors to be used for a specific purpose; transfers from reserve which are predominately made up of previous years' surplus funds, and other revenues that includes interest revenue, provincial gaming funds, and service revenue from other governments. The graph below presents the same operating and capital revenue information as above at the revenue source detail level.



Expenditures by fund

BC municipalities are mandated to have a balanced budget by provincial legislation. The table below reports the dollar value of the expenditure budget for each fund, separating the operating and capital information for the proposed 2024 Financial Plan year matching the revenues presented in the previous section. The graph below illustrates the comparison between funds of the expenditure budget for 2024, matching the revenue graph.

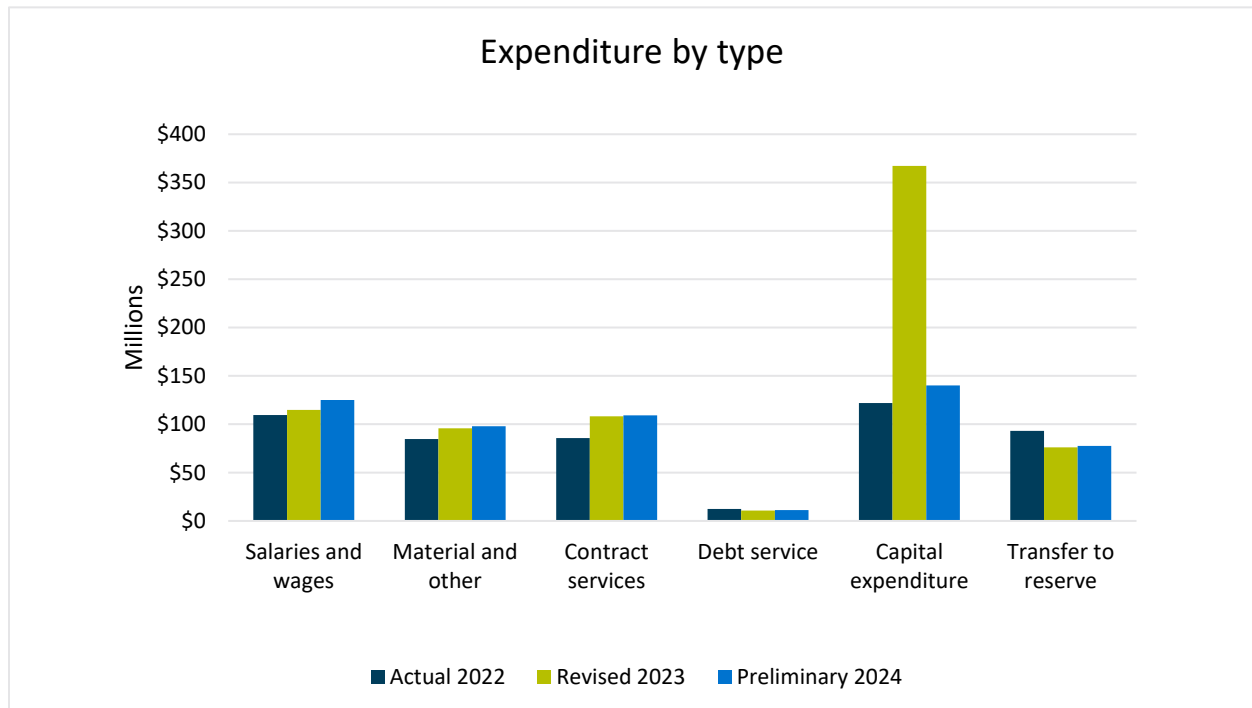
\$ thousands	Actual	Revised	Preliminary	
	2022	2023	Operating	Capital
General	380,689	498,895	323,057	100,990
Airport	68,205	195,956	62,759	9,805
Wastewater	32,332	49,486	17,291	20,688
Water	25,949	28,439	17,665	8,628
Subtotal			420,773	140,111
Total	507,175	772,776	560,884	



Note: Totals may not add due to rounding

Expenditures by type

The City's expenditures can be grouped in the following categories: salaries & wages, materials & other, contract services, debt servicing, capital expenditures, and transfers to reserve which are primarily made up of expected profits generated by profit centres operating within the City to be used for things like future capital requirements and to fund emergent events. The table below presents the same total operating and capital expenditures information as above for each expenditure type.



Analysis of operating and capital expenditures

The table below lists the various operating service areas and capital groups of the City and presents their individual budgets by expenditure and revenue. In cases where the reserve use is in a credit position, service area surpluses are expected and are being recommended to be contributed to reserve for future use. When the reserve use is in a debit position, reserve funds from previous years are being recommended to be used to fund projects in the 2024 budget. The result is the taxation requirement for each operating service area and capital group.

<i>\$ thousands</i>	Expenditure	Revenue	Reserve use	Taxation	Taxation %
Operating					
Airport	29,666	55,125	(25,459)	0	0%
Arts & Culture	4,073	1,577	(320)	2,816	1%
Community Development	4,252	454	235	3,563	2%
Community Safety & Bylaw	6,461	234	0	6,227	3%
Development Planning	2,591	818	30	1,743	1%
Development Services	6,532	12,303	20	(5,790)	(3%)
Enabling Services	73,989	53,164	(15,994)	36,819	19%
Fire Safety	27,856	3,248	(1,586)	26,194	14%
Governance & Leadership	3,961	65	0	3,896	2%
Parking	4,937	8,511	(2,424)	(1,150)	(1%)
Parks	13,212	1,505	(209)	11,915	6%
Partnerships Office	1,323	244	138	941	0%
Police Services & RCMP	59,278	6,706	0	52,572	28%
Solid Waste & Landfill	16,878	26,376	(9,298)	(200)	0%
Sport & Recreation	14,341	4,588	(694)	10,447	5%
Stormwater & Flood Protection	2,669	178	390	2,101	1%
Transit	31,516	22,031	347	9,138	5%
Transportation	16,513	2,205	(8)	14,317	8%
Wastewater Utility	16,357	27,068	(934)	0	0%
Water Utility	13,615	24,030	(3,915)	0	0%
Operating sub-total	350,020	250,429	(59,681)	175,548	91%
Capital					
Airport	9,805	0	9,805	0	0%
Building	20,245	3,878	12,803	3,564	2%
Fire	631	0	631	0	0%
Information Services	1,133	(1,340)	1,390	1,083	1%
Parks	27,849	1,481	22,826	3,542	2%
Real Estate & Parking	3,146	0	1,896	1,250	1%
Solid Waste	12,450	0	12,450	0	0%
Storm Drainage	8,020	2,680	4,021	1,319	1%
Transportation	20,199	944	15,547	3,709	2%
Vehicle & Mobile Equipment	7,317	241	7,076	0	0%
Wastewater	20,688	184	10,728	0	0%
Water	8,628	150	1,978	0	0%
Capital sub-total	140,111	8,219	101,149	14,467	9%
Total operating and capital	490,131	258,648	41,469	190,015	100%

Note: Totals may not add due to rounding

Analysis of taxation demand

The result of the taxation requirement detailed above is an increase to the net taxation demand of \$13.39 million, a 7.58 per cent increase over 2023. This is reduced by the expected new construction tax revenue estimated to be \$4.98 million in 2024 to bring the total net property owner impact to 4.76 per cent. This increase includes \$1.77 million, a 1 per cent increase over 2023, for the 2023 Council approved Public Safety Levy.

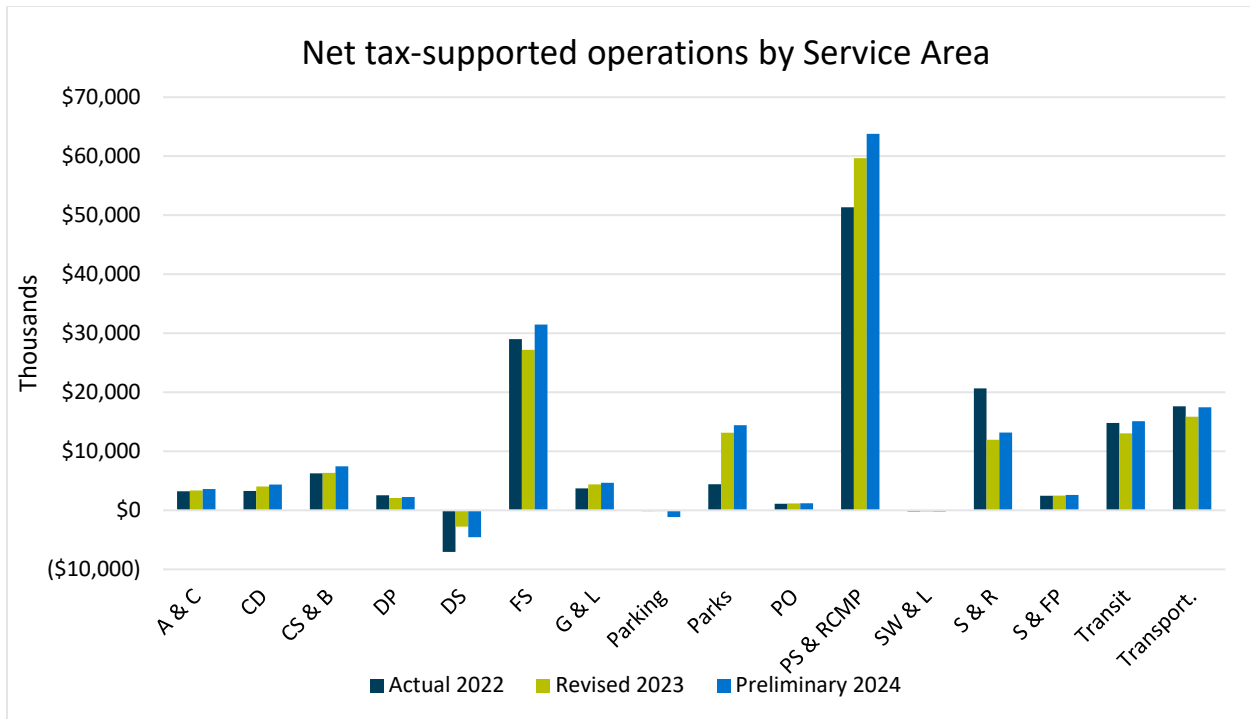
\$ thousands	Revised 2023	Preliminary 2024	Change	% change
Taxation demand	176,624	190,015	13,390	7.58%
New construction tax revenue	(3,200)	(4,980)	(1,780)	55.63%
Net property owner impact	3.78%	4.76%		0.98%
Municipal impact	2.78%	3.76%		
Public Safety Levy impact	1.00%	1.00%		

Note: Totals may not add due to rounding

Tax-supported operations by Service Area

The 2024 Financial Plan uses service-based reporting. There are two types of service areas in the City of Kelowna, community services and enabling services. A community service is a service that is provided directly to the community, and an enabling service is a support service provided internally that enables the community services to be provided. As the community services could not be provided without internal support, the enabling services net operating budget has been allocated to each community service.

Not all service areas require taxation funding. The graph and table below shows the community service areas that do require taxation funding, and the amount of taxation used in 2022, budgeted to use in 2023, and is recommended to be budgeted for 2024.

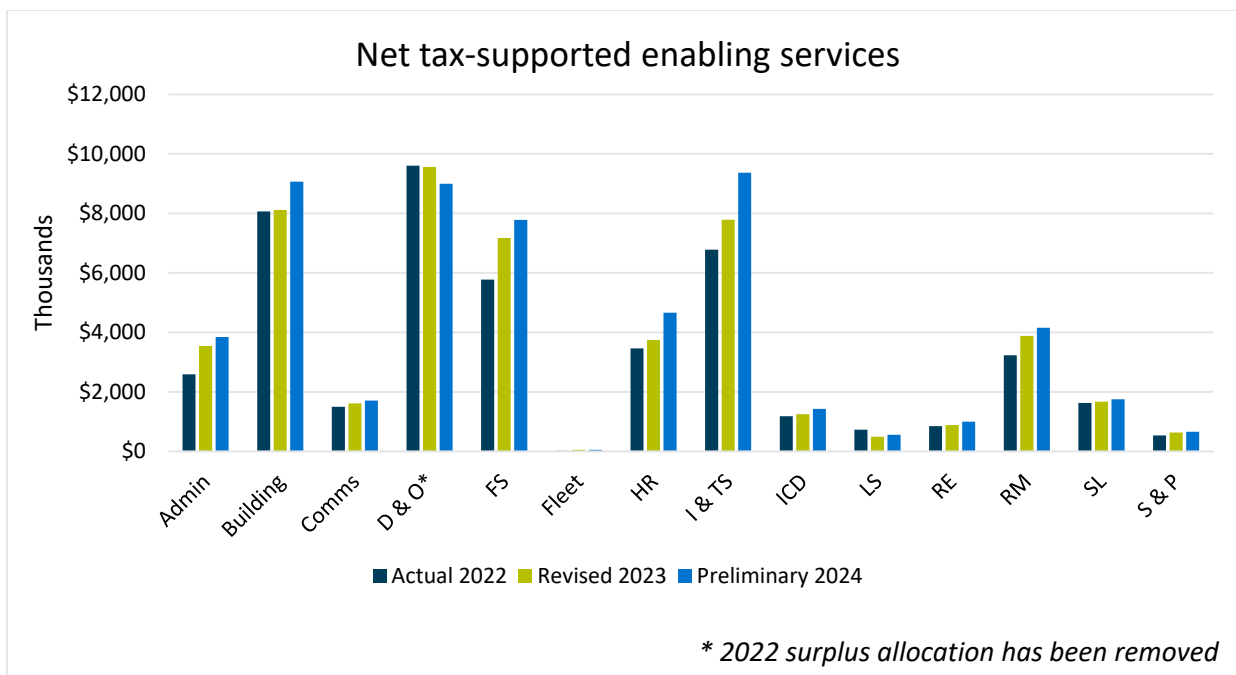


<i>\$ thousands</i>		Actual 2022	Revised 2023	Preliminary 2024
Arts & Culture	(A & C)	3,217	3,360	3,587
Community Development	(CD)	3,286	4,035	4,367
Community Safety & Bylaw	(CS & B)	6,264	6,329	7,449
Development Planning	(DP)	2,529	2,072	2,234
Development Services	(DS)	(7,055)	(2,786)	(4,554)
Fire Safety	(FS)	28,998	27,186	31,465
Governance & Leadership	(G & L)	3,708	4,378	4,645
Parking	(Parking)	(150)	(150)	(1,150)
Parks	(Parks)	4,424	13,139	14,415
Partnerships Office	(PO)	1,110	1,146	1,191
Police Services & RCMP	(PS & RCMP)	51,334	59,644	63,788
Solid Waste & Landfill	(SW & L)	(199)	(200)	(200)
Sport & Recreation	(S & R)	20,660	11,941	13,161
Stormwater & Flood Protection	(S & FP)	2,469	2,496	2,606
Transit	(Transit)	14,799	13,042	15,102
Transportation	(Transport.)	17,611	15,860	17,441
Total service area net operating expenditures		153,006	161,493	175,548

Note: Totals may not add due to rounding

Tax-supported Enabling Services excluding General Revenue

All enabling service areas require taxation funding. The graph and table below illustrate the taxation used in 2022, budgeted to use in 2023, and is recommended to be budgeted for 2024 for the enabling service areas. These amounts are included in the community services information above.

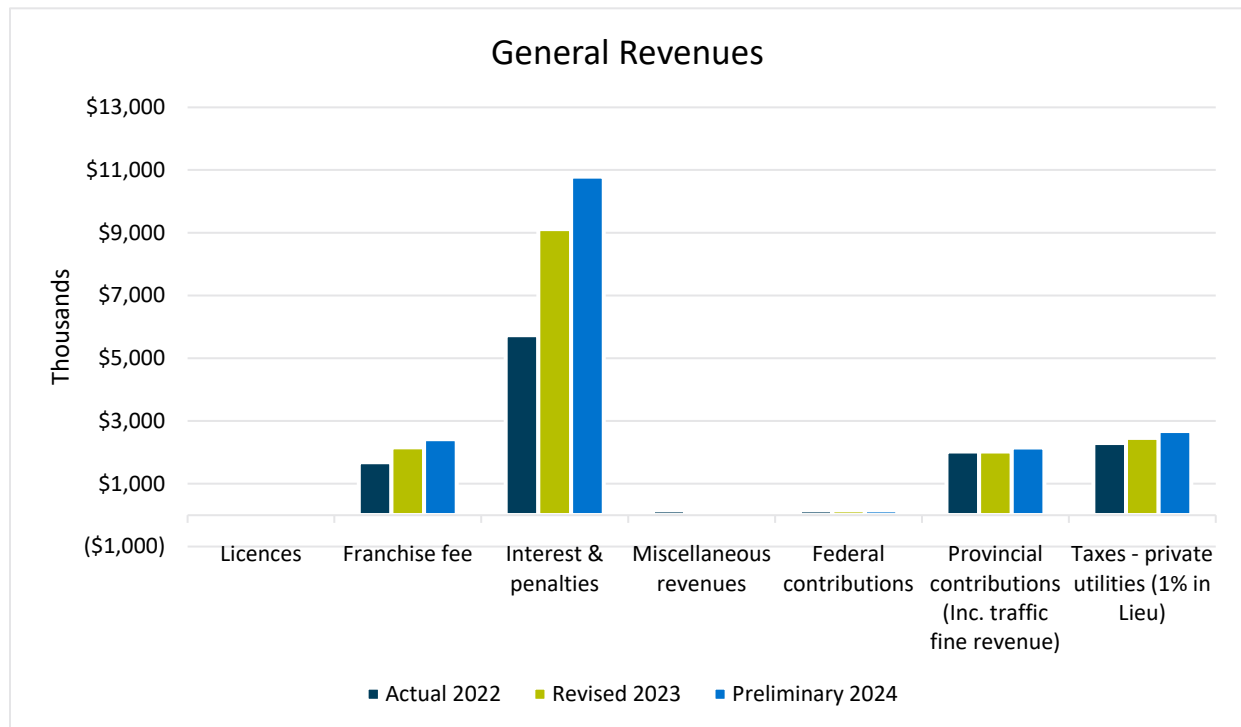


<i>\$ thousands</i>	Actual 2022	Revised 2023	Preliminary 2024
Administration	2,591	3,542	3,847
Building Services	8,066	8,113	9,067
Communications	1,500	1,611	1,707
Debt and Other	21,389	9,560	8,997
Financial Services	5,775	7,173	7,783
Fleet Services	23	51	50
Human Resources	3,462	3,744	4,662
Information & Technology Services	6,779	7,787	9,366
Internal Construction Delivery	1,182	1,251	1,429
Legislated Services	732	492	555
Real Estate	847	886	999
Risk Management	3,230	3,881	4,153
Senior Leadership	1,626	1,670	1,754
Strategy & Performance	535	635	663
Total Enabling Services net operating expenditures	57,738	50,395	55,033

Note: Totals may not add due to rounding

General Revenue

General Revenues are revenues that are not specifically attributable to or generated by any particular City of Kelowna Service Area. The graph and the table following summarizes the City’s general revenues by type for amounts received in 2022, budgeted to use in 2023, and is recommended to be budgeted for 2024.



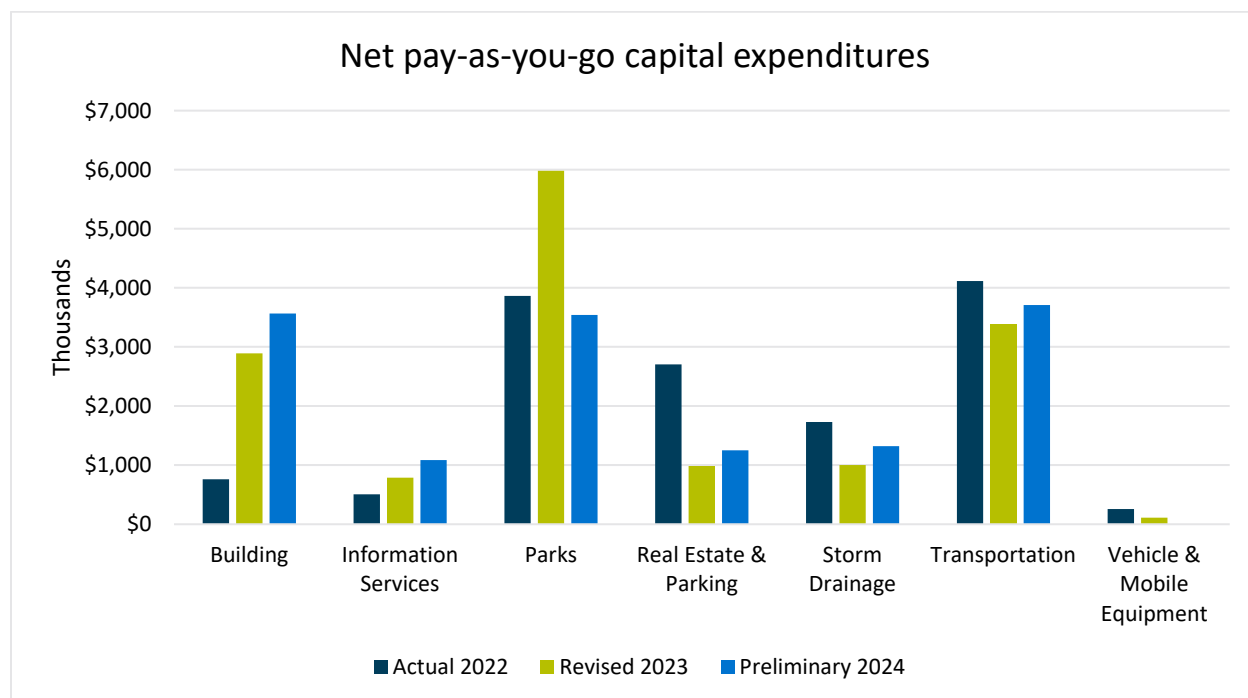
The table below details the dollar value of City’s general revenues (by type) and includes property taxation revenue.

<i>\$ thousands</i>	Actual 2022	Revised 2023	Preliminary 2024
Licences	1	3	3
Franchise fee	1,685	2,157	2,418
Interest & penalties	5,734	9,113	10,787
Miscellaneous revenues	149	(109)	22
Federal contributions	150	150	150
Provincial contributions (Inc. traffic fine revenue)	2,027	2,027	2,153
Taxes - private utilities (1% in Lieu)	2,299	2,461	2,680
Total general revenues	12,045	15,803	18,214
Property taxation	167,107	176,624	190,015
Total general revenues & taxation	179,152	192,427	208,229

Note: Totals may not add due to rounding

Tax supported capital summary

As with the operating service areas, not all infrastructure cost centres require taxation funding. The graph and table below illustrate the taxation requirements of the seven infrastructure cost centres that do require taxation funding in 2024. They report the amount of taxation that was used in 2022, budgeted to be used in 2023, and what is recommended to be budgeted for 2024.



<i>\$ thousands</i>	Actual 2022	Revised 2023	Preliminary 2024
Building	759	2,891	3,564
Information Services	504	785	1,083
Parks	3,862	5,981	3,542
Real Estate & Parking	2,702	984	1,250
Storm Drainage	1,729	1,000	1,319
Transportation	4,113	3,382	3,709
Vehicle & Mobile Equipment	255	109	0
Total taxation capital	13,925	15,132	14,467

Note: Totals may not add due to rounding

Ongoing impacts - general fund

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 Budget volume. This projection will be updated for the Final Budget volume in April of 2024 and additional details on projections will be provided. As with any planning exercise, the level of certainty and detail is most appropriately found in the current year. For the years after 2024, 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.

<i>\$ thousands</i>	2024	2025	2026	2027	2028
Taxation demand	190,015	201,695	214,072	226,135	237,275
New construction tax revenue	(4,980)	(3,021)	(2,965)	(3,147)	(3,324)
Net property owner impact	4.76%	4.56%	4.67%	4.17%	3.46%
Municipal Impact	3.76%	3.56%	3.67%	3.17%	2.46%
Public Safety Levy Impact	1.00%	1.00%	1.00%	1.00%	1.00%

Note: Totals may not add due to rounding



▶▶ OPERATING
BUDGET



OPERATING BUDGET

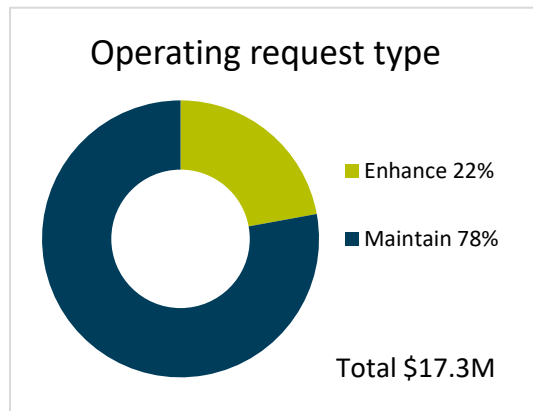
OPERATING BUDGET SUMMARY

The City’s operating program is influenced and guided by strategic direction provided by City Council, the Community and Corporate leadership. This direction is communicated through plans and priorities such as master plans and strategies, Council and Corporate priorities, the annual action plan, and service area, department and divisional plans.

This year’s budget is a shift from traditional budget to service-based budgeting. Service-based budgeting is organized by the service area, rather than departments and divisions, showing exactly what services our City provides, how much it costs to deliver the service, and what the tradeoffs are if other services are prioritized.

This methodology provides a higher level of transparency, accountability, and fiscal agility, providing a better understanding of how, where and when the City can redeploy finite resources to areas of need. It allows for better reporting, and communication of where tax dollars and other revenue sources are being spent, and facilitates more thoughtful discussion and review of service levels.

Each operating request is categorized into two categories; maintain and enhance. Maintain requests are the budgets requested to maintain current programs that cost more to deliver due to inflation or growth of the community. Enhance requests are the budgets requested to increase or improve the service level that is currently being provided. This category can be found at the top right-hand side of each operating budget request. Over 78 per cent of the 2024 operating request expenditures are to maintain the current service levels. Enhanced service requests expenditures makes up \$3.8 million and 22 per cent of the operating program.



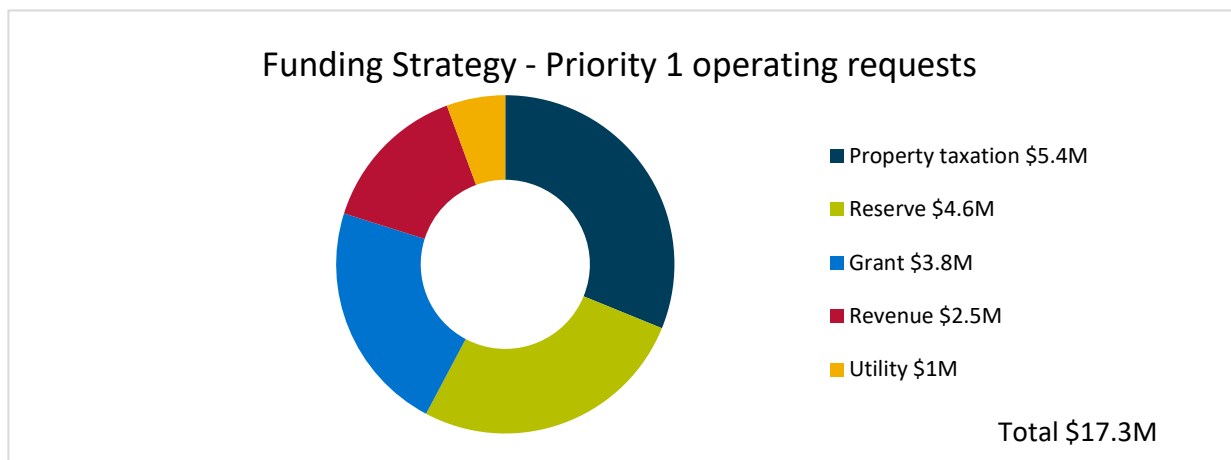
Operating requests by service area

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

Funded from	Priority 1			Priority 2		
	Taxation	Other Sources	Total	Taxation	Other Sources	Total
Airport	0	3,587	3,587	0	0	0
Arts & Culture	0	61	61	0	0	0
Community Development	395	635	1,030	59	0	59
Community Safety & Bylaw	269	0	269	1,070	0	1,070
Development Planning	0	30	30	0	0	0
Development Services	0	67	67	0	0	0
Enabling Services	2,018	1,817	3,834	127	0	127
Fire Safety	95	0	95	115	0	115
Governance & Leadership	156	0	156	50	0	50
Parking	0	114	114	0	0	0
Parks	379	40	418	0	0	0
Partnerships Office	76	138	214	0	0	0
Police Services & RCMP	320	0	320	348	0	348
Solid Waste & Landfill	0	283	283	0	0	0
Sport & Recreation	315	420	735	0	0	0
Stormwater & Flood Protection	49	378	427	0	0	0
Transit	925	2,451	3,376	0	0	0
Transportation	383	749	1,132	0	0	0
Wastewater Utility	0	746	746	0	0	0
Water Utility	0	363	363	0	0	0
Total operating requests	5,379	11,880	17,259	1,768	0	1,768

Note: Totals may not add due to rounding

The following graphic provides a visual summary of the funding strategy being proposed for the priority one operating requests including taxation, reserves, grant funding, revenues and utility funds (user fees).



Operating requests by fund

The 2024 Financial Plan includes 117 Priority one (P1) operating requests that total \$17.3 million, of which \$5.4 million is requested to be funded from taxation, \$969k from utility revenues, \$2.5 million from revenues such as fees from transit fares and recreation fees, \$3.8 million is expected to be received through grants, and \$4.6 million is being recommended to come from reserves.

General Fund

The general fund has 82 P1 operating requests totalling \$12.2 million. These requests aim to enhance community safety through RCMP, Bylaw & Fire resourcing, continuing the commitment to addressing homelessness through investment in community programs, supporting sustainable transportation, investing in preventive measures for wildfire and flood mitigation and continue to apply digital strategies. There are 16 operating requests that are the operating impacts linked to capital requests totalling \$392k. These requests are presented with the associated capital request in the capital section. In addition to the P1 operating requests, there are 7 Priority two (P2) requests that are included for Council's consideration totaling \$1.8 million. The P2 requests are not included in the summary totals.

Airport Fund

The Kelowna International Airport has requested six P1 operating requests that amount to \$3.6 million in program enhancements and \$926k in revenue increases that support investment in important areas of the Airport's business and address inflationary pressures. These budgeted enhancements are based on the projection that the Airport will receive 2.1 million passengers in 2024.

Wastewater Fund

The Wastewater Utility has six P1 operating requests totaling \$746k. The 2024 operating requests focus on operations management and safety and security, as well as data enhancement. Wastewater utility revenue budgets have been adjusted for Council approved rate changes of three per cent and growth and have been completed through divisional adjustments.

Water Fund

The City of Kelowna's Water Utility is requesting to spend \$363k over seven P1 operating requests. The operating requests will help the utility to maintain current programs. This request is presented with the associated capital request in the capital section.



2024 Operating Requests

Preliminary Budget

Summary - All Funds

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Airport - Priority 1										
86	Maintain	Airport Improvement Fee	OG	0	1,495,000	0	(2,250,000)	755,000	0	0
86	Maintain	Airport Airside	OG	510,200	(431,400)	0	0	(78,800)	0	0
87	Maintain	Airport Terminal	OG	619,200	(493,100)	0	0	(126,100)	0	0
87	Maintain	Airport Groundside	OG	981,000	366,700	0	0	(1,347,700)	0	0
88	Maintain	Airport Finance & Corporate Services	OG	1,366,900	(1,238,900)	0	0	(128,000)	0	0
88	Enhance	Airport - Four Management Positions	OG	109,600	(109,600)	0	0	0	0	0
Service Area Priority 1 Total				3,586,900	(411,300)	0	(2,250,000)	(925,600)	0	0
Community Safety & Bylaw - Priority 1										
95	Enhance	Bylaw Services Positions - Public Safety Levy	OG	203,800	0	0	0	0	0	(203,800)
95	Enhance	Bylaw Services - ALC Bylaw Officer Position	OG	65,100	0	0	0	0	0	(65,100)
Service Area Priority 1 Total				268,900	0	0	0	0	0	(268,900)
Police Services & RCMP - Priority 1										
104	Maintain	Police Services - Crime Review Officer Position (CRO)	OG	41,500	0	0	0	0	0	(41,500)
104	Maintain	Police Services - Guarding of Prisoner Contract 2023-2026	OG	204,300	0	0	0	0	0	(204,300)
105	Enhance	RCMP Regular Members (12) - Public Safety Levy	OG	0	0	0	0	0	0	0
105	Enhance	Police Services Clerk Position - Community Safety Unit (CSU)	OG	35,400	0	0	0	0	0	(35,400)
106	Enhance	Police Services - Auxiliary Coordinator Position	OG	38,700	0	0	0	0	0	(38,700)
Service Area Priority 1 Total				319,900	0	0	0	0	0	(319,900)
Fire Safety - Priority 1										
115	Maintain	Firefighters - Four Positions - Public Safety Levy	OG	0	0	0	0	0	0	0
115	Enhance	Fire Mitigation Specialist Position	OG	95,300	0	0	0	0	0	(95,300)
Service Area Priority 1 Total				95,300	0	0	0	0	0	(95,300)
Wastewater - Priority 1										
124	Maintain	Wastewater Collection Smart Cover Real Time Data	OG	76,000	0	0	0	0	(76,000)	0
124	Maintain	Wastewater Treatment Facility Operations and Maintenance	OG	400,000	0	0	0	0	(400,000)	0
125	Maintain	Wastewater Treatment Facility Security	OT	115,000	0	0	0	0	(115,000)	0
125	Maintain	Commonage - Leachate Reuse	OT	90,000	0	0	0	(30,000)	(60,000)	0
126	Enhance	Commonage - Fire Protection Service	OG	20,000	0	0	0	(6,700)	(13,300)	0
126	Enhance	Time Series Data Extraction from SCADA	OG	45,000	0	0	0	0	(45,000)	0
Service Area Priority 1 Total				746,000	0	0	0	(36,700)	(709,300)	0
Stormwater & Flood Protection - Priority 1										
134	Maintain	Stormwater Facility and Dam Operations and Maintenance	OG	30,500	0	0	0	0	0	(30,500)
134	Maintain	Construction Yard Gate Improvements	OT	56,700	0	0	0	0	(37,800)	(18,900)
135	Enhance	Stormwater Utility Business Case - Phase 2	OT	300,000	(300,000)	0	0	0	0	0
135	Enhance	Clifton Rd Stormwater Pond Study	OT	30,000	(30,000)	0	0	0	0	0
136	Enhance	Woodhaven Research Project - UBCO	OG	10,000	(10,000)	0	0	0	0	0
Service Area Priority 1 Total				427,200	(340,000)	0	0	0	(37,800)	(49,400)

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Water - Priority 1										
143	Maintain	Pump Station & Reservoir Improvements	OT	0	0	0	0	0	0	0
143	Maintain	Water Supply Operations and Maintenance Renewal	OG	85,000	0	0	0	0	(85,000)	0
144	Maintain	Water Distribution Operations and Maintenance Renewal	OG	70,000	0	0	0	(18,400)	(51,600)	0
144	Maintain	Water Supply Succession Management Position	OG	0	0	0	0	0	0	0
145	Maintain	Non-Potable Improvements	OT	135,000	(135,000)	0	0	0	0	0
145	Maintain	HVAC Improvements - Water Supply Shop	OT	50,000	0	0	0	0	(50,000)	0
146	Maintain	Water Meter Data Collection	OG	15,000	0	0	0	0	(15,000)	0
Service Area Priority 1 Total				355,000	(135,000)	0	0	(18,400)	(201,600)	0

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
329	Maintain	Growth Vehicles	OG	8,400	0	0	0	0	(8,400)	0
Operating linked to capital Priority 1 Total				8,400	0	0	0	0	(8,400)	0

Solid Waste & Landfill - Priority 1

155	Maintain	Landfill - Landscaping Replacement	OG	25,000	(25,000)	0	0	0	0	0
155	Enhance	Landfill - Concrete Crusher Operations	OG	250,000	(250,000)	0	0	0	0	0
Service Area Priority 1 Total				275,000	(275,000)	0	0	0	0	0

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
329	Maintain	Growth Vehicles	OG	8,400	(8,400)	0	0	0	0	0
Operating linked to capital Priority 1 Total				8,400	(8,400)	0	0	0	0	0

Transportation - Priority 1

162	Maintain	Strategic Transportation Partnership of Central Okanagan 2024 Transition	OT	94,300	(59,400)	0	(7,000)	(27,900)	0	0
162	Maintain	Travel Demand Model Update - Phase I	OT	365,000	(145,000)	0	0	(220,000)	0	0
163	Maintain	Spring Sweep	OG	250,000	0	0	0	0	0	(250,000)
163	Maintain	Senior Transportation Engineer Position - Development Review / 0.6FTE	OG	48,900	0	0	0	0	0	(48,900)
164	Maintain	Transportation Data Collection Equipment Replacement	OG	40,000	(40,000)	0	0	0	0	0
164	Maintain	Employer Commute Trip Reduction Program - Pilot Implementation	OG	100,000	(100,000)	0	0	0	0	0
165	Enhance	Transportation Accessibility Strategy	OT	100,000	(100,000)	0	0	0	0	0
165	Enhance	Bike Valet & Theft Prevention	OG	110,100	(50,000)	0	0	0	0	(60,100)
Service Area Priority 1 Total				1,108,300	(494,400)	0	(7,000)	(247,900)	0	(359,000)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
340	Maintain	Local Street Urbanization Program	OG	800	0	0	0	0	0	(800)
343	Maintain	Pedestrian Network	OG	9,300	0	0	0	0	0	(9,300)
340	Maintain	Roadway Urbanization	OG	600	0	0	0	0	0	(600)
343	Maintain	Rutland Park & Ride, Mobility Hub, Operations Facility	OG	0	0	0	0	0	0	0
335	Maintain	Traffic Signals and Roundabouts DCC	OG	6,100	0	0	0	0	0	(6,100)

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
345	Maintain	Transit - Bus Stop and Amenity Improvements	OG	500	0	0	0	0	0	(500)
342	Enhance	Bicycle Network Improvement Program	OG	1,700	0	0	0	0	0	(1,700)
344	Enhance	Safety and Operational Improvements	OG	4,500	0	0	0	0	0	(4,500)
Operating linked to capital Priority 1 Total				23,500	0	0	0	0	0	(23,500)

Transit - Priority 1

173	Maintain	Orchard Park Exchange Security Coverage Expansion	OG	76,000	0	0	0	0	0	(76,000)
173	Maintain	Transit Base Operating Cost	OG	3,245,000	(320,100)	0	(1,458,200)	(645,200)	0	(821,500)
174	Maintain	Transit Infrastructure Coordinator Position	OG	54,600	0	0	0	(27,300)	0	(27,300)
Service Area Priority 1 Total				3,375,600	(320,100)	0	(1,458,200)	(672,500)	0	(924,800)

Parks - Priority 1

182	Maintain	Cemetery Tree Planting	OT	6,500	(6,500)	0	0	0	0	0
182	Maintain	Greenhouse Expansion	OT	33,000	(33,000)	0	0	0	0	0
183	Maintain	Parks Maintenance Cost Increase - New Waterfront Parks	OG	169,500	0	0	0	0	0	(169,500)
183	Maintain	Parks Waste Sensors	OG	48,500	0	0	0	0	0	(48,500)
184	Maintain	Parks Safety and Aesthetic Improvements	OG	25,000	0	0	0	0	0	(25,000)
Service Area Priority 1 Total				282,500	(39,500)	0	0	0	0	(243,000)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
318	Maintain	Burne Park	OG	0	0	0	0	0	0	0
318	Maintain	DCC Parkland Acquisition	OG	59,000	0	0	0	0	0	(59,000)
320	Maintain	Glenmore Recreation Park - Phases 4, 5	OG	0	0	0	0	0	0	0
322	Maintain	Knox Mountain Park - Improvements	OG	33,500	0	0	0	0	0	(33,500)
325	Maintain	Urban Centers Beautification Initiative	OG	38,200	0	0	0	0	0	(38,200)
323	Enhance	Park Infrastructure Renewal	OG	4,900	0	0	0	0	0	(4,900)
Operating linked to capital Priority 1 Total				135,600	0	0	0	0	0	(135,600)

Sport & Recreation - Priority 1

194	Maintain	Irrigation Serviceperson Positions	OG	222,100	0	0	0	0	0	(222,100)
194	Maintain	Recreation Ave Fencing	OT	56,000	(56,000)	0	0	0	0	0
195	Maintain	Arenas and Stadiums - Operational Adjustments	OG	205,000	0	0	0	(248,100)	0	43,100
195	Maintain	Recreation Financial Assistance	OG	(25,000)	0	0	0	25,000	0	0
196	Maintain	Rutland Community Program Space	OG	115,800	(77,900)	0	0	(37,900)	0	0
196	Maintain	Major Events Program	OG	50,000	0	0	0	0	0	(50,000)
197	Enhance	Apple Race Series	OG	25,000	(25,000)	0	0	0	0	0
197	Enhance	Neighbourhood Associations Pilot Program	OG	78,400	0	0	0	0	0	(78,400)
Service Area Priority 1 Total				727,300	(158,900)	0	0	(261,000)	0	(307,400)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
338	Maintain	Rail Trail to Greenway DCC, ATC	OG	7,700	0	0	0	0	0	(7,700)
Operating linked to capital Priority 1 Total				7,700	0	0	0	0	0	(7,700)

Arts & Culture - Priority 1

206	Enhance	Box Office Expansion	OT	60,600	0	0	0	(60,900)	0	300
Service Area Priority 1 Total				60,600	0	0	0	(60,900)	0	300

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Community Development - Priority 1										
219	Maintain	Community Energy Specialist Position (3-Year Extension)	OG	111,700	0	0	(100,000)	0	0	(11,700)
219	Maintain	Housing Strategy Update	OT	35,000	(35,000)	0	0	0	0	0
220	Enhance	Social Development Services	OG	383,400	0	0	0	0	0	(383,400)
220	Enhance	Urban Tree Canopy Assessment and Expansion	OT	100,000	(100,000)	0	0	0	0	0
221	Enhance	Electric Mobility Incentives	OT	200,000	(200,000)	0	0	0	0	0
221	Enhance	Home Energy Retrofit Concierge and Incentives	OT	200,000	(200,000)	0	0	0	0	0
Service Area Priority 1 Total				1,030,100	(535,000)	0	(100,000)	0	0	(395,100)
Development Services - Priority 1										
230	Maintain	Development Engineer Position	OG	67,100	0	0	0	(67,100)	0	0
Service Area Priority 1 Total				67,100	0	0	0	(67,100)	0	0
Development Planning - Priority 1										
237	Maintain	Agriculture and Tree Protection Bylaw Changes	OT	30,000	(30,000)	0	0	0	0	0
Service Area Priority 1 Total				30,000	(30,000)	0	0	0	0	0
Parking - Priority 1										
244	Maintain	Parking Services Supervisor Position	OG	54,400	(54,400)	0	0	0	0	0
244	Maintain	Parking Study for Recreation Parks and Facilities	OT	60,000	(60,000)	0	0	0	0	0
Service Area Priority 1 Total				114,400	(114,400)	0	0	0	0	0
Partnerships Office - Priority 1										
251	Maintain	Partnerships Coordinator, Grants & Special Projects Position	OG	75,700	0	0	0	0	0	(75,700)
251	Enhance	Partnerships Program Enhancements	OG	138,400	(138,400)	0	0	0	0	0
Service Area Priority 1 Total				214,100	(138,400)	0	0	0	0	(75,700)
Governance & Leadership - Priority 1										
259	Enhance	Executive Office Enhancements	OG	88,400	0	0	0	0	0	(88,400)
259	Enhance	Deputy City Clerk Position (Records, Information & Privacy)	OG	68,000	0	0	0	0	0	(68,000)
Service Area Priority 1 Total				156,400	0	0	0	0	0	(156,400)
Enabling Services - Priority 1										
271	Maintain	Strategic Land Development Projects	OT	100,000	(100,000)	0	0	0	0	0
271	Maintain	Building Routine Maintenance Materials & Supplies Increase	OG	300,000	0	0	0	0	0	(300,000)
272	Maintain	Furniture & Equipment - City Hall & Police Services Building	OT	113,000	(73,000)	0	0	0	0	(40,000)
272	Maintain	Public Art Maintenance	OG	50,000	0	0	0	0	0	(50,000)
273	Maintain	Fleet Repair Garage - Hardy St. Facility Upgrades	OG	50,000	(50,000)	0	0	0	0	0
273	Maintain	Asset Management Program	OG	328,300	(268,300)	0	0	0	(11,400)	(48,600)
274	Maintain	Term Position to Full-Time Safety Advisor	OG	60,800	0	0	0	0	0	(60,800)
274	Maintain	Financial Services Internal Audit	OG	66,400	(66,400)	0	0	0	0	0
275	Maintain	Infrastructure Delivery	OG	55,800	0	0	0	0	0	(55,800)
275	Maintain	Term Position to Full-Time Health & Wellness Advisor	OG	51,600	0	0	0	0	0	(51,600)
276	Maintain	Administrative Clerk Position Change PT to FT	OG	32,300	0	0	0	0	0	(32,300)
276	Maintain	Bridge Rehabilitation and Inspections	OG	22,000	0	0	0	0	0	(22,000)
277	Maintain	Microsoft Solutions	OG	195,000	0	0	0	0	0	(195,000)
277	Maintain	Security Contract Increases & Inflation	OG	200,000	0	0	0	0	0	(200,000)
278	Maintain	Cyber Security and Disaster Recovery	OG	561,000	(350,000)	0	0	0	0	(211,000)
278	Maintain	Employee Development Scholarship Program	OG	20,000	0	0	0	0	0	(20,000)
279	Maintain	Artificial Intelligence (AI) Program	OG	360,000	(320,000)	0	0	0	0	(40,000)
279	Enhance	Strategic Land Development Manager Position	OG	68,000	0	0	0	0	0	(68,000)

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
280	Enhance	Legacy Application Replacement	OG	220,000	(100,000)	0	0	0	0	(120,000)
280	Enhance	UBC Centre of Excellence Partnership	OG	175,000	0	0	0	0	0	(175,000)
281	Enhance	Cook Rd Boat Launch Dredging	OG	150,000	(150,000)	0	0	0	0	0
281	Enhance	Building Planning Manager Position	OG	71,100	0	0	0	0	0	(71,100)
282	Enhance	Parks Masterplan	OT	75,000	(75,000)	0	0	0	0	0
282	Enhance	Front Line Service Staff - Trauma Informed/De-escalation Training	OG	10,000	0	0	0	0	0	(10,000)
283	Enhance	City Protection Officer Ongoing Full-Time Position	OG	127,800	(127,800)	0	0	0	0	0
283	Enhance	Diversity, Equity & Inclusion	OG	100,000	(70,000)	0	0	0	0	(30,000)
284	Enhance	Voice and Chatbot Testing and Integrations	OT	55,000	(55,000)	0	0	0	0	0
Service Area Priority 1 Total				3,618,100	(1,805,500)	0	0	0	(11,400)	(1,801,200)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
329	Maintain	Growth Vehicles	OG	216,300	0	0	0	0	0	(216,300)
Operating linked to capital Priority 1 Total				216,300	0	0	0	0	0	(216,300)

Total Priority 1 Operating				17,258,600	(4,805,900)	0	(3,815,200)	(2,290,100)	(968,500)	(5,378,900)
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2024 Operating Requests

Preliminary Budget

Summary - All Funds

Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Community Safety & Bylaw - Priority 2									
Enhance	Community Safety Plan - Action 1.2 Implementation	OG	1,070,000	0	0	0	0	0	(1,070,000)
Service Area Priority 2 Total			1,070,000	0	0	0	0	0	(1,070,000)
Police Services & RCMP - Priority 2									
Enhance	RCMP Regular Members (4)	OG	234,200	0	0	0	0	0	(234,200)
Enhance	Police Services - Watch Support Officers (WSO) - (2) Positions	OG	114,200	0	0	0	0	0	(114,200)
Service Area Priority 2 Total			348,400	0	0	0	0	0	(348,400)
Fire Safety - Priority 2									
Enhance	Firefighters - Two Positions	OG	114,500	0	0	0	0	0	(114,500)
Service Area Priority 2 Total			114,500	0	0	0	0	0	(114,500)
Community Development - Priority 2									
Enhance	Climate Action Specialist Position	OG	58,500	0	0	0	0	0	(58,500)
Service Area Priority 2 Total			58,500	0	0	0	0	0	(58,500)
Governance & Leadership - Priority 2									
Enhance	Crane Memorial	OG	50,000	0	0	0	0	0	(50,000)
Service Area Priority 2 Total			50,000	0	0	0	0	0	(50,000)
Enabling Services - Priority 2									
Enhance	Building Operator Position	OG	126,900	0	0	0	0	0	(126,900)
Service Area Priority 2 Total			126,900	0	0	0	0	0	(126,900)
Total Priority 2			1,768,300	0	0	0	0	0	(1,768,300)

▶ AIRPORT

LED BY: AIRPORT CHIEF EXECUTIVE OFFICER

Our goal & community benefit:

Our goal is to serve communities within the Okanagan Valley by being the economic engine for the region and providing 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.

Our customers:

Our customers are the passengers who choose to fly through the Airport. In 2022, 1,718,059 passengers moved through the Airport and numbers are forecasted to continue to grow towards the all-time high of 2,059,030 passengers and beyond.

Our partners:

We partner with airlines, car rental agencies, food and beverage providers and other Airport campus tenants to offer the best travel experience for our passengers. There are nearly 50 companies operating at the Airport, generating over 1,400 full-time jobs.

Our partners also include our federal regulatory partners Transport Canada, Nav Canada, the Canadian Air Transport Security Authority, and the Canada Border Services Agency, as well as organizations which provide contracted services critical to the operation, maintenance, and development of the Airport.

What we deliver:

We are forecasting that we will serve over 2 million passengers in 2023 and currently offer more than 60 daily non-stop commercial flights with nine airlines (Air Canada, Air North - Yukon's Airline, Alaska Airlines, Central Mountain Air, Flair Airlines, Pacific Coastal Airlines, Sunwing Airlines and WestJet). As the 10th busiest and the largest municipally-owned airport in Canada, YLW's total economic impact in 2014 was 4,545 jobs and \$789 million in total economic output to the province of British Columbia.

Our key objectives:

Our key objectives include:

- Improve and innovate the way we plan and operate our business
- Lead and foster economic prosperity within the region
- Act in a financially sustainable & resilient manner
- Lead in the areas of safety, security, social responsibility, governance and the environment

Our guiding plans:

- Airport Master Plan 2045



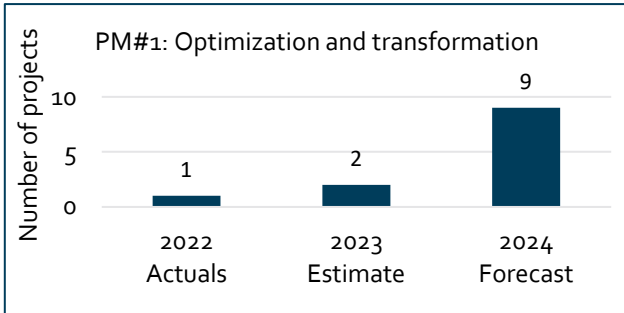
Measuring performance:

Performance Measure 1

Optimization and Transformation

Improve and innovate the way we plan and operate our business

Number of Optimization and Transformation initiatives/programs

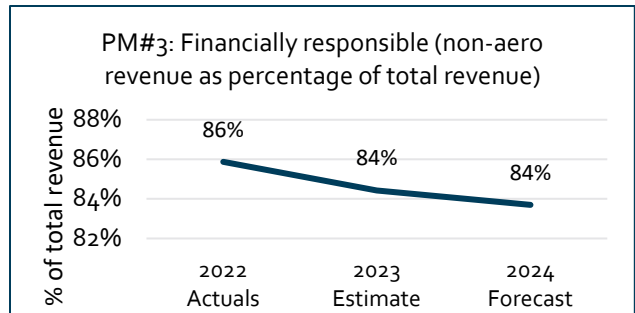


Performance Measure 3

Financially responsible

Act in a financially sustainable resilient manner

Non-aeronautical revenues as a percentage of total Revenues

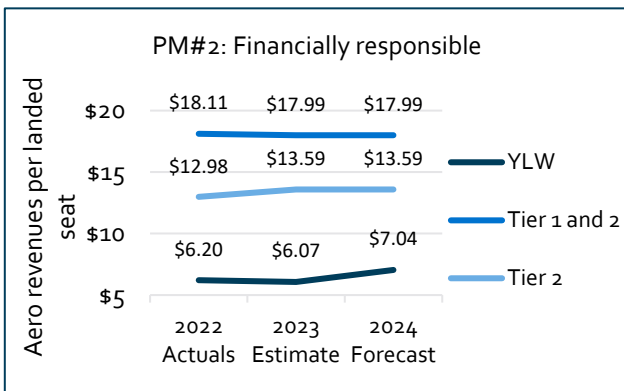


Performance Measure 2

Financially responsible

Act in a financially sustainable & resilient manner

Aeronautical revenues per landed air carrier seat

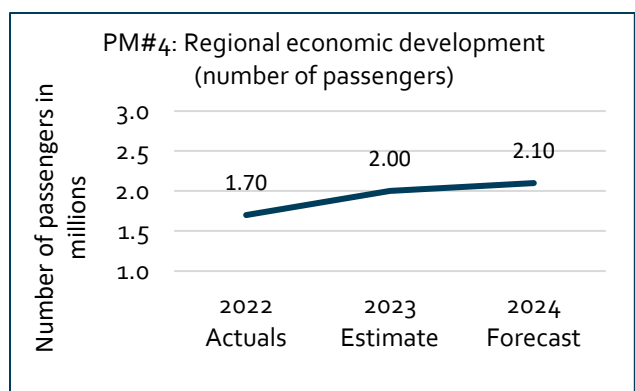


Performance Measure 4

Driver of regional economic development

Lead and foster economic prosperity within the region

Annual number of passengers

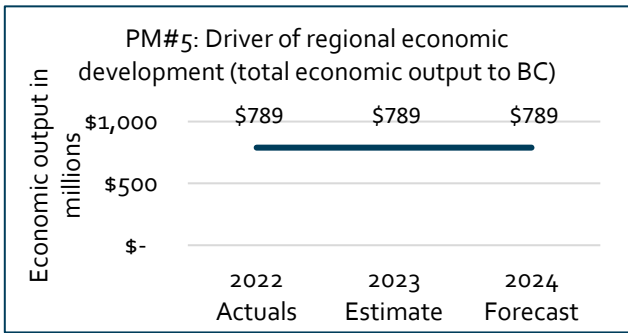


Measuring performance:

Performance Measure 5

Driver of regional economic development
Lead and foster economic prosperity within the region

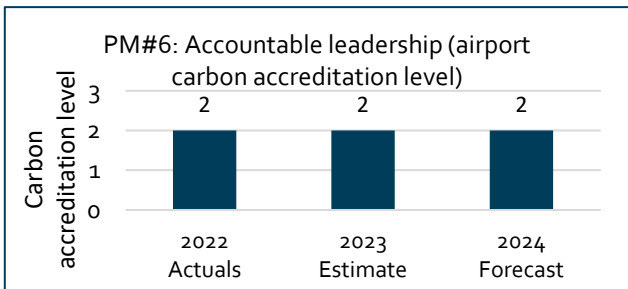
Total economic output to the Province of BC



Performance Measure 6

Accountable leadership
Lead in the areas of safety, security, social responsibility and the environment

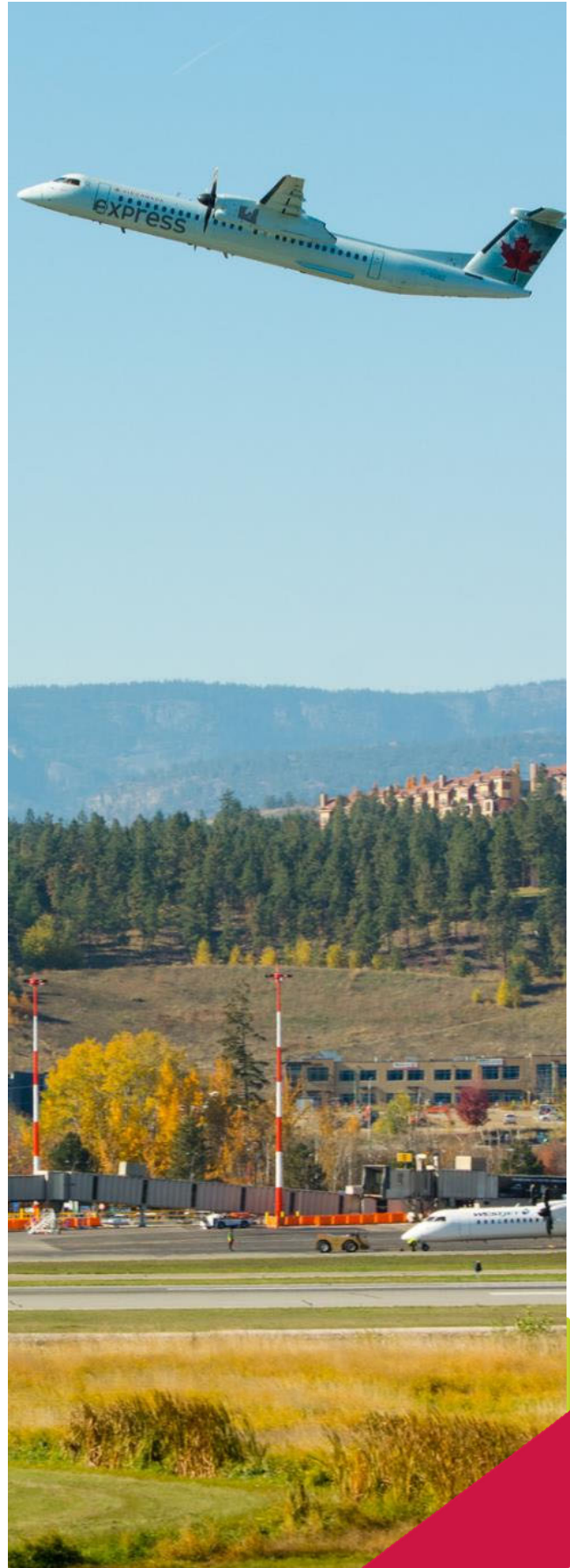
Airport Carbon Accreditation Level 2 maintained



Performance Measure 7

Accountable leadership
Lead in the areas of safety, security, social responsibility and the environment

Percentage of safety reports that are proactive



2024 Service activities:

Crime & Safety

- # or % of residents who feel safe in Kelowna increases
 - Rehabilitation of Airside aprons and taxiways to further improve the safety of aircraft and passengers
 - Development of new instrument approaches to facilitate better access by more aircraft
 - Use of AI and machine learning to improve efficiency and safety for aircraft operations

Transportation

- Capacity and traffic flow is enhanced on major road corridors:
 - Continue to engage with partners and stakeholders on potential road improvements leading to the Airport
 - Continue to undertake innovative initiatives to make the flow of traffic within and out of the Airport more efficient (e.g., ReserTrac Virtual Queuing for ground transportation providers)
- More trips by alternative transportation modes
 - Continue to engage with partners and stakeholders on a potential off-campus shuttle service for those who work at the Airport

Climate & Environment

- Include a Climate Lens in City decision making, ensuring we always consider climate impacts:
 - Continued commitment to the Airport's environmental goal of carbon neutrality by 2030 and carbon net zero by 2040
 - Airport Carbon Accreditation Level II maintained
 - Carbon neutral initiatives implemented to advance sustainable operations and practices
 - Development of sustainable building guidelines

Our People

- The opportunity for all employees, regardless of position or role, to learn and grow their leadership competencies is increasing:
 - Develop an innovation bank

Digital Transformation

- Digital tools are used to improve the online service experience and make processes more efficient:
 - Conversion to common use software and infrastructure to enhance flexibility
- Data is used to inform decision making:
 - New software implementation for enhanced data-driven Airport operations, building management, gate scheduling and check in counter allocation

Active Financial Management

- Targeted projects to increase non-tax revenue are minimizing the City's reliance on tax revenue:
 - Continue to pursue commercial development opportunities to increase revenues
 - Review and compare aeronautical fees and charges with International Civil Aviation Organization guidelines

Base Business

- Continue to raise the service level of all elements of the Airport
- Continue construction work for the expansion of the Airport Terminal Building
- Renewal of certain infrastructure in the Air Terminal Building to extend the useful life of the infrastructure
- Design and commence construction on a new Combined Operations Building

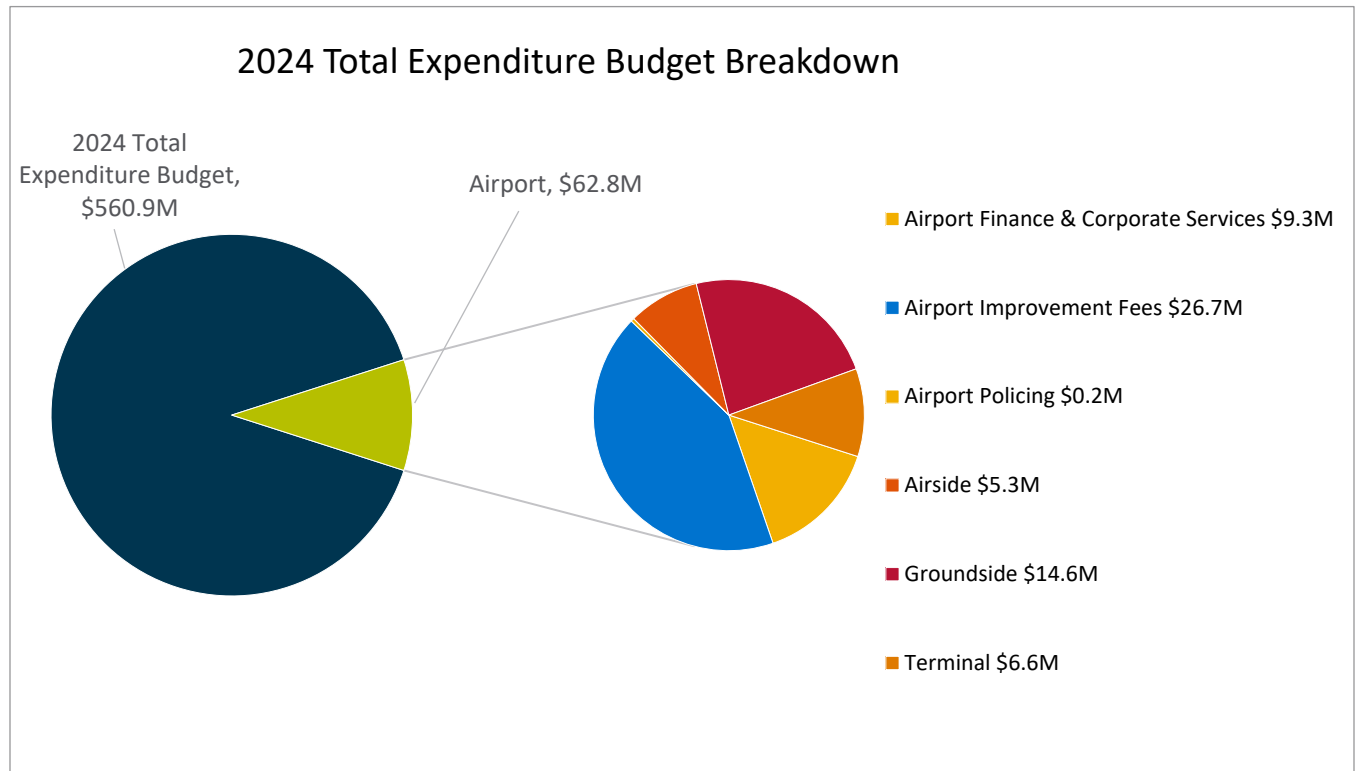
2023 Key accomplishments:

- Completion of the YLW Campus Child Care Facility
- Commencement of construction of the terminal building expansion
- Completion of the runway end safety area to further improve the safety of aircraft and passengers
- Increased frequency and destinations available to the travelling public

Continuous improvements:

- Renewal of certain infrastructure in the Air Terminal Building to extend the useful life of the infrastructure
- Rehabilitation of airside pavement to further improve the safety of aircraft and passengers
- Development of air service routes and destinations
- Implementation of carbon reduction initiatives
- Commencement of construction of the combined operations building
- Commencement of enabling works for preparation of the Airport hotel and parkade
- Continued investment in people
- Purchase of airside equipment

Budget overview:

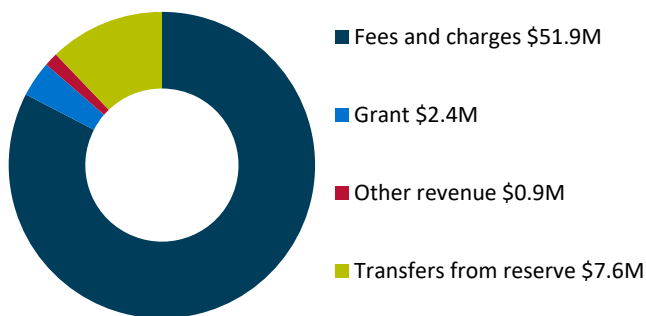


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax						-
Fees and charges	42,520	50,940		912		51,851
Grant	96	116		2,250		2,366
Other revenue	1,164	132		776		908
Transfers from reserve	4,837	5,704	(21)	1,878	73	7,634
Total revenue budget	48,617	56,891	(21)	5,816	73	62,759
Expenditure budget:						
Salaries and wages	5,529	6,732	(1)	1,044	199	7,974
Material and other	12,059	13,968	(30)	2,523	(89)	16,371
Contract services	1,061	1,142		568		1,710
Debt service	2,489	2,490		0		2,490
Transfers to reserve	26,716	31,735	10	1,385	(37)	33,094
Enabling allocation	763	825		296		1,121
Total Expenditure budget	48,617	56,891	(21)	5,816	73	62,759
Operating FTE positions:						
Management	16.2	21.0	1.0	1.0	1.5	24.5
Union hourly	11.3	2.0				2.0
Union salary	27.9	31.0	0.5			31.5
Total operating FTE positions	55.4	54.0	1.5	1.0	1.5	58.0

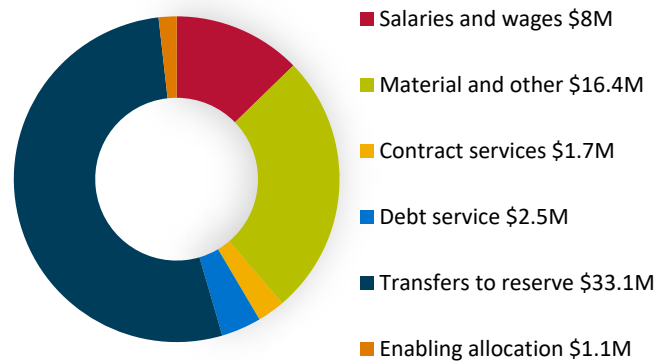
Note: Totals may not add due to rounding

Funding strategy



Total \$62.8M

Expenditure by type



Total \$62.8M

Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - Airport Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Airport - Priority 1										
86	Maintain	Airport Improvement Fee	OG	0	1,495,000	0	(2,250,000)	755,000	0	0
86	Maintain	Airport Airside	OG	510,200	(431,400)	0	0	(78,800)	0	0
87	Maintain	Airport Terminal	OG	619,200	(493,100)	0	0	(126,100)	0	0
87	Maintain	Airport Groundside	OG	981,000	366,700	0	0	(1,347,700)	0	0
88	Maintain	Airport Finance & Corporate Services	OG	1,366,900	(1,238,900)	0	0	(128,000)	0	0
88	Enhance	Airport - Four Management Positions	OG	109,600	(109,600)	0	0	0	0	0
Service Area Priority 1 Total				3,586,900	(411,300)	0	(2,250,000)	(925,600)	0	0

2024 Operating Request Details

Service Area:	Airport	Priority: 1	Maintain ON-GOING
Title:	Airport Improvement Fee		PRELIMINARY

Justification:

The increase in budgeted Airport Improvement Fee revenues is due to the Federal Airport Capital Infrastructure Program grants anticipated to be earned in 2024. Airport Improvement Fee revenues is based on the forecast that the Airport will recover to 2.1M passengers in 2024. The 2023 budget was based on passenger numbers of 2.1M.

Revenues are contributed to the Airport Improvement Fee Reserve.

2024 Base Budget: \$24.4M.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	0	1,495,000	0	(2,250,000)	0	755,000	0
2025	0	1,495,000	0	(2,250,000)	0	755,000	0
2026	0	1,495,000	0	(2,250,000)	0	755,000	0

Service Area:	Airport	Priority: 1	Maintain ON-GOING
Title:	Airport Airside		PRELIMINARY

Justification:

The increase in budgeted Airport Airside revenues and expenditures is based on the forecast that the Airport will have 2.1M passengers in 2024, as was 2023. The budgeted increase in Airside expenditures is expected to be larger than the budgeted increase in Airside revenues for the year due to investment in key aspects of the Airport's business combined with inflationary pressures. Total Airside revenues are budgeted to exceed total Airside expenditures by 0.7M in 2024.

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

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	510,200	(431,400)	0	0	0	(78,800)	0
2025	510,200	(431,400)	0	0	0	(78,800)	0
2026	510,200	(431,400)	0	0	0	(78,800)	0

2024 Operating Request Details

Service Area: Airport Priority: 1 Maintain ON-GOING
 Title: Airport Terminal PRELIMINARY

Justification:

The increase in budgeted Airport Terminal revenues and expenditures is based on the forecast that the Airport will have 2.1M passengers in 2024, as was 2023. The budgeted increase in Terminal expenditures is expected to be larger than the budgeted increase in Terminal revenues for the year due to investment in key aspects of the Airport's business combined with inflationary pressures. Total terminal expenditures are budgeted to exceed Total terminal revenues by 0.8M in 2024. This deficit will be funded from the Airport reserves with no impact on taxation.

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

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	619,200	(493,100)	0	0	0	(126,100)	0
2025	619,200	(493,100)	0	0	0	(126,100)	0
2026	619,200	(493,100)	0	0	0	(126,100)	0

Service Area: Airport Priority: 1 Maintain ON-GOING
 Title: Airport Groundside PRELIMINARY

Justification:

The increase in budgeted Airport Groundside revenues and expenditures is based on the forecast that the Airport will have 2.1M passengers in 2024, as was 2023. The budgeted increase in Groundside revenues is expected to be larger than the budgeted increase in Groundside expenditures for the year despite investment in key aspects of the Airport's business and inflationary pressures. Total Groundside revenues are budgeted to exceed total Groundside expenditures by 5.5M in 2024.

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

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	981,000	366,700	0	0	0	(1,347,700)	0
2025	981,000	366,700	0	0	0	(1,347,700)	0
2026	981,000	366,700	0	0	0	(1,347,700)	0

2024 Operating Request Details

Service Area:	Airport	Priority: 1	Maintain ON-GOING
Title:	Airport Finance & Corporate Services		PRELIMINARY

Justification:

The increase in budgeted Airport Finance and Corporate Services (AFCS) revenues and expenditures is based on the forecast that the Airport will have 2.1M passengers in 2024. The budgeted increase in AFCS expenditures is expected to be larger than the budgeted increase in AFCS revenues for the year due to investment in key aspects of the Airport's business combined with inflationary pressures. AFCS expenditures are budgeted to exceed AFCS revenues by 5.9M in 2024. This deficit will be funded from the Airport reserves with no impact on taxation.

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

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	1,366,900	(1,238,900)	0	0	0	(128,000)	0
2025	1,033,100	(905,100)	0	0	0	(128,000)	0
2026	1,033,100	(905,100)	0	0	0	(128,000)	0

Service Area:	Airport	Priority: 1	Enhance ON-GOING
Title:	Airport - Four Management Positions		PRELIMINARY

Justification:

This request is for the hiring of a Senior Manager, Commercial and Business Development, Environment Manager, Manager of Human Resources and Occupational Health, and conversion of the term Duty Manager position to permanent. These positions will provide the necessary education and experience to meet current and future requirements for: commercial development, business and community relations, environmental regulations and initiatives, passenger and aviation partner service levels, passenger growth and flight scheduling, strategic guidance and recommendations, industry best practices, social equity initiatives, and attraction and retention of talent.

These four positions align with the Airport's 5-Year Human Resources Plan and would be funded from the Airside,

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	109,600	(109,600)	0	0	0	0	0
2025	304,200	(304,200)	0	0	0	0	0
2026	304,200	(304,200)	0	0	0	0	0

► COMMUNITY SAFETY & BYLAW

LED BY: DIVISIONAL DIRECTOR, CORPORATE & PROTECTIVE SERVICES

Our goal & community benefit:

Our goal is to enhance community safety for all through education, engagement, coordination, compliance and collaboration. With an increasing focus on innovation and evidence-based approaches, we work to uphold community bylaws, respond to crime and social issues in our community today while leading multi-disciplinary initiatives (i.e., Community Safety Plan) to reduce criminality and victimization in the future.

Our customers:

- Residents and Commercial businesses
- Visitors (est. ~2M annually)
- Other stakeholders and community partners

Our partners:

We are a convener of community / governmental partners and stakeholders who are integral to community safety.

What we deliver:

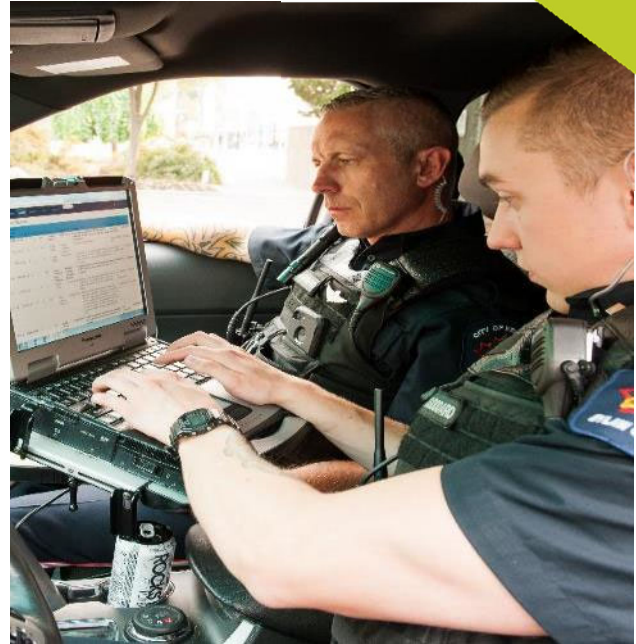
We deliver a balanced approach of education, prevention, intervention and enforcement to preserve and enhance safety – and sense of safety – in our community. We aim to drive collaborative and multi-disciplinary strategies to reduce criminality, crime and victimization. Services provided include a General Duty Section to investigate complaints, a Community Response Unit providing visibility and response with partnering agencies for priority areas and issues, and the Community Safety Services Branch focused on crime prevention, crime reduction, and improving sense of safety for all who live, work and play in Kelowna.

Our key objectives:

- Preserve and enhance safety – and sense of safety – in our community;
- Foster a predictable and respectful community for all citizens through Bylaw education and compliance; and
- Enhance enforcement visibility, proactivity and responsiveness in priority areas, based on available data.

Our guiding plans:

- Community Safety Plan



Measuring performance:

Performance Measure 1

Citizen Satisfaction with Bylaw Service

Data for this metric is collected through the Citizen Survey that is conducted every two years. This new measure will help to gauge the level of community satisfaction with the type and level of service being provided by Bylaw Services. Expectations are that the satisfaction levels will increase commensurate with efforts to further resource, recruit, train and professionalize Bylaw Services.

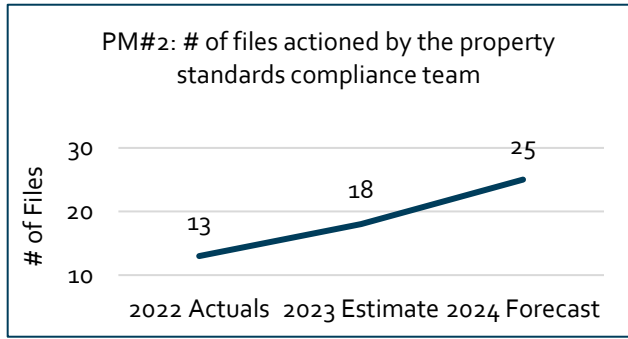
PM#1: Citizen satisfaction with bylaw service

2022 Actuals	2023 Estimate	2024 Forecast
77%	N/A	77%

Performance Measure 2

Number of files actioned by the Property Standards Compliance Team

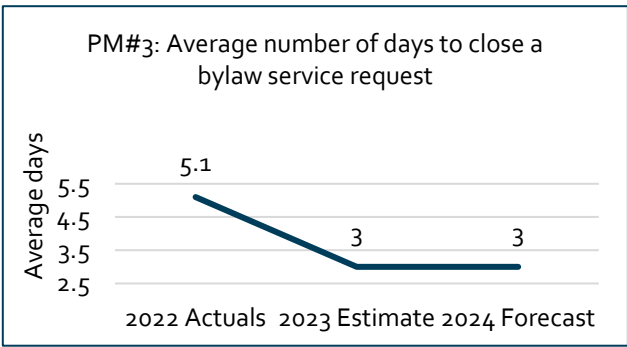
The property standards compliance team brings together the RCMP, Kelowna Fire Department, Building Planning and Development, Bylaw Services, and other agencies to address the most problematic (unsafe and/or illegal) properties in our community. Measuring the number of files actioned by the Team reports the level of service being provided to the community. Expectations are that the number of files will continue to increase with city growth.



Performance Measure 3

Average number of days to close a Bylaw Service Request

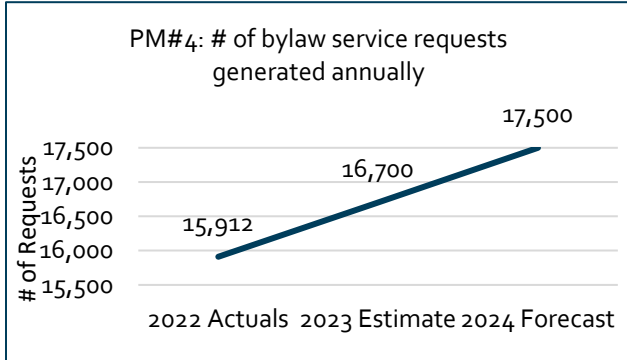
Most bylaw services investigations are initiated after a service request is generated. Monitoring the number of days to close a service request indicates the responsiveness and efficiency of service being provided to our citizens. Through resourcing, new technologies and continuous improvement toward operational excellence, this current trend is expected to continue.



Performance Measure 4

Number of Bylaw Service Requests generated annually

Most bylaw services investigations are initiated after a service request is generated. Tracking the number of service requests generated annually helps the service see trends that will help determine future resourcing requirements. Expectations are that the number of service requests will continue to increase as the city grows.



2024 Activities by priority:

Crime & Safety

- Continued implementation of Kelowna's first Community Safety Plan of prevention-focused strategies and actionable initiatives to reduce crime and vulnerability in our community
- Continued participation in, and support for actions arising from, the Mayor's Task Force on Crime Reduction
- Support for local Business Improvement Areas to reduce crime and improve sense of safety
- Development and implementation of a strategy to address property crime
- Continued leadership to advocate for system-based solutions to address underlying crime drivers (i.e., repeat offenders)
- Continued improvement in bylaw-based strategies to mediate the public impacts of social issues while maintaining base business
- Development and implementation of initiatives that respond to issues uncovered through the 2023 Community Safety Survey

Homelessness

- Continue to support a multi-agency effort to enable successful inclusion of housing with supports

Our People

- Increase individual and departmental capacity through targeted engagement strategies and enhanced training/professional leadership development
- Development of initiatives that advance the physical and psychological health, safety and wellness of all CSD staff

Active Financial Management

- Optimize efficiency and effectiveness of resources both human and financial

Base Business

- Further develop and monitor performance metrics for all branches to drive actions and deliver impactful and meaningful results



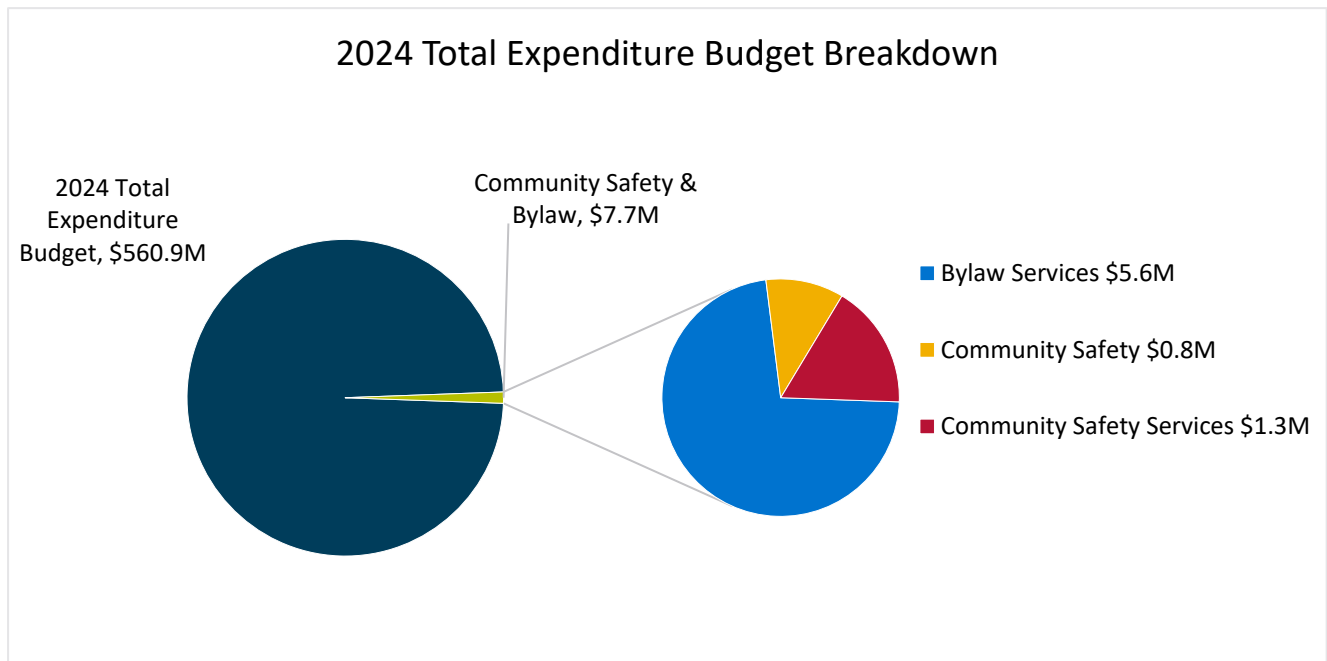
2023 Key accomplishments:

- Launched seven Community Safety Plan (CSP) - Actions Teams and presented Kelowna’s 1st CSP Annual Report to Council
- Developed and launched a loan-a-lock program and a bike valet to augment pre-existing bike theft prevention strategies
- Developed and published Business and Community Safety Toolkits to advance crime prevention through environmental design (CPTED) and other
- Reviewed and adopted new outdoor sheltering management strategies
- Expanded connectedness and coordination with service providers responding to the impacts of rising outdoor sheltering
- Launched a pilot initiative pairing Bylaw Services and a peer navigator
- Adopted a Fire & Life Safety Bylaw to improve property standards and compliance

Continuous improvements:

- Enhanced training and professional development
- Innovation and effectiveness through research and “best practices”
- Increasing agility and resilience to address emergent issues
- Recruiting for the needs of today and tomorrow
- Refining organizational structures and processes

Budget Overview

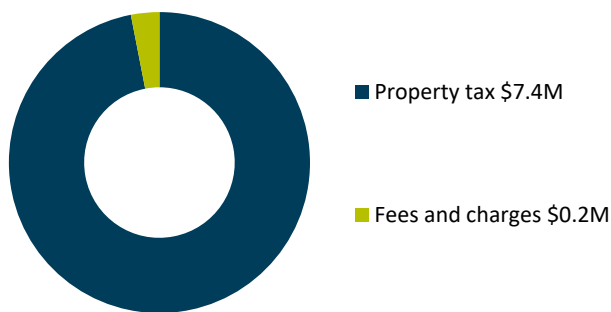


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	6,264	6,329	389	189	543	7,449
Fees and charges	134	300		(66)		234
Grant	1,846	1,601	(1,601)			0
Other revenue						0
Transfers from reserve	452	923	(923)			0
Total revenue budget	8,696	9,153	(2,135)	123	543	7,683
Expenditure budget:						
Salaries and wages	4,057	4,530	45	313	489	5,377
Material and other	2,405	3,151	(2,250)	54	57	1,012
Contract services	50	68		4		72
Debt service						0
Transfers to reserve	344					0
Enabling allocation	1,840	1,403	69	(248)	(2)	1,223
Total Expenditure budget	8,696	9,153	(2,135)	123	543	7,683
Operating FTE positions:						
Management	5.7	4.0			0.5	4.5
Union hourly	27.7	25.3			3.8	29.1
Union salary	8.8	7.2		0.5		7.7
Total operating FTE positions	42.2	36.5	0.0	0.5	4.3	41.3

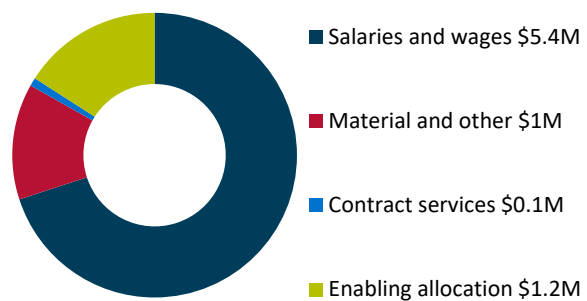
Note: Totals may not add due to rounding

Funding strategy



Total \$7.7M

Expenditure by type



Total \$7.7M

Note: Totals may not add due to rounding

2024 Operating Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Community Safety & Bylaw - Priority 1										
95	Enhance	Bylaw Services Positions - Public Safety Levy	OG	203,800	0	0	0	0	0	0 (203,800)
95	Enhance	Bylaw Services - ALC Bylaw Officer Position	OG	65,100	0	0	0	0	0	0 (65,100)
Service Area Priority 1 Total				268,900	0	0	0	0	0	0 (268,900)

2024 Operating Request Details

Service Area: Community Safety & Bylaw Priority: 1 Enhance
ON-GOING
 Title: Bylaw Services Positions - Public Safety Levy PRELIMINARY

Justification:

Due to increasing demand on Bylaw Services operations in support of Council's Crime & Safety and Homelessness priorities, budget is requested for several Community Response Unit (CRU) positions. This includes a property compliance supervisor, two bylaw officers and two senior bylaw officers. The senior bylaw officers are funded from the public safety levy.

Strategic Direction: Crime & Safety - Residents feel safe

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	203,800	0	0	0	0	0	0	(203,800)
2025	359,200	0	0	0	0	0	0	(359,200)
2026	359,200	0	0	0	0	0	0	(359,200)

Service Area: Community Safety & Bylaw Priority: 1 Enhance
ON-GOING
 Title: Bylaw Services - ALC Bylaw Officer Position PRELIMINARY

Justification:

Budget is requested for one dedicated Agricultural Land Commission (ALC) Bylaw Officer position. The nature of ALC compliance and enforcement operations requires consistent and frequent attendance to yield results. While there are Provincial ALC Compliance Officers, there are less than 10 officers province-wide resulting in high file loads. As such, these Provincial Officers leverage the capacity of local enforcement officers to provide continuity and support in file management and lead the investigative efforts while providing provincial jurisdiction support and advice as required for direct enforcement.

Strategic Direction: Crime & Safety - Public safety resources keep pace with growth

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	65,100	0	0	0	0	0	0	(65,100)
2025	117,700	0	0	0	0	0	0	(117,700)
2026	117,700	0	0	0	0	0	0	(117,700)

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Community Safety & Bylaw - Priority 2									
Enhance	Community Safety Plan - Action 1.2 Implementation	OG	1,070,000	0	0	0	0	0	(1,070,000)
Service Area Priority 2 Total			1,070,000	0	0	0	0	0	(1,070,000)

► POLICE SERVICES & RCMP

LED BY: DIVISIONAL DIRECTOR, CORPORATE & PROTECTIVE SERVICES

Our goal & community benefit:

Our goal is to preserve and enhance safety – and sense of safety – in our community. We deliver 24/7 operational support services to the Royal Canadian Mounted Police (RCMP).

Our customers:

- Community residents, commercial businesses and visitors
- Other stakeholders and community partners

Our partners:

We work with community/governmental partners and stakeholders who are integral to community safety to support the provision of efficient and effective police services.

What we deliver:

Police Services provides 24/7 operational support to the RCMP as part of its mandate 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.

Our key objectives:

- Support the preservation and enhancement of public safety – and sense of safety – in our community.
- Support longer-term evidence-based initiatives to appropriately address upstream demands on police.
- Initiate and implement innovative strategies to continuously improve the overall efficiency and effectiveness of the RCMP.

Our guiding plans:

- RCMP Strategic Plan
- Community Safety Plan



Measuring performance:

Performance Measure 1

Citizen Satisfaction with Police Services

Data for this metric is collected through the Citizen Survey that is conducted every two years. This measure will help to gauge the level of community satisfaction with the type and level of services being provided by the City's contracted police agency. Expectations are that the satisfaction levels will increase commensurate with RCMP recruitment, resourcing, efficiency, investigative effectiveness, communications, accountability, and transparency toward public trust, as well as outreach / community policing efforts.

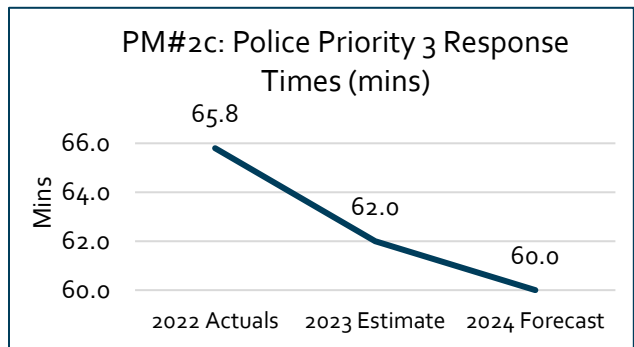
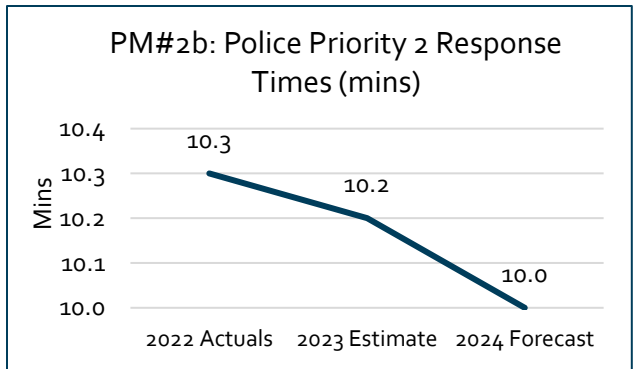
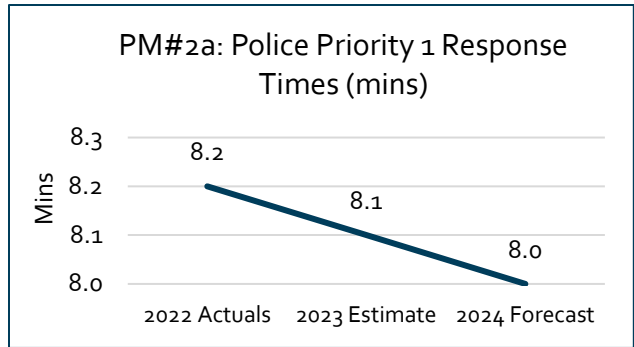
PM#1: Citizen satisfaction with police services

2022 Actuals	2023 Estimate	2024 Forecast
74%	N/A	75%

Performance Measure 2

Police Priority 1, 2 & 3 Response Times (mins)

The timeliness of RCMP responses to priority 1, 2, 3 calls is an important metric to monitor police service delivery. Priority 1 calls are very urgent and typically involve risk / loss of life and account for about 5 percent of all citizens calls for police service. Continued resourcing commensurate with growth in population, service demand and emergent case law will enable maintenance of existing response times.

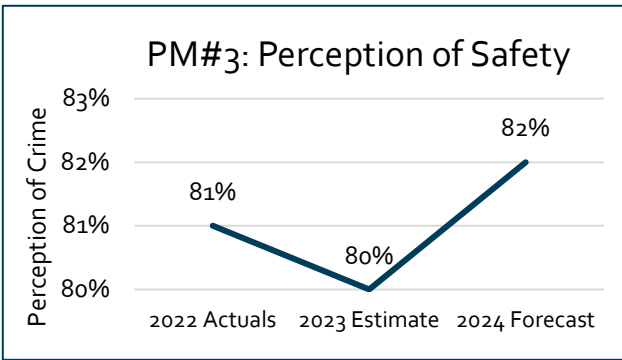


Measuring performance:

Performance Measure 3

Perception of Safety

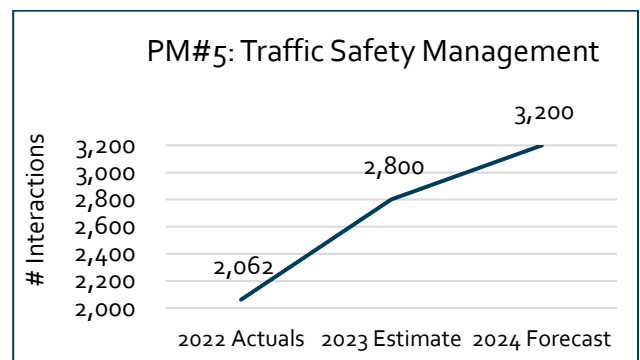
Collected annually through the alternating Citizen Survey and the Community Safety Survey, measuring citizen perceptions of crime city-wide, sense of safety in their daily lives (i.e., walking alone at night), and supporting behaviors (i.e., reporting victimization to police) are important measures of the overall effectiveness of police and city efforts to maintain a safe city for all who live and work in Kelowna.



Performance Measure 5

Traffic Safety: Police Enforcement Interactions (#)

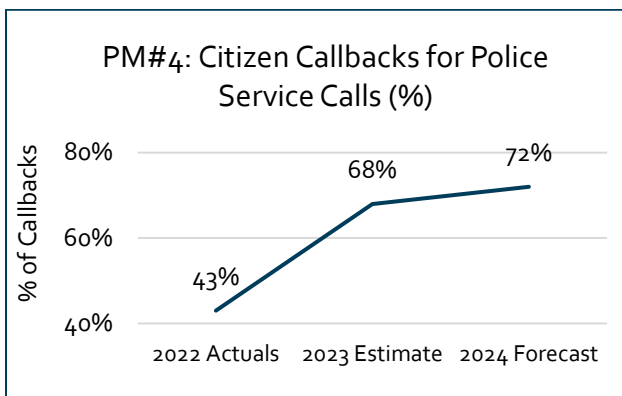
Evidence indicates that visible policing - including traffic checks - can reduce crime and crashes. Police Enforcement Interactions includes the total number of warnings, violation tickets as well as notices / orders issued. Collected and reported routinely by RCMP through Council reports, this measure reflects Council's priority for traffic safety management.



Performance Measure 4

Citizen Callbacks for Police Service Calls (%)

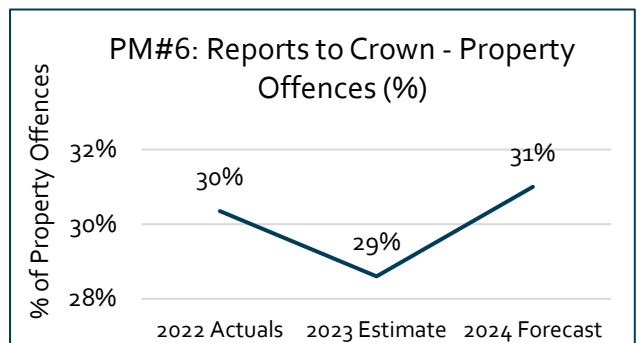
RCMP Communication with complainants to follow up on service provided. False alarms, abandoned calls for service, traffic and online reports, assistance outside of public safety and failure to appear are not indicated for follow up calls.



Performance Measure 6

Reports to Crown - Property Offences (%)

Citizens have identified property crimes / B&Es as the "most important crime related problem" in the City of Kelowna (2022 Community Safety Survey). Collected and reported routinely by RCMP, this metric reflects the corresponding Council Priority and captures the percentage of all Reports to Crown Counsel by police in which a property offence was included. This metric is collected and reported routinely by RCMP.



2024 Activities by priority:

Crime & Safety

- Advance longer-term evidence-based initiatives to appropriately address upstream demands on police
- Continue to support implementation of the Community Safety Plan
- Support relevant actions arising from the Mayor's Task Force on Crime Reduction
- Maintain current service levels, responsiveness, and visibility in priority areas (i.e., downtown and Rutland)
- Support efforts, as feasible, to enhance prevention and community-policing based initiatives, particularly in Business Improvement Areas
- In partnership with the City and stakeholders, co-develop and implement a property crime reduction strategy
- Continue to develop, implement, measure and provide provincial leadership in respect to strategies to reduce the impacts of repeat offenders in our community
- Continue to implement education and prevention-focused communications to increase public prevention and reporting of criminal activity

Our People

- Increase individual and departmental capacity through targeted engagement strategies and enhanced training/professional leadership development
- Development of initiatives that advance the physical and psychological health, safety and wellness of staff

Active Financial Management

- Develop and implement a quarterly RCMP contract performance dashboard
- Optimize efficiency and effectiveness of support services for Police Services

Base Business

- Further develop and monitor performance metrics for all Police Services' units to drive actions and deliver impactful and meaningful results



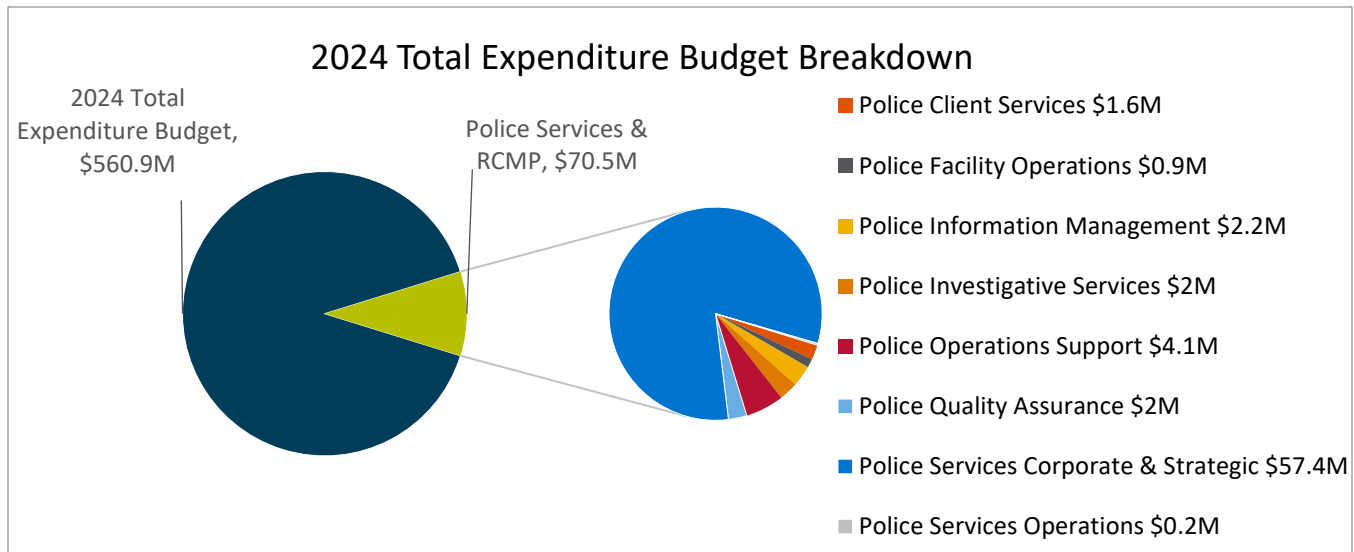
2023 Key accomplishments:

- Restabilized and resumed specialized policing units (i.e., Traffic)
- Launched and provincially leading the Repeat Violent Offending Intervention Initiative
- Commenced transition to newly-adopted national Auxiliary Police Program
- Improved resource deployment through “PinPoint” data-based analytics
- Developed and adopted enhanced reporting framework
- Re-structured the Police Services Management Team
- Improved cost recovery for Regional RCMP and Police resources

Continuous improvements:

- Enhance recruitment and retention efforts to increase staff occupancy rates
- Increase use of “operational excellence” and technology to improve the efficiency and effectiveness of internal operations and processes
- Increase use of data-driven hotspot policing, including traffic enforcement
- Lean into community safety concerns of diverse communities
- Be a provincial leader in best practices for repeat offender management
- Further adopt proven crime prevention approaches in business improvement areas
- Promote and support the right providers for mental health, addiction care, and housing needs
- Advance the national RCMP Auxiliary Program in Kelowna

Budget overview:

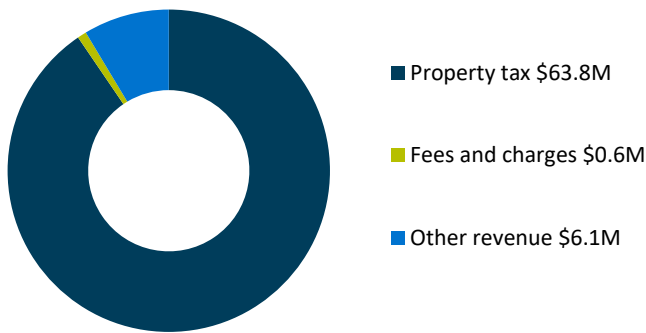


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	51,334	59,644	1,561	2,201	382	63,788
Fees and charges	699	635		4		639
Grant						0
Other revenue	5,441	5,801		266		6,067
Transfers from reserve		8,250	(8,250)			0
Total revenue budget	57,474	74,330	(6,689)	2,470	382	70,494
Expenditure budget:						
Salaries and wages	7,376	7,462	(232)	653	(301)	7,582
Material and other	398	511	(51)	34	61	555
Contract services	37,038	54,962	(7,042)	2,577	643	51,141
Debt service						0
Transfers to reserve						0
Enabling allocation	12,663	11,395	636	(795)	(20)	11,217
Total Expenditure budget	57,474	74,330	(6,689)	2,470	382	70,494
Operating FTE positions:						
Management	17.1	23.5	0.5	0.5		24.5
Union hourly	7.3	4.3				4.3
Union salary	59.8	72.5	0.5		1.0	74.0
Total operating FTE positions	84.2	100.3	1.0	0.5	1.0	102.8

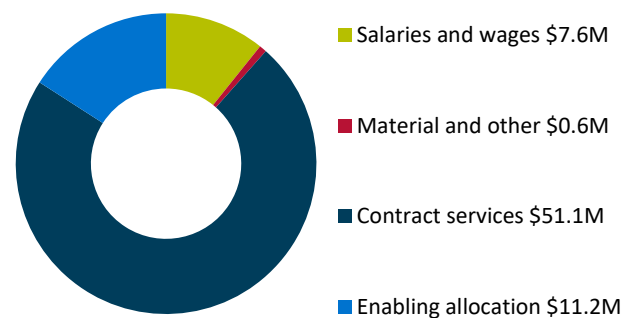
Note: Totals may not add due to rounding

Funding strategy



Total \$70.5M

Expenditure by type



Total \$70.5M

Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Police Services & RCMP - Priority 1										
104	Maintain	Police Services - Crime Review Officer Position (CRO)	OG	41,500	0	0	0	0	0	(41,500)
104	Maintain	Police Services - Guarding of Prisoner Contract 2023-2026	OG	204,300	0	0	0	0	0	(204,300)
105	Enhance	RCMP Regular Members (12) - Public Safety Levy	OG	0	0	0	0	0	0	0
105	Enhance	Police Services Clerk Position - Community Safety Unit (CSU)	OG	35,400	0	0	0	0	0	(35,400)
106	Enhance	Police Services - Auxiliary Coordinator Position	OG	38,700	0	0	0	0	0	(38,700)
Service Area Priority 1 Total				319,900	0	0	0	0	0	(319,900)

2024 Operating Request Details

Service Area:	Police Services & RCMP	Priority: 1	Maintain ON-GOING
Title:	Police Services - Crime Review Officer Position (CRO)		PRELIMINARY

Justification:

The 2019 Griffiths' Report recommended one additional CRO for which budget is requested to adequately process investigational files. As Kelowna's population and tourism increase, the City is producing more files; from 2017 to 2022 file count per CRO has increased by 28.6%. In 2017, each CRO reviewed upwards of 15 thousand files, which has increased to 19 thousand files in 2022. The increased workload has led to significant and sustained backlogs in file review, resulting in inaccurate crime data reporting to: Statistics Canada, the RCMP Officer in Charge and City of Kelowna. Accurate and timely crime data is essential for operational deployments, resource reviews, and accountable reporting purposes.

Strategic Direction: Crime & Safety - Public safety resources keep pace with growth

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	41,500	0	0	0	0	0	0	(41,500)
2025	82,000	0	0	0	0	0	0	(82,000)
2026	82,000	0	0	0	0	0	0	(82,000)

Service Area:	Police Services & RCMP	Priority: 1	Maintain ON-GOING
Title:	Police Services - Guarding of Prisoner Contract 2023-2026		PRELIMINARY

Justification:

Police Services contracts the guarding of prisoners within the cell block. Budget is requested to accommodate cost increases for the new Guarding of Prisoner contract for the term from October 1, 2023 to September 30, 2026. The contract includes the option of negotiating two additional one-year extensions. The City of Kelowna takes on costs associated with keeping provincial prisoners and is partially reimbursed by the province, in 2022 it is estimated that total costs to keep provincial prisoners were only reimbursed at 65%.

Base Budget: \$980k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	204,300	0	0	0	0	0	0	(204,300)
2025	239,900	0	0	0	0	0	0	(239,900)
2026	239,900	0	0	0	0	0	0	(239,900)

2024 Operating Request Details

Service Area: Police Services & RCMP Priority: 1 Enhance
ON-GOING
 Title: RCMP Regular Members (12) - Public Safety Levy PRELIMINARY

Justification:

Consistent with Council Priorities and the RCMP's multiyear resource and strategic plans, budget is requested to support population growth (seven officers) and enable some enhanced enforcement (i.e., boat, bike, and foot patrols) in priority areas, as well as traffic enforcement. This request is for \$327.8k in 2023 and \$1.07M ongoing, funded from the Public Safety Levy and surplus due to vacancies.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	0	0	0	0	0	0	0	0
2025	0	0	0	0	0	0	0	0
2026	0	0	0	0	0	0	0	0

Service Area: Police Services & RCMP Priority: 1 Enhance
ON-GOING
 Title: Police Services Clerk Position - Community Safety Unit (CSU) PRELIMINARY

Justification:

CSU is comprised of 28 Regular Members responsible for bike and foot patrol, downtown enforcement, proactive patrols, community youth safety, police and crisis team, integrated community policing, bait bike program and restorative justice. The Unit requires one administrative support position to alleviate tasks such as human resources, file management, scheduling and disclosure. The lack of admin support reduces the unit's operational efficiency and time spent to focus on their mandate supporting the RCMP's 2021-2024 Strategic Plan of managing and mitigating social disorder as it relates to individuals experiencing homelessness, addiction, and mental health disorders. With a focus on operational excellence and efficiencies, a Police Services Clerk will enable CSU police officers to focus on proactive policing in the community.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	35,400	0	0	0	0	0	0	(35,400)
2025	70,400	0	0	0	0	0	0	(70,400)
2026	70,400	0	0	0	0	0	0	(70,400)

2024 Operating Request Details

Service Area: Police Services & RCMP Priority: 1 Enhance

ON-GOING

Title: Police Services - Auxiliary Coordinator Position

PRELIMINARY

Justification:

An Auxiliary Coordinator is requested to launch and maintain the new RCMP Auxiliary Program, with secondary duties focused on enhanced policing, special event liquor licences, and managing / supporting special community events (i.e., Canada Day) in collaboration with City and community leads. Since 1963, the provincial Auxiliary Program existed to enhance community policing and crime prevention initiatives with local, trained, volunteers. Over the years, the Program evolved. With rollout of a national Auxiliary Program to begin in 2023/24, a new team of Auxiliary Constables will be recruited, trained and dedicate a minimum of 180 hours each annually. Auxiliary Constables are involved with community policing, community education and events, general duty and traffic, among other duties.

Strategic Direction: Crime & Safety - Residents feel safe

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	38,700	0	0	0	0	0	0	(38,700)
2025	77,100	0	0	0	0	0	0	(77,100)
2026	77,100	0	0	0	0	0	0	(77,100)

2024 Operating Requests

Preliminary Budget

Summary - General Fund

Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Police Services & RCMP - Priority 2									
Enhance	RCMP Regular Members (4)	OG	234,200	0	0	0	0	0	0 (234,200)
Enhance	Police Services - Watch Support Officers (WSO) - (2) Positions	OG	114,200	0	0	0	0	0	0 (114,200)
Service Area Priority 2 Total			348,400	0	0	0	0	0	0 (348,400)

►► FIRE SAFETY

LED BY: DIVISIONAL DIRECTOR, CORPORATE & PROTECTIVE SERVICES

Our goal & community benefit:

Our goal 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, public education, fire training, first medical responses, hazardous material response, specialty rescue, pre-incident planning, dispatch and emergency management.

Our customers:

- Residents of Kelowna and visitors to the community (Suppression Branch)
- Commercial and multi-family development proposals (Fire Prevention Branch)
- Fire departments across 5 regional districts (Dispatch)

Our partners:

We work with local government, community groups, citizens and volunteers to provide public safety services.

What we deliver:

Kelowna Fire Department (KFD) provides a number of services to the City of Kelowna and to the region. Along with fire suppression and rescue, we provide inspection services and input into new developments. Our dispatch centre serves over 70 fire departments across six regional districts. KFD specialty teams provide technical rescue, including high angle, tower crane, swift water, marine rescue and hazmat response across the Central Okanagan. In addition, KFD oversees the regional Emergency Program and hosts the region's Emergency Operations Centre.

Our key objectives

Provide for the life safety for the residents of the City of Kelowna through fire suppression, rescue, dispatch, training, inspections and public education.

Our guiding plans

2016-2030 KFD Strategic Plan

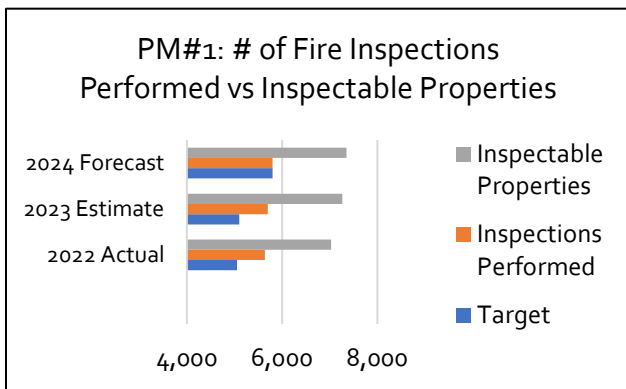


Measuring performance:

Performance Measure 1

of Fire Inspections Performed per Year vs Inspectable Properties

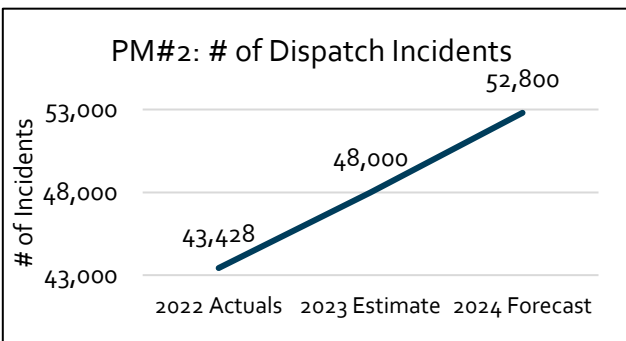
As the City continues to grow, so does the number of inspectable properties. Measured against inspectable properties, the Prevention Branch is working to achieve the highest percentage of completed inspections possible. Work to create efficiencies are being made, while still focused on ensuring the highest level of public safety.



Performance Measure 2

of Dispatch Incidents

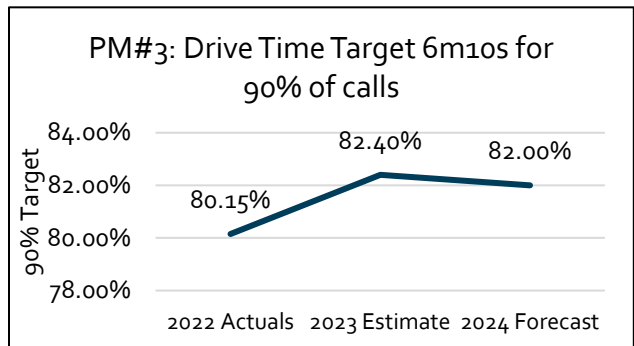
Dispatch incidents reflect the total number across all KFD Dispatch customers. KFD Dispatch provides a revenue-based model to offset costs to the City of Kelowna, and the high number of calls relates directly to our growth in customers over the past 5 years.



Performance Measure 3

Drive Time Target 6m10s for 90% of calls

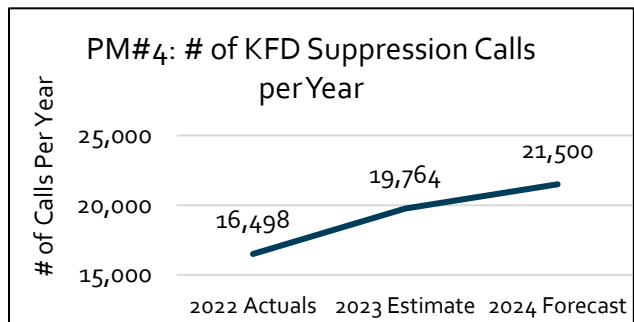
In the 2016-2030 Strategic Plan, a goal was set to achieve 7m40s response time within the Permanent Growth Boundary. With 90 seconds allowed for turnout, this requires a drive time of 6m10s 90% of the time. This response time is a key factor due to the rate growth of fires. Key impacts to this are staff availability (# units working) and proximity to the incident (station location). The new location for the station 5 replacement will positively impact this statistic. Future station locations, being considered in the Master Plan (under development), will also directly impact this statistic.



Performance Measure 4

of KFD Suppression Calls per Year

Calls per year is one reflection of the City's growth. The increase in service calls relates to several factors including resource availability. This number provides context to the changing and growing needs of the community.

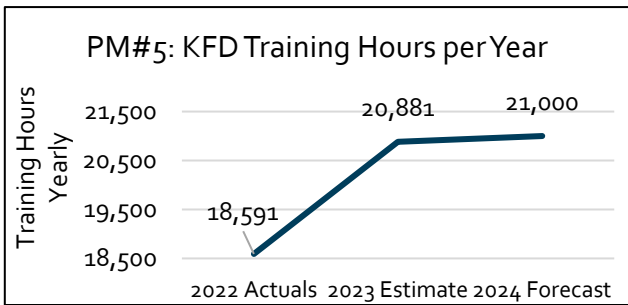


Measuring performance:

Performance Measure 5

KFD Training Hours per Year

Statistics from 2023 as well as forecast training hours for 2024 are a reflection of a return to normalcy, post COVID. The Training Branch continues to maintain a full calendar with development and delivery of new training programs, as well as delivery of recurring maintenance training for firefighters and officers.



2024 Activities by priority:

Crime & Safety

- Continued participation in the Property Safety Compliance Team and other opportunities to integrate with partnering agencies such as police and bylaw

Homelessness

- Engage with other stakeholders on safety for those experiencing homelessness, including fire safety education

Climate & Environment

- Continued focus on Wildland Urban Interface (WUI) response, including education around FireSmart

Our People

- Continued focus on wellness initiatives to ensure a safe and healthy working environment

Digital Transformation

- Working with GIS to improve mapping for major events, including interactive tools to share information real time
- Implementation of drones to support response
- Use recommendations of Master Plan to better use data to make informed decisions and set benchmarks

Active Financial Management

- Continue to review long term capital plans including fleet to ensure we have the best use of capital for the mid to long term needs



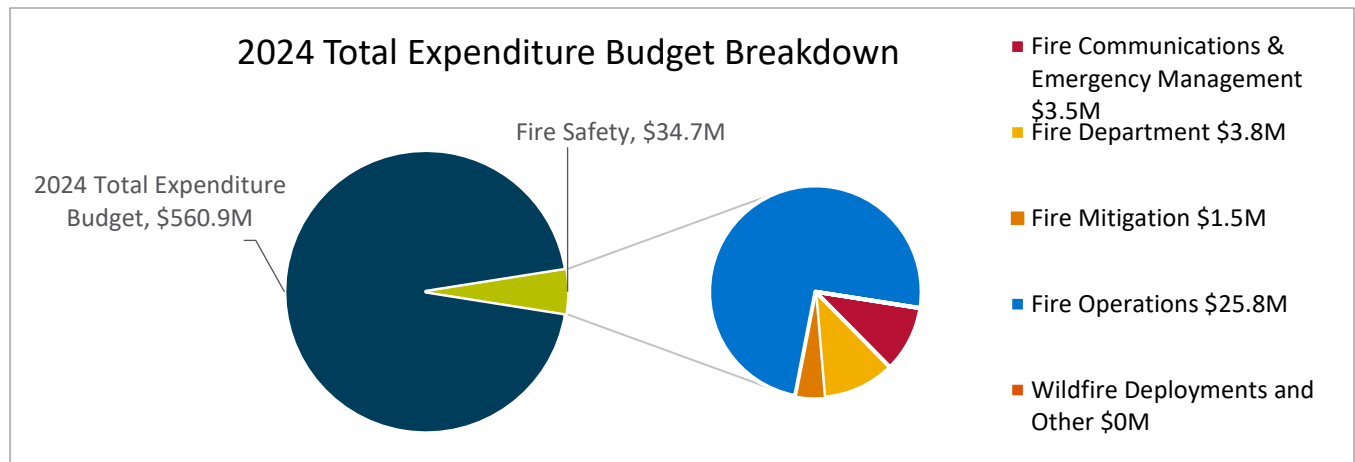
2023 Key accomplishments:

- Implementation of updated fire inspection standards, to create efficiencies while maintaining the highest level of public safety
- Investment in training and equipment specifically for wildland urban interface events, including Engine Boss, Task Force Leader and hands on crew training
- Continued implementation within Dispatch of NG911
- Support for internal wellness programs including physical and mental health related initiatives
- Implementation of new software for crew scheduling and time management, reducing administrative requirements

Continuous improvements:

- Completion of the KFD Master Plan (Q2 2024) providing a benchmark for the department across all services
- Continued focus on specialized training with a highlight on responder safety
- Development of long- term strategy specific to Fire Dispatch that includes the impacts of NG911
- Continue to build on our Wildfire Training and Mitigation in the face of growing interface risks and public engagement

Budget overview:

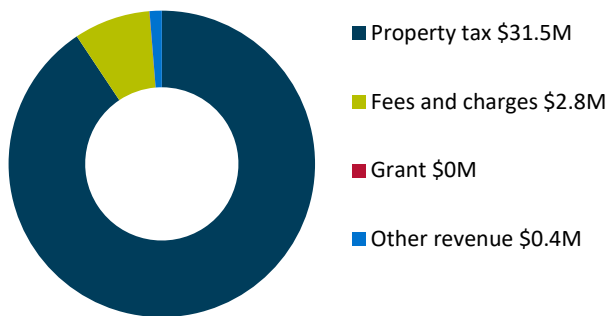


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	28,998	27,186	303	3,889	86	31,465
Fees and charges	2,980	2,798		(3)		2,795
Grant	9	9				9
Other revenue	435	444				444
Transfers from reserve	1,781	150	(150)			0
Total revenue budget	34,203	30,587	153	3,887	86	34,713
Expenditure budget:						
Salaries and wages	23,590	22,518	132	464	83	23,197
Material and other	1,763	1,747	(172)	90	12	1,677
Contract services	223	201		6		206
Debt service						0
Transfers to reserve	1,399	1,691	(105)	2,775		4,361
Enabling allocation	7,228	4,430	299	552	(9)	5,271
Total Expenditure budget	34,203	30,587	153	3,887	86	34,713
Operating FTE positions:						
Management	5.6	7.0				7.0
Union hourly	1.6	1.7				1.7
Union salary	151.3	141.0	2.0	2.0	0.5	145.5
Total operating FTE positions	158.5	149.7	2.0	2.0	0.5	154.2

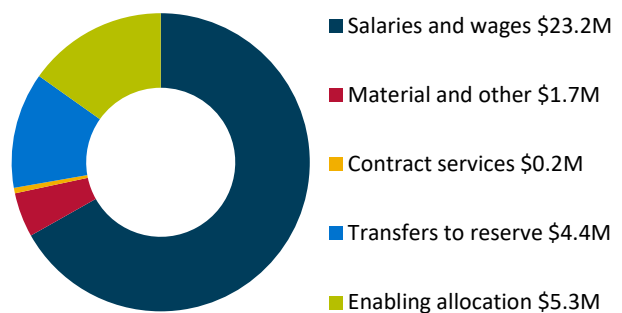
Note: Totals may not add due to rounding

Funding strategy



Total \$34.7M

Expenditure by type



Total \$34.7M

Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Fire Safety - Priority 1										
115	Maintain	Firefighters - Four Positions - Public Safety Levy	OG	0	0	0	0	0	0	0
115	Enhance	Fire Mitigation Specialist Position	OG	95,300	0	0	0	0	0	(95,300)
Service Area Priority 1 Total				95,300	0	0	0	0	0	(95,300)

2024 Operating Request Details

Service Area:	Fire Safety	Priority: 1	Maintain ON-GOING
Title:	Firefighters - Four Positions - Public Safety Levy		PRELIMINARY

Justification

Budget is requested to hire four firefighters, including incidental costs for these staff positions. The calls at Station 2 (downtown) increased 28% from 2021 to 2022 and are projected to increase significantly again in 2023 based on Q2 data. These positions will help establish a new Station 2 rescue squad. This request is for \$321.5k in 2023, \$421.9k in 2024, and \$461.5k ongoing, with funding from the Public Safety Levy.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	0	0	0	0	0	0	0	0
2025	0	0	0	0	0	0	0	0
2026	0	0	0	0	0	0	0	0

Service Area:	Fire Safety	Priority: 1	Enhance ON-GOING
Title:	Fire Mitigation Specialist Position		PRELIMINARY

Justification:

Kelowna Fire Department is already seeing a significant increase in Fire Smart and Fuel Mitigation interest based on the 2023 wildfire season. This is an opportune time to invest in enhanced public education and residential home assessment programs. Funding is requested to create a position for a Fire Mitigation Specialist to oversee the Fire Smart Program and enhance community engagement. This position will oversee the deployment plans for the Structural Protection Unit requested in the 2024 Capital Budget.

Strategic Direction:	Crime & Safety - Residents feel safe							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	95,300	0	0	0	0	0	0	(95,300)
2025	169,900	0	0	0	0	0	0	(169,900)
2026	169,900	0	0	0	0	0	0	(169,900)

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Fire Safety - Priority 2									
Enhance	Firefighters - Two Positions	OG	114,500	0	0	0	0	0	0 (114,500)
Service Area Priority 2 Total			114,500	0	0	0	0	0	0 (114,500)

► WASTEWATER UTILITY

LED BY: GENERAL MANAGER, INFRASTRUCTURE

Our goal & community benefit:

Our goal is to protect Okanagan Lake, human health and our environment through efficient collection and effective treatment of wastewater.

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.

The utility creates a class A compost marketed as OgoGrow from our wastewater solids, to return nutrients to the land.

The utility ensures the necessary investments are made in treatment facilities, piping network, lift stations and staff to keep pace with the needs of a growing population and ensure that this service is reliable 24 hours per day/365 days per year.

Our customers:

- All citizens of Kelowna
 - Residential
 - Commercial (e.g., restaurants, hotels)
 - Industrial (e.g., breweries, wineries, food producers)
 - Institutional (e.g., hospitals, schools)

Our partners:

- Research partners
 - University of British Columbia, Engineering Firms, National Benchmarking
- Government agencies
 - Ministry of Environment and Climate Change, Environment Canada, BC Center for Disease Control
- Biosolids recipients
 - OgoGrow Composting Facility, Ingerbelle Compost Facility
- Engineering firms, contractors, government agencies, and other municipalities to optimize, maintain and develop our wastewater collection and treatment infrastructure.

What we deliver

The City of Kelowna's Wastewater collection and treatment infrastructure serves approximately 95% 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 utility delivers a high level of wastewater collection and treatment discharging approximately 37 million liters per day back to the environment, this discharge meets or exceeds Ministry of Environment requirements. This means an average removal of.

- 96.5% total phosphorus
- 90.4% total nitrogen
- 98.7% biological oxygen demand
- 99.5% suspended solids.



The collection system consists of 43 sanitary lift stations which convey wastewater through over 650 km of pipe to the wastewater treatment facility. Current influent flow at the biological nutrient removal treatment facility averages 37 million liters per day, almost the same volume as 15 Olympic sized swimming pools.

With expansion completed in 2010 the Wastewater Treatment Facility has been able to increase its capacity to treat wastewater from 40 to 70 million litres a day. This will accommodate the City's sewer servicing needs beyond 2040.

We will continue to address biosolids capacity and treatment, possibly through the development of a solids digestion plant which is currently under review.

Our key objectives:

- Reliably manage wastewater collection from homes and businesses.
- Sustainable and effective treatment of wastewater ensuring the protection of public health and the environment.
- 100% of treatment effluent returned to the environment consistently meets or exceeds all regulatory requirements.
- Continually optimize treatment processes to ensure public health and the environment are protected now and for the future.
- Promote effluent reuse.

Our guiding plans:

- 2040 Official Community Plan
- 20-year servicing plan
- 10 Year Capital Plan
- Kelowna's Water Security Plan



Measuring performance:

Performance Measure 1

Protect Okanagan Lake by Effectively Treating Wastewater

The City's Wastewater Treatment Performance is a collective result of the four regulated parameters: Nitrogen, Phosphorous, Biological Oxygen Demand, and Suspended Solids in plant effluent.

Effluent annual average Total Phosphorous

2021	2022	2023 Forecast

Effluent annual average Total Nitrogen

2021	2022	2023 Forecast

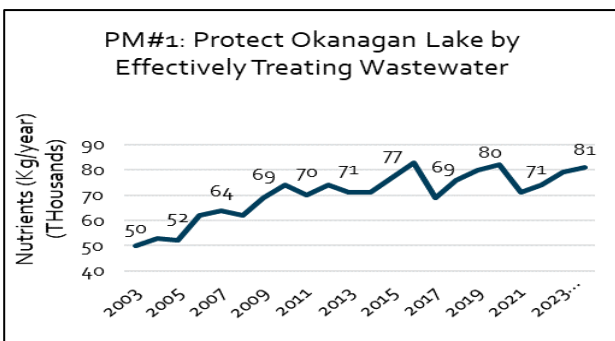
Effluent annual average Biological Oxygen Demand

2021	2022	2023 Forecast

Effluent annual average Total Suspended Solids

2021	2022	2023 Forecast

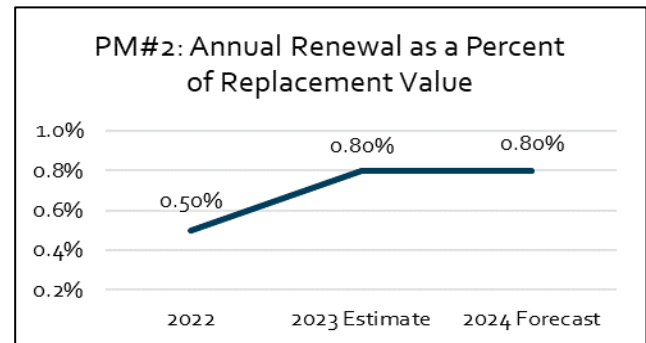
"Green" - zero exceeds annual permit limits.
 "Orange" - one reading exceeds annual permit limit.
 "Red" - More than one parameter exceeds annual limit, or one parameter exceeded the annual limit by more than 10%.



Performance Measure 2

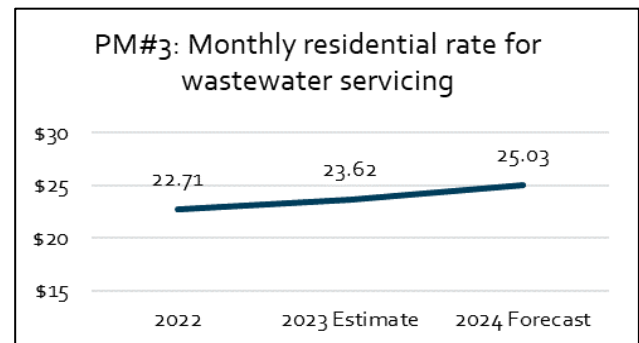
Wastewater Utility is Sustainably Funded

Identifies the ratio of capital reinvestment (renewal) divided by the current year estimated replacement value of infrastructure. Measure is in per cent. 0.8% implies renewal rate would take 125 years to renew existing infrastructure.



Performance Measure 3

Residential rates are competitive with other communities.



2024 Activities by priority:

Crime & Safety

- Increased security measures at utility infrastructure to protect citizens utility investment.

Affordable Housing

- Efficient and affordable wastewater service contributes to overall housing affordability.

Climate & Environment

- Ongoing involvement with Provincial and Federal bodies, gathering and evaluating data for facility effluent and its effects on public health and the environment.
- Continued teamwork with other Municipalities reviewing facility operations and discussing optimization of similar facilities.

Our People

- Every 3 years there is a confidential online employee engagement survey which is the first step in creating and fostering a workplace that offers purpose and inspires staff to achieve their best.
- Utility leaders actively pursue and support staff training and development.
- Ensure that all certified staff receive adequate training to maintain Provincial required certifications.

Digital Transformation

- The team is working towards the creation of online forms and data sheets which will streamline data entry and allow for easier information transfer for operational optimization.
- Working with other groups within the city the utility is supporting development of a central data warehouse which will allow users to have easier access to data for operations, modeling, and development.

Active Financial Management

- Continued work on alignment of utility operational budgets between different utility work groups allowing for a clearer view of operational spending and increased transparency for financial reporting.
- Planned development of dashboards linking operational and financial information to provide easy one stop for utility updates and information.

Base Business

- Efficient, effective wastewater collection and treatment, protecting the public health and the environment and increasing effluent reuse.



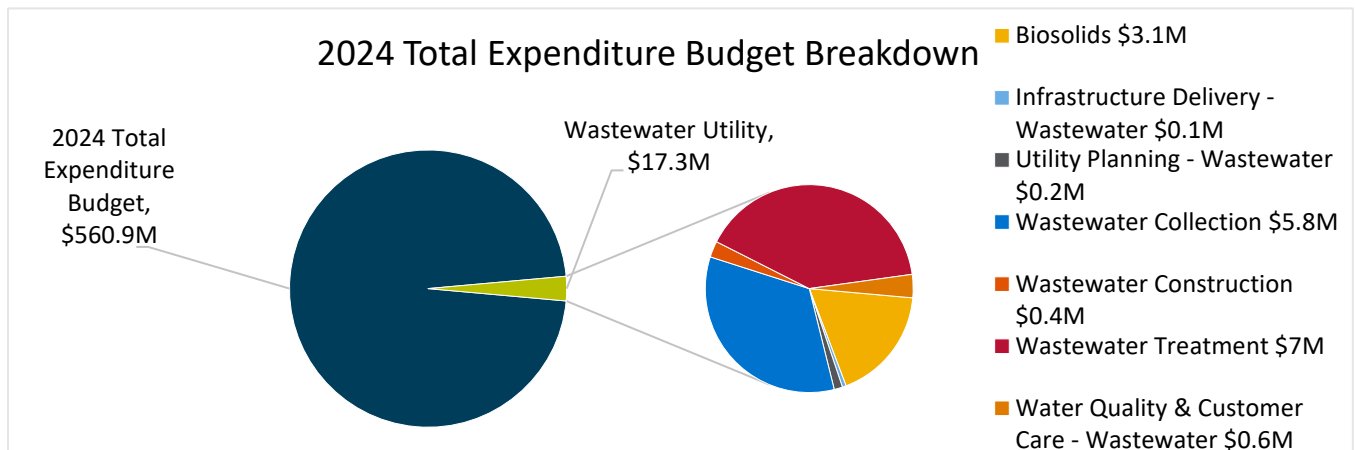
2023 Key accomplishments:

- Continued community outreach and educational opportunities to inform customers about wastewater collection and treatment and the direct impact actions have on the utility, public health, and the environment
- Operational projects will be completed or are on track for completion
- Environmental Operator Certified staff met all their continuing education required for Provincial Certification
- Completion of a multi-year supervisor control and data acquisition (SCADA) project, replacement of end-of-life equipment
- Completion of lift station communications project (from line of sight to cell network), increased stability and accessibility of data/communications with the 43 wastewater lift stations

Continuous improvements:

- Utility staff are continually increasing levels of knowledge and using outreach opportunities to help keep them in tune with the latest treatment, collection and disposal of wastewater liquid and solids
- We are future focused and closely monitor our developing community and impacts of climate change and how those can affect the utility
- Increased nutrient loading at the treatment facility is still under review, this situation is not isolated to Kelowna and is being experienced at many other locations. Discussions and further exploration to address this issue are planned for 2024

Budget overview:

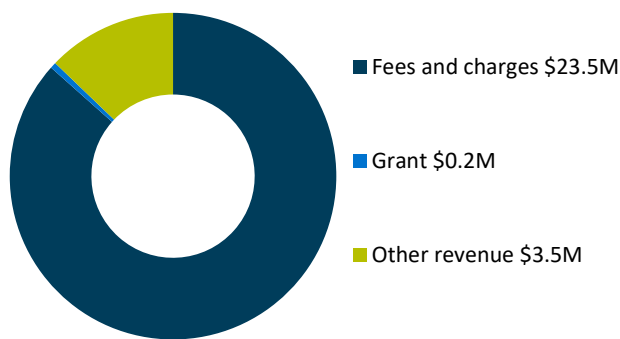


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax						
Fees and charges	21,230	21,588		1,845		23,433
Grant	163	162				162
Other revenue	3,956	3,379	(50)	136	7	3,472
Transfers from reserve	492	501	(142)	(359)		0
Total revenue budget	25,840	25,630	(192)	1,623	7	27,068
Expenditure budget:						
Salaries and wages	4,627	5,611	54	388		6,054
Material and other	7,828	7,299	(173)	498	45	7,669
Contract services	499	669		46	20	735
Debt service	989	988		38		1,026
Transfers to reserve	720	2,911	8	(1,986)		934
Enabling allocation	778	788		86		874
Total Expenditure budget	15,440	18,266	(111)	(930)	65	17,291
Operating FTE positions:						
Management	5.4	5.2				5.2
Union hourly	39.2	42.4	0.5			42.9
Union salary	5.2	7.4				7.4
Total operating FTE positions	49.8	55.0	0.5	0	0	55.5

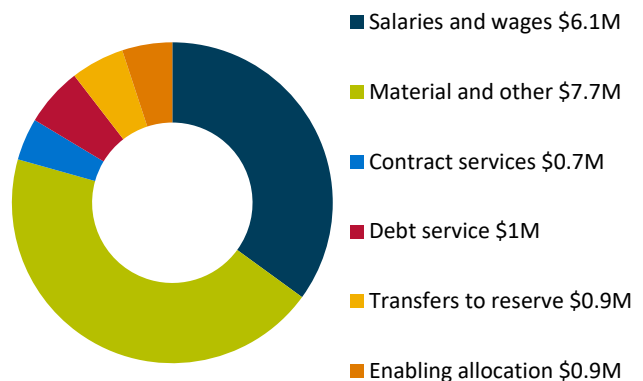
Note: Totals may not add due to rounding

Funding strategy



Total \$27.1M

Expenditure by type



Total \$17.3M

Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - Wastewater Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Wastewater - Priority 1										
124	Maintain	Wastewater Collection Smart Cover Real Time Data	OG	76,000	0	0	0	0	(76,000)	0
124	Maintain	Wastewater Treatment Facility Operations and Maintenance	OG	400,000	0	0	0	0	(400,000)	0
125	Maintain	Wastewater Treatment Facility Security	OT	115,000	0	0	0	0	(115,000)	0
125	Maintain	Commonage - Leachate Reuse	OT	90,000	0	0	0	(30,000)	(60,000)	0
126	Enhance	Commonage - Fire Protection Service	OG	20,000	0	0	0	(6,700)	(13,300)	0
126	Enhance	Time Series Data Extraction from SCADA	OG	45,000	0	0	0	0	(45,000)	0
Service Area Priority 1 Total				746,000	0	0	0	(36,700)	(709,300)	0

2024 Operating Request Details

Service Area: Wastewater Utility Priority: 1 Maintain ON-GOING
 Title: Wastewater Collection Smart Cover Real Time Data PRELIMINARY

Justification:

Budget is requested to acquire five additional Smartcovers, a special manhole cover able to measure and transmit flow measurement and hydrogen sulfide levels. The scope includes funding the ongoing operating cost of a total of 24 units at key locations in the collection system. These units have become an important asset to help address unexpected odor issues, network operation and analytics.

Strategic Direction: Crime & Safety - Residents feel safe

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	76,000	0	0	0	0	0	(76,000)
2025	41,500	0	0	0	0	0	(41,500)
2026	42,000	0	0	0	0	0	(42,000)

Service Area: Wastewater Utility Priority: 1 Maintain ON-GOING
 Title: Wastewater Treatment Facility Operations and Maintenance PRELIMINARY

Justification:

Additional budget is requested to maintain current service levels through the repair or replacement of equipment which has met the useful service life as well as to increase contract services budget to meet escalating costs for chemicals and heating ventilation.

Base budget: \$886k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	400,000	0	0	0	0	0	(400,000)
2025	150,000	0	0	0	0	0	(150,000)
2026	150,000	0	0	0	0	0	(150,000)

2024 Operating Request Details

Service Area: Wastewater Utility Priority: 1 Maintain ONE-TIME
 Title: Wastewater Treatment Facility Security PRELIMINARY

Justification:

The Waste Water Treatment facility houses critical infrastructure and is an industrial operation. Security of the site is vital for the safety of the public and workers. The site has experienced an increase in security incidents recently requiring renewal and upgrade of alarms and controls.

Expected Completion: Dec 2024

Strategic Direction: Crime & Safety - Decrease business break & enters, thefts

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	115,000	0	0	0	0	0	(115,000)

Service Area: Wastewater Utility Priority: 1 Maintain ONE-TIME
 Title: Commonage - Leachate Reuse PRELIMINARY

Justification:

Budget is requested to allow the municipally shared Regional Biosolids Commonage facility to beneficially re-use leachate produced by re-introducing it back into the start of the composting process. Currently clean water is added to the initial compost mixing process. By connecting the leachate system to the mixers, leachate can offset the amount of clean water used. This reduces the use of clean water and also minimizes the amount of leachate that would be sent to the Vernon Waste Water Treatment Plant.

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Protect and restore natural areas

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	90,000	0	0	0	0	(30,000)	(60,000)

2024 Operating Request Details

Service Area: Wastewater Utility Priority: 1 Enhance

ON-GOING

Title: Commonage - Fire Protection Service PRELIMINARY

Justification:

Budget is requested to pay the City of Vernon's Fire Department for fire protection services at the Regional Biosolids Compost Facility. Annual compensation for fire protection is included in the facility agreement. Although the facility is outside Vernon city-limits, it is partly funded and critical to the City of Vernon. Fire protection services are being offered at an annual flat rate of \$20k in 2024, increasing three per cent every year.

2024 Base Budget: \$580k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	20,000	0	0	0	0	(6,700)	(13,300)
2025	20,600	0	0	0	0	(6,900)	(13,700)
2026	21,200	0	0	0	0	(7,100)	(14,100)

Service Area: Wastewater Utility Priority: 1 Enhance

ON-GOING

Title: Time Series Data Extraction from SCADA PRELIMINARY

Justification:

Budget is requested for a two-year program to re-direct time series data, such as rainfall, temperature, creek flow, lake levels and other non-critical data series, for availability for public consumption and use in other projects outside the regulated and protected wastewater operation. The project includes internal Information Services processes needed to house the information to be extracted from the SCADA server located at the Wastewater Treatment Facility. Work on this project is expected to be complete by end of 2025.

Expected Completion: Dec 2025

Strategic Direction: Digital Transformation - Data is used to inform decision making

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	45,000	0	0	0	0	0	(45,000)
2025	45,000	0	0	0	0	0	(45,000)
2026	0	0	0	0	0	0	0

► STORMWATER AND FLOOD PROTECTION

LED BY: GENERAL MANAGER, INFRASTRUCTURE

Our goals & community benefit:

1. Stormwater is effectively managed without negatively impacting riparian areas, infrastructure, property or Okanagan Lake,
2. The community is resilient and resistant to lake and creek flooding.

Our customers:

- Residents
- Businesses
- Fish & Wildlife

Our partners:

- Developers
- Okanagan Basin Water Board
- Okanagan Nation Alliance
- Regulators
- Private landowners

What we try to deliver:

We operate and maintain the infrastructure installed to route rain and snow safely to the natural environment. We also oversee the planning, design, and construction of citywide drainage systems to ensure the health of our waterways, the surrounding areas, and health of wildlife and fish that rely on it all. Adapting our legacy infrastructure to climate change is a huge challenge and requires longer term planning.

- Stormwater system capacity and resiliency
 - Kelowna manages its stormwater by routing runoff through constructed minor and major systems towards the natural environment.
 - We operate and maintain our storm infrastructure to protect the public, infrastructure and the environment.
- Stormwater quality
 - We strive to incorporate engineered solutions within development planning to reduce pollutants and fine sediment from entering the natural systems (ie. Okanagan Lake).
 - We conduct research on public stormwater ponds to further understand nutrient management and natural habitat development.
 - We measure water quality throughout the City.
- Flood protection
 - We plan and construct measures for flood protection and adaptation by improving infrastructure and natural systems to be more resilient to climate change.
 - We remove debris and operate systems to reduce flood risks in the City.

Our key objectives:

The key objectives of this service are:

- Safe routing of stormwater to natural systems.
- Improved stormwater quality entering natural systems, including ponds, creeks and lakes.



- Reduced impacts from freshet events and lake flooding.
- Assure stormwater asset renewal and operating budgets together are sustainable.

Our guiding plans:

- Kelowna Water Security Plan
- Stormwater/Drainage Master Plans.
- Kelowna Official Community Plan

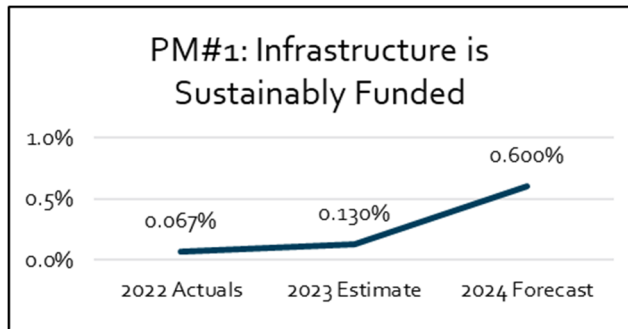


Measuring performance:

Performance Measure 1

Stormwater Infrastructure is Sustainably Funded

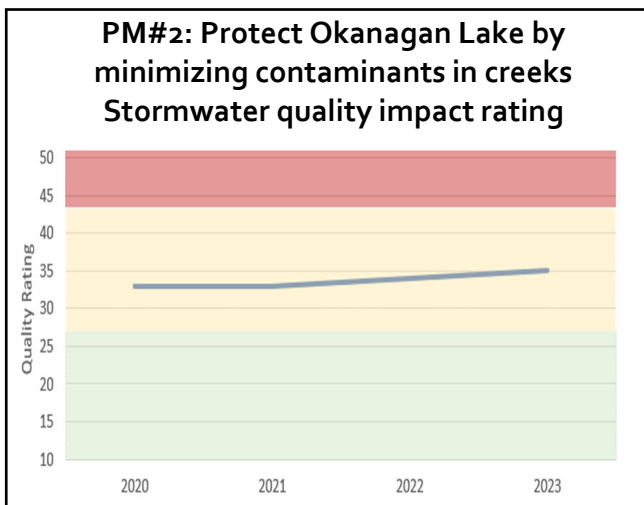
Identifies the ratio of capital reinvestment (renewal) divided by the current year estimated replacement value of "grey" stormwater infrastructure. Measure is in percent. 0.05% implies renewal rate would take 200 years to renew existing infrastructure.



Performance Measure 2

Protect Okanagan Lake by minimizing contaminants in creeks.

Summary weighted average of stormwater quality in 9 creeks sampled at 11 locations. Over 200 water quality samples per year. Quality compared to recreational water quality guidelines for dissolved oxygen, E. Coli and turbidity using weighted averages based on size of creek.

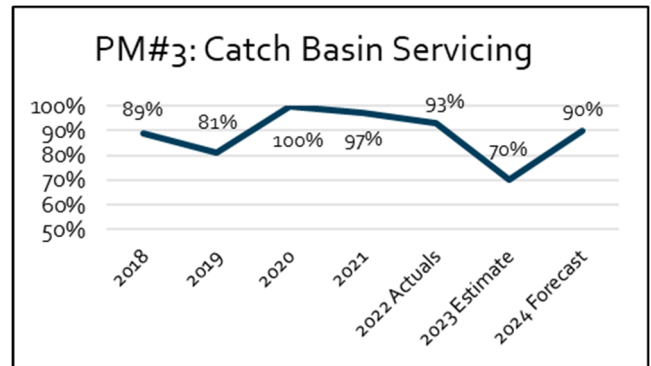


Green – Good
 Yellow – Moderate
 Red – Poor

Performance Measure 3

Catch-Basin Servicing

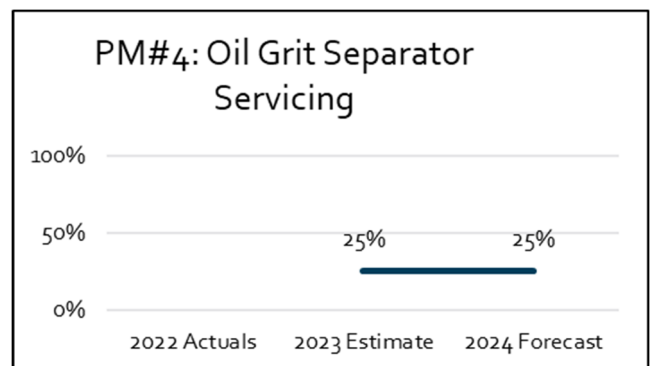
There are over 12,000 catch-basins across the City that provide primary stormwater quality protection to natural systems. Catch-basins collect sediment and road pollutants but are ineffective once full. The current strategy is to assure each catch-basin is serviced once annually.



Performance Measure 4

Oil-Grit Separator (OGS) Servicing

We have 57 OGS units across the City. OGS units are larger buried infrastructure used to prevent oils, sediment and road pollutants from entering natural systems (creeks or lake). They require regular cleanout to be effective. The current objective is to assure each OGS is serviced using a Vac-Truck and crew once annually.



2024 Activities by priority:

Base Business

- Stormwater Dam Safety Program – Creating an inventory, condition assessment program and recommendations for future improvements and retrofit upgrades for dams and stormwater ponds
- Linear Asset Renewal Projects –
 - Renewal component of the Frost and Frazer Lake Stormwater Improvement Project,
 - Renew functionality of the Southridge stormwater pond system
 - Replacing culverts under Findlay Rd downstream of Chichester Wetland, and funding minor elements of the Miscellaneous Drainage Program
- Frost and Frazer Lake Stormwater Improvements
- Design and construct storm network upgrades along Killdeer Road and Frost Road
- Containment Devices
- Construction of a baseflow bypass at Chichester Wetland to facilitate unit cleaning and maintenance
- New hydro-excavation (Vac-Truck effluent) dewatering facility
- Stormwater Facility and Dam Operations and Maintenance - New O&M needs for the Mill Creek diversion
- Stormwater Genset Operations and Maintenance O&M and parts for new genset at Avonlea storm lift station
- Stormwater Lift Station Resiliency
- Improve resiliency and O&M for four stormwater lift stations
- Stormwater Operations Resiliency and Reliability
- Additional manpower & training costs
- Clifton Rd stormwater pond study
- Investigation to reconfigure two stormwater ponds on Clifton Rd
- Stormwater Utility Business Case
- Phase 2 works include a public engagement process and detailed rate structure analysis

Climate & Environment

- Mill Creek Flood Protection – Year 4 of the DMAF funded plan
- Diversion outlet works, Parkinson Park upgrades and design of works are included
- Woodhaven Research Project – UBCO: A commitment to support the 4-year Woodhaven Nature Conservancy Regional Park Community Research Project



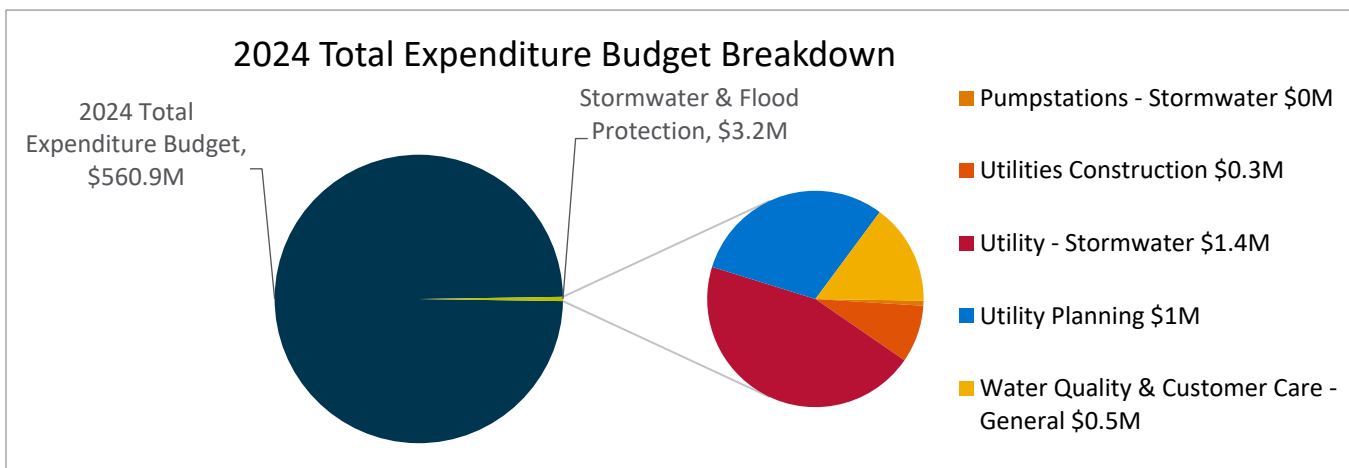
2023 Key accomplishments:

- Stormwater Operations
 - Annual Storm outfall inspections on track
 - Storm dam inspections completed, recommendations under review
 - Dyke inspections and Ministry report – Complete
- Infrastructure Delivery
 - Miscellaneous Drainage Program - Drainage complaints are managed effectively
- Utility Planning - Stormwater
 - Downtown Stormwater Basing Plan - Complete
 - Rain Gauges transferred from Water and Wastewater SCADA Systems as part developing public facing data. -
 - New data warehouse construction - Complete
 - Phase 1 Stormwater Utility Business Case and Implementation Plan – Complete
- Water Quality and Customer Care
 - Collected stormwater quality data from over 200 sites across the City.
- Stormwater Capital Works
 - Mill Creek Flood Protection
 - Stage 1 Diversion Works Completed
 - Stage 2 Diversion Works – Complete by November 2023
 - Preliminary Designs Complete for Lindahl Road/Marshall St/Parkinson Rec/Burne Ave
 - Operations inspections and maintenance - Complete
 - Lynrick Rd Culvert Replacement – Complete
 - Knox Mountain Slope Stability - Complete
 - Redlich Pond Treatment Islands – Installed, Monitoring continues
 - Stormwater Modeling – HEC-RAS and PCSWMM

Continuous improvements:

- Phase 2 - Stormwater Utility Business Case and Implementation Plan – On-going
- Development stormwater management plans – Process improvement with Development Services
- Stormwater planning for Transportation planning
- Stormwater quality reporting in 2024

Budget overview:

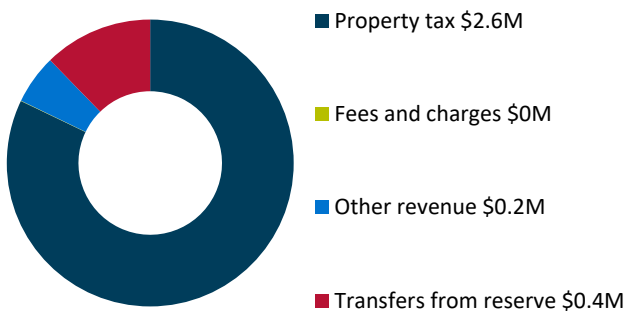


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budgets	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	2,469	2,496	29	83	(1)	2,606
Fees and charges	35	1				1
Grant	16					0
Other revenue	183	551	(412)	38		177
Transfers from reserve	186	490	(490)	50	340	390
Total revenue budget	2,889	3,538	(874)	170	339	3,174
Expenditure budget:						
Salaries and wages	1,123	1,108	(13)	76		1,171
Material and other	1,056	1,813	(890)	160	340	1,423
Contract services	15	75				75
Debt service						0
Transfers to reserve	75					0
Enabling allocation	620	542	29	(65)	(1)	505
Total Expenditure budget	2,889	3,538	(874)	170	339	3,174
Operating FTE positions:						
Management	1.9	1.6				1.6
Union hourly	7.7	8.3	(0.1)			8.2
Union salary	1.8	1.4				1.4
Total operating FTE positions	11.4	11.3	(0.1)	0	0	11.2

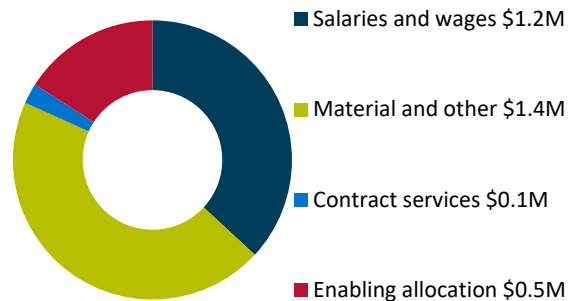
Note: Totals may not add due to rounding

Funding strategy



Total \$3.2M

Expenditure by type



Total \$3.2M

Note: Totals may not add due to rounding

2024 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Stormwater & Flood Protection - Priority 1										
134	Maintain	Stormwater Facility and Dam Operations and Maintenance	OG	30,500	0	0	0	0	0	(30,500)
134	Maintain	Construction Yard Gate Improvements	OT	56,700	0	0	0	0	(37,800)	(18,900)
135	Enhance	Stormwater Utility Business Case - Phase 2	OT	300,000	(300,000)	0	0	0	0	0
135	Enhance	Clifton Rd Stormwater Pond Study	OT	30,000	(30,000)	0	0	0	0	0
136	Enhance	Woodhaven Research Project - UBCO	OG	10,000	(10,000)	0	0	0	0	0
Service Area Priority 1 Total				427,200	(340,000)	0	0	0	(37,800)	(49,400)

2024 Operating Request Details

Service Area: Stormwater & Flood Protection Priority: 1 Maintain
ON-GOING

Title: Stormwater Facility and Dam Operations and Maintenance PRELIMINARY

Justification:

Budget is requested for the operations, maintenance and regulatory requirements for the new Mill Creek diversion facility, creeks and dam. Budget will allow for electrical charges, equipment repairs, security, and annual dam inspections.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	30,500	0	0	0	0	0	0	(30,500)
2025	30,500	0	0	0	0	0	0	(30,500)
2026	30,500	0	0	0	0	0	0	(30,500)

Service Area: Stormwater & Flood Protection Priority: 1 Maintain
ONE-TIME

Title: Construction Yard Gate Improvements PRELIMINARY

Justification:

Budget is requested for gate improvements to be completed at the Gulley Construction Yard. The modifications to the gate would increase site security and better protect City assets including equipment and materials.

Strategic Direction: Crime & Safety - Decrease business break & enters, thefts

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	56,700	0	0	0	0	0	(37,800)	(18,900)

2024 Operating Request Details

Service Area:	Stormwater & Flood Protection	Priority: 1	Enhance ONE-TIME
Title:	Stormwater Utility Business Case - Phase 2		PRELIMINARY

Justification:

Budget is requested to continue with the stormwater utility business case and implementation plan. Phase 2 (alignment with community values) builds on the work of phase 1 completed in 2023. Phase 2 works include a public engagement process and a detailed rate structure analysis by a consultant team and the City's financial team. In Q3 of 2023, Council directed staff to include this budget request in the provisional 2024 Financial Plan.

Expected Completion: Dec 2024

Strategic Direction:	Active Financial Management - Increase non-tax revenues to minimize the reliance on taxes							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	300,000	(300,000)	0	0	0	0	0	0

Service Area:	Stormwater & Flood Protection	Priority: 1	Enhance ONE-TIME
Title:	Clifton Rd Stormwater Pond Study		PRELIMINARY

Justification:

Budget is requested to investigate the possibility of reconfiguring two stormwater ponds at the intersection of Clifton Rd and Highpointe Dr. These two ponds were originally designed and constructed to manage runoff from major storm events. There is potential to reconfigure the ponds' control structures to attenuate flows from minor storm events and address downstream capacity issues due to the loss of a stormwater pond at 780 Clifton Rd in 2021. A future capital budget request will be required to construct any proposed reconfiguration.

Expected Completion: Dec 2024

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	30,000	(30,000)	0	0	0	0	0	0

2024 Operating Request Details

Service Area:	Stormwater & Flood Protection	Priority: 1	Enhance ON-GOING
Title:	Woodhaven Research Project - UBCO		PRELIMINARY

Justification:

Budget is requested to support the City's commitment to the UBCO School of Engineering's "Woodhaven Nature Conservancy Regional Park Community Research Project". The research is a four year (2023-2026) partnership with local governments and First Nations to provide long-term research into hydrology, groundwater patterns and the associated risks resulting from a changing climate.

Expected Completion: Dec 2026

Strategic Direction: Climate & Environment - Include climate impact lens in City decision making

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	10,000	(10,000)	0	0	0	0	0	0
2025	10,000	(10,000)	0	0	0	0	0	0
2026	10,000	(10,000)	0	0	0	0	0	0

▶ WATER UTILITY

LED BY: GENERAL MANAGER, INFRASTRUCTURE

Our goal & community benefit:

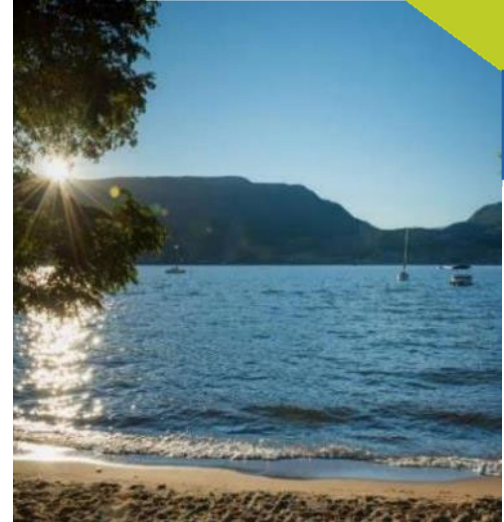
Our goal is that all residents and water users in the City have a safe, affordable, resilient and sustainable supply of high-quality drinking water and a reliable supply of water for agriculture.

Our customers (in our service area):

- Residents, businesses and visitors
- Agricultural Community
- Fire Department
- other departments and organizations (including Interior Health Authority)

Our partners:

- Research partners
 - University of British Columbia, Engineering Firms, National Benchmarking
- Government agencies
 - Interior Health, Ministry of Environment and Climate Change, Environment Canada
- Improvement Districts
 - Black Mountain Irrigation District; Glenmore Ellison Improvement District; Rutland Waterworks
- Engineering firms, contractors, government agencies, and other municipalities to optimize, maintain and develop our systems.



What we deliver:

The City Water Utility sources its drinking water from Okanagan Lake and provides water to just over half of the Kelowna population. The Utility:

- Serves approximately 90,000 customers and provides non-potable water for irrigation in Southeast Kelowna from Hydraulic Creek.
- Can deliver up to 139 million litres of water per day and requires over 549 km of pipes, 5 treatment & water pump stations, 20 booster stations, 25 potable reservoirs, 4 non-potable reservoirs, 53 potable pressure reducing stations and 33 non-potable pressure reducing stations to support water delivery.
- Owns and maintains 14 dams and 5 diversions in the upper Hydraulic Creek Watershed.

Our key objectives:

- Protect public health
- Provide clean safe and reliable drinking water to customers
- Provide a reliable supply of non-potable water for agricultural producers
- Provide a reliable, adequate supply of water for fire fighting.

Our guiding plans:

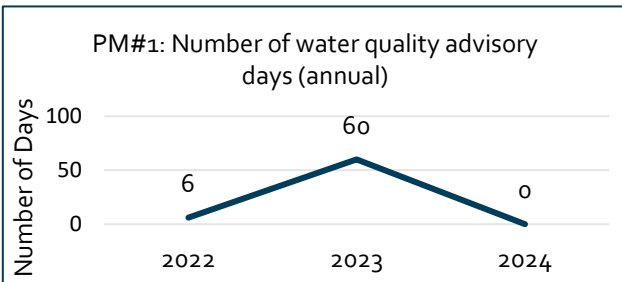
- Kelowna's Official Community Plan
- 20-year servicing plan
- 10 Year Capital Plan
- Kelowna's Water Security Plan (under Development)
- Water Supply Policy #383
- Water System Integration Policy #378

Measuring performance:

Performance Measure 1

Water supplied by the Kelowna utility is safe.

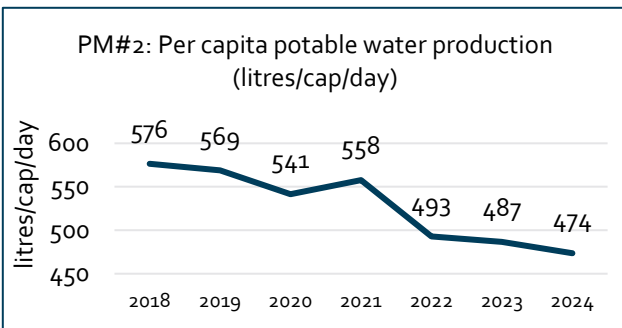
Number of water quality advisory days for the Kelowna water utility service area. This is also a key performance measure for Interior Health.



Performance Measure 2

We conserve our drinking water resource.

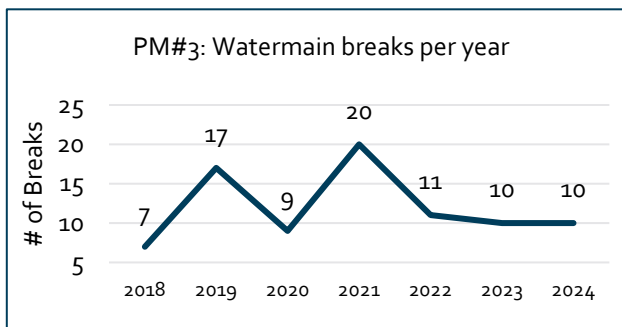
Per capita potable water production. Annual water produced divided by the population served.



Performance Measure 3

Our water system is reliable. Main breaks per year.

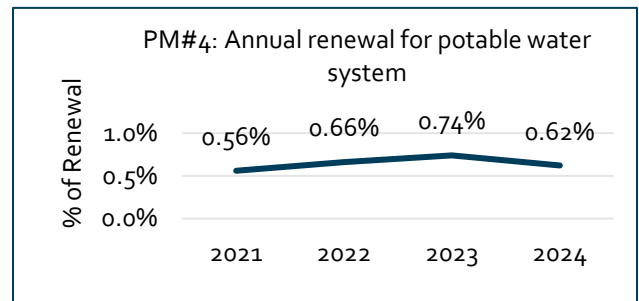
Number of watermain breaks repaired each year. Totals include potable and non-potable systems.



Performance Measure 4

Potable system renewal is sustainably funded.

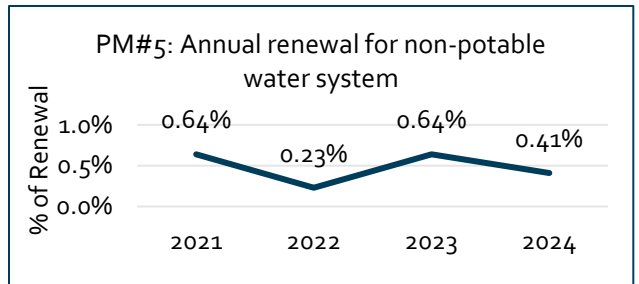
Capital reinvestment (renewal) / replacement value of Potable System (%). 0.6% implies renewal rate would take 165 years to renew existing infrastructure.



Performance Measure 5

Non-Potable systems are sustainably funded.

Capital reinvestment (renewal) / replacement value of non-Potable System (%). 0.4% implies renewal rate would take 250 years to renew existing infrastructure.



2024 Activities by priority:

Base Business

- Water Supply and Treatment:
 - Upgrade computer controlling systems to all effective operation of the systems
 - Ultraviolet Light Disinfection Isolation valves at the three remaining pump stations
 - Major Equipment Renewal: Install Variable Frequency Drive motors at Pump Stations
 - Chlorine System Conversion from chlorine gas to hypochlorite – environmental safety
 - Operational Improvements: Drainage improvements at reservoirs
 - Renewal of Pressure Reducing Valve stations to renew the asset and eliminate confined space requirements for staff
 - Non-Potable Supply: Improvements to Hydraulic Creek and McCulloch Spillway
 - Tuttle Lake Remediation: Improvement to both dams to return them to an acceptable functional level
- Water Distribution:
 - Hydrant Maintenance and Improvement
 - Air Valve Replacement Program; Annually replace valves on a prioritized basis
 - Flushing Program Improvements to optimize program, water quality and service delivery

Crime & Safety

- Ensure water is available for firefighting.

Affordable Housing

- Maintain affordable water rates

Homelessness

- Support drinking water facilities for all

Transportation

- Coordinate infrastructure renewal effectively with transportation upgrades

Agriculture

- Support agriculture producers with a reliable and cost-effective supply system

Climate & Environment

- Protect the environment and be good environmental stewards

Our People

- Utility leaders actively pursue and support staff training and development.
- Ensure that all certified staff receive adequate training to maintain Provincial required certifications

Digital Transformation

- Use technology as a tool to improve service delivery:
 - Cityworks is an Asset Management tool that uses software to track time and resources to maintain assets
 - A non-potable irrigation system dashboard was developed to permit real time access to storage and irrigation use

Active Financial Management

- Maintain a financially viable water utility through effective budgeting, expenditures and service delivery



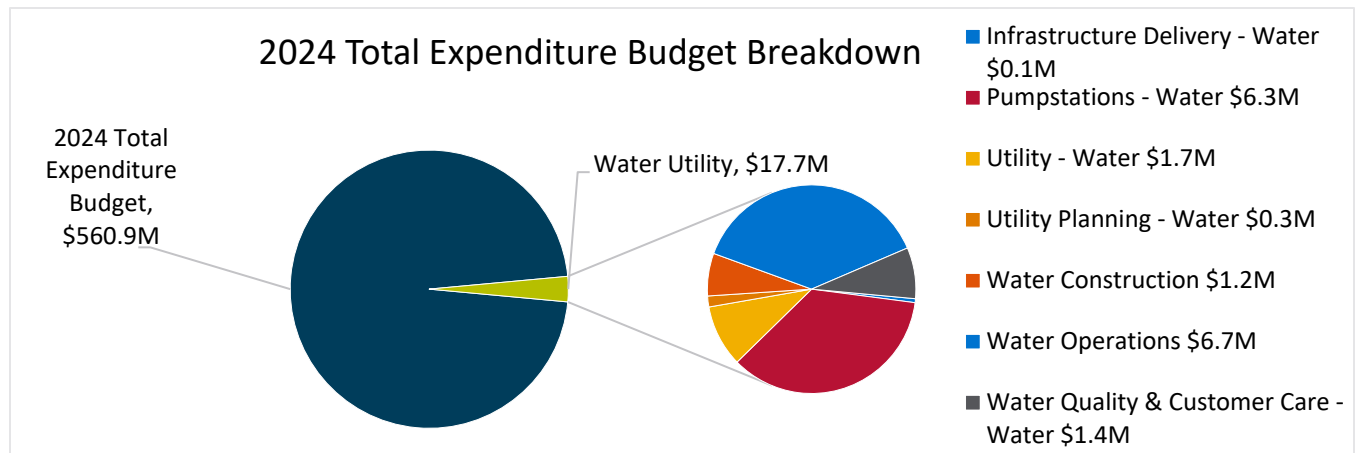
2023 Key accomplishments:

- **Ultraviolet Light Disinfection Facilities:** A significant accomplishment was achieved within the Poplar Point UV facility to mitigate impacts from a UV lamp failure. The work was particularly challenging as the system had to remain functional during construction
- **Turtle Lake Dams:** Assessment and mitigation of a potential dam failure was completed in 2023. The lake was safely lowered to reduce the risk of failure and a project to remediate the dam is being planned
- **Skyline Pump Station:** This key pumping station was upgraded to ensure reliability and preservation of the asset and continued service to our customers
- **Redevelopment of the Water Emergency Response Plan and a Chlorine Incident Field Exercise** was completed

Continuous improvements:

- Staff are committed to continuous improvement and assess our systems and infrastructure to look for improvement opportunities.
 - PRV Condition Assessment and Program Development
 - Non-Potable System Assessment
 - Operator Training EOCP, BCWW
 - Asset Management training
 - Cityworks development and implementation
 - Risk Assessment and contingency planning for critical assets and systems (telemetry and communications)
 - Council approval and implementation of a holistic Water Security and Responsibility Plan
 - Interconnectivity planning with Improvement Districts

Budget overview:

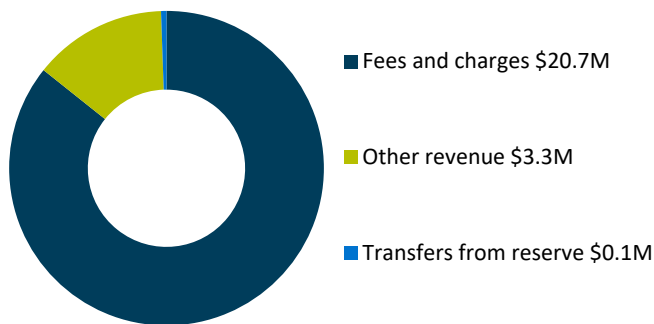


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax						
Fees and charges	16,953	17,619		3,097		20,716
Grant						0
Other revenue	6,491	3,482	(69)	(99)		3,314
Transfers from reserve	251	1,198	(791)	(271)		135
Total revenue budget	23,696	22,298	(860)	2,727	0	24,165
Expenditure budget:						
Salaries and wages	4,248	4,870	49	419		5,339
Material and other	5,509	8,043	(950)	(481)		6,612
Contract services	76	156		35		191
Debt service	610	635		108		743
Transfers to reserve	6,737	3,497	8	545		4,050
Enabling allocation	765	738		(6)		732
Total Expenditure budget	17,944	17,938	(893)	620	0	17,665
Operating FTE positions:						
Management	5.1	4.3				4.3
Union hourly	37.9	38.1	0.5	0.9		39.5
Union salary	5.2	4.5				4.5
Total operating FTE positions	48.2	46.9	0.5	0.9	0	48.3

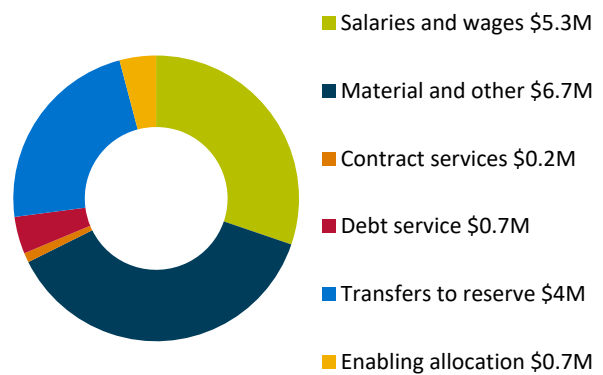
Note: Totals may not add due to rounding

Funding strategy



Total \$24.2M

Expenditure by type



Total \$17.7M

Note: Totals may not add due to rounding

2024 Operating Requests

Preliminary Budget

Summary - Water Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Water - Priority 1										
143	Maintain	Pump Station & Reservoir Improvements	OT	0	0	0	0	0	0	0
143	Maintain	Water Supply Operations and Maintenance Renewal	OG	85,000	0	0	0	0	(85,000)	0
144	Maintain	Water Distribution Operations and Maintenance Renewal	OG	70,000	0	0	0	(18,400)	(51,600)	0
144	Maintain	Water Supply Succession Management Position	OG	0	0	0	0	0	0	0
145	Maintain	Non-Potable Improvements	OT	135,000	(135,000)	0	0	0	0	0
145	Maintain	HVAC Improvements - Water Supply Shop	OT	50,000	0	0	0	0	(50,000)	0
146	Maintain	Water Meter Data Collection	OG	15,000	0	0	0	0	(15,000)	0
Service Area Priority 1 Total				355,000	(135,000)	0	0	(18,400)	(201,600)	0

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
328	Maintain	Growth Vehicles	OG	8,400	0	0	0	0	(8,400)	0
Operating linked to capital Priority 1 Total				8,400	0	0	0	0	(8,400)	0

2024 Operating Request Details

Service Area: Water Utility Priority: 1 Maintain

ONE-TIME

Title: Pump Station & Reservoir Improvements PRELIMINARY

Justification:

Redeployment of budget is requested, one-time, to reconfigure the drain at Knox Reservoir helping to ensure reliable operation, upgrading the Grainger Reservoir and the armour reservoir drain to protect Blair Pond, and finally, upgrading electrical power feeds to industry standards for Frost, Timberline & Rio reservoirs.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	0	0	0	0	0	0	0

Service Area: Water Utility Priority: 1 Maintain

ON-GOING

Title: Water Supply Operations and Maintenance Renewal PRELIMINARY

Justification:

Budget is requested for ongoing control computer renewal at City water facilities, as well as two years to complete wildfire fuel reduction work around water infrastructure in potential wildfire interface zones.

2024 Base Budget: \$160k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	85,000	0	0	0	0	0	(85,000)
2025	85,000	0	0	0	0	0	(85,000)
2026	35,000	0	0	0	0	0	(35,000)

2024 Operating Request Details

Service Area: Water Utility Priority: 1 Maintain

ON-GOING

Title: Water Distribution Operations and Maintenance Renewal PRELIMINARY

Justification:

Budget is requested to maintain and paint fire hydrants, renew air valves and water blow offs to ensure water quality, and renew and expand aging inventory of hydrant carts.

2024 Base Budget: \$102k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	70,000	0	0	0	0	(18,400)	(51,600)
2025	70,000	0	0	0	0	(18,400)	(51,600)
2026	70,000	0	0	0	0	(18,400)	(51,600)

Service Area: Water Utility Priority: 1 Maintain

ON-GOING

Title: Water Supply Succession Management Position PRELIMINARY

Justification:

Budget is requested for a two-year term position ending in 2025 to provide overlap to allow for effective knowledge transfer and training for succession planning and retirement. The two-year term (\$97.1k in 2023 and \$95.9k in 2024) will be funded from a reallocation of existing operations.

Strategic Direction: Our People - Employees in all positions have more opportunities to improve their leadership

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	0	0	0	0	0	0	0
2025	0	0	0	0	0	0	0
2026	0	0	0	0	0	0	0

2024 Operating Request Details

Service Area: Water Utility Priority: 1 Maintain ONE-TIME
 Title: Non-Potable Improvements PRELIMINARY

Justification:

Budget is requested for consulting services to help increase efficiency of water released from McCullough lake and ensure that the McCullough spillway is appropriately restored.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	135,000	(135,000)	0	0	0	0	0

Service Area: Water Utility Priority: 1 Maintain ONE-TIME
 Title: HVAC Improvements - Water Supply Shop PRELIMINARY

Justification:

Budget is requested for the purchase and installation of HVAC equipment to ensure proper cooling of the Water Supply Shop to ensure a proper working environment for staff and potential for flexible workspaces.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	50,000	0	0	0	0	0	(50,000)

2024 Operating Request Details

Service Area: Water Utility Priority: 1 Maintain

ON-GOING

Title: Water Meter Data Collection PRELIMINARY

Justification:

Budget is requested to cover the net cost of additional water meter endpoint installations. Manual water meter reading is being phased out and replaced with cellular endpoints that have monthly data collection charges. Manual reading staff resources are diminishing with implementation of the program. This program provides an increased level of service in quickly detecting leaks and assisting with water conservation efforts.

Strategic Direction: Digital Transformation - Data is used to inform decision making

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility
2024	15,000	0	0	0	0	0	(15,000)
2025	54,000	0	0	0	0	0	(54,000)
2026	74,000	0	0	0	0	0	(74,000)

► SOLID WASTE & LANDFILL

LED BY: GENERAL MANAGER, INFRASTRUCTURE

Our goal & community benefit:

Our goal is to plan, design, manage, operate, and maintain the essential services of the Glenmore landfill as well as deliver efficient, cost effective waste collection services for over 40,000 homes in the City. Collection and safe disposal of recyclables, compostables, and solid waste is critical in our community. For disposal services, we proudly serve the communities in the Regional District of Central Okanagan and Big White. The current fill plan allows us to extend the life of the Landfill rather than looking at new landfill locations or shipping waste out of the region for disposal – costly alternatives – and provides flexibility for the future.



Our customers:

- Residents and citizens
- Commercial haulers
- Construction companies
- Private developers
- Other City departments
- Other Municipal Governments

Our partners:

We work with the BC Ministry of Environment and Climate Change Strategy, WorksafeBC, the University of British Columbia, the Regional District of Central Okanagan and member Municipalities, utility companies, our collection contractor, and waste reduction officers to provide sustainable services.

What we deliver:

We provide garbage, recycling and yard waste collection services to over 40,000 households in the City.

At the landfill, we offer a variety of disposal options on site including recycling, organic materials, and household/commercial waste in our solid waste disposal facility for residents within the Central Okanagan Regional District. We sell OgoGrow and GlenGrow compost as soil amendments. We also manage landfill gas as landfills are being recognized as a source of valuable energy, providing renewable natural gas for 700 homes through FortisBC.

Facility operations are 7 days per week, 362 days per year, to allow for residents and haulers to access waste management on their preferred schedules.

Our key objectives:

- Protect the environment through delivery of safe and efficient waste processing and disposal services at the City's waste management facilities by complying with regulatory requirements and continually improving assets and operations in response to service demand.
- Provide safe and reliable collection services for residential curbside programs by adjusting to demand, continually improving service performance, and investing in technology and responding to growth.

- Continue supporting The City and community to reduce and manage their waste responsibly by working with Regional Partners and providing community-wide waste management programs.
- Enable Kelowna to move towards zero waste and a more circular economy by improving access to and participation in waste reduction and diversion through communications, education, enforcement and engagement with customers.

Our guiding plans:

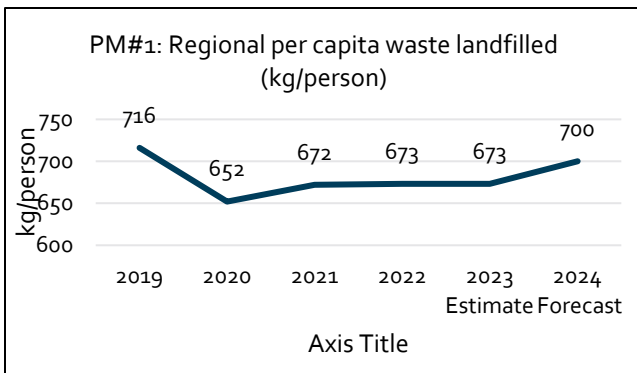
- 2020 Regional District of Central Okanagan Solid Waste Management Plan
- 2018 Glenmore Landfill Design, Operations and Closure Plan
- 10-Year Capital Plan

Measuring performance:

Performance Measure 1

Regional per capita waste landfilled.

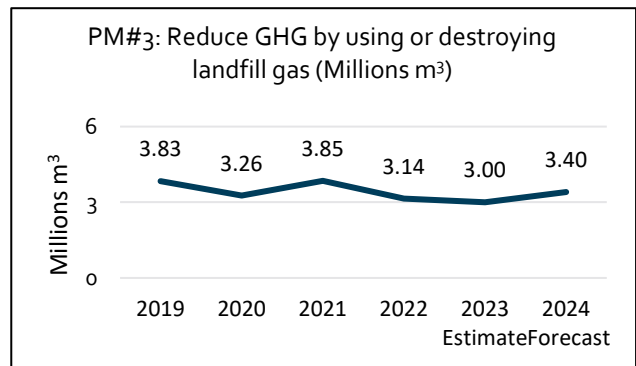
The landfill services the Central Okanagan Regional District. The goal is to minimize waste disposed of, the measure is the tonnage of waste buried divided by the population of the RDCO and Big White (total service area)



Performance Measure 3

Reduce GHG by using or destroying landfill gas.

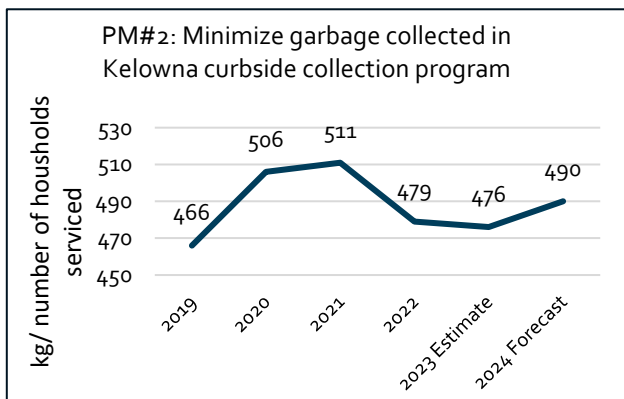
Volume of landfill gas managed by landfill flare or converted to Renewable Natural Gas by Fortis (Millions m³).



Performance Measure 2

Minimize garbage collected in Kelowna curbside collection program.

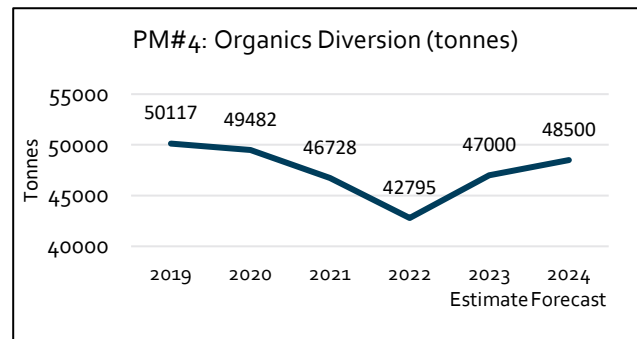
Curbside waste collected in kg/number of Kelowna households serviced (residential curbside cart program).



Performance Measure 4

Organic diversion.

Tonnage of organic material including yard waste, branches, clean wood, logs and stumps managed at the landfill (tonnes).

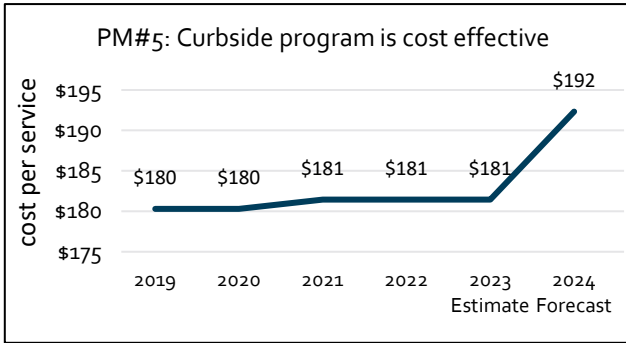


Measuring performance:

Performance Measure 5

Curbside program is cost effective.

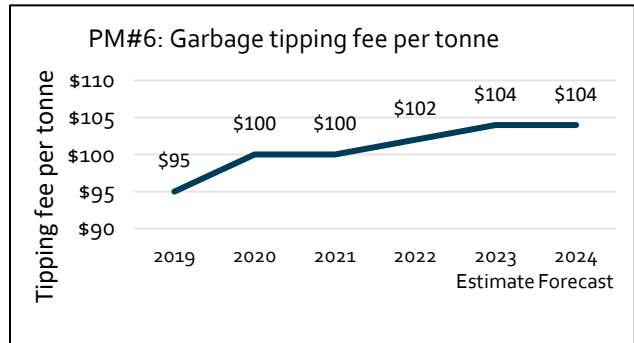
Cost per property serviced for residential garbage, yard waste and recycling collection and management.



Performance Measure 6

Garbage tipping fee per tonne.

Garbage tipping fee (\$ per tonne).



2024 Activities by priority:

Crime & Safety

- Public and staff safety is a paramount concern of all waste management sites

Affordable Housing

- Efficient and cost-effective waste management allows for lower costs, site preparation and building costs

Homelessness

- Continue to mitigate public unsightliness by providing waste and debris disposal from City operated camps

Agriculture

- Compost operations continue to provide soil amendments and organic matter back to agriculture to offset chemical fertilizers

Climate & Environment

- Provide continued environmental stewardship and minimize GHG emissions
- Managing water, air, and land-based pollution with proactive and sound waste management techniques

Our People

- Continue to promote staff development and opportunities to learn
- Working as One Team by assisting other City departments

Digital Transformation

- Refine "Oscar", the online chatbot assistant

Active Financial Management

- Implement the recommendations of the 2023 Value for Money audit
- Reviews of rates and costs ensure that waste management is sustainably funded for possible rate adjustment in 2025

Base Business

- Adapt for the increase in traffic and material to be landfilled coming from the 2023 fires. This is estimated to be approximately 20,000 tonnes in addition to our regular 150,000 tonnes disposed of annually
- Complete Area 3 Liner installation
- Continue ancillary work around new Aerated Static Pile composting facility



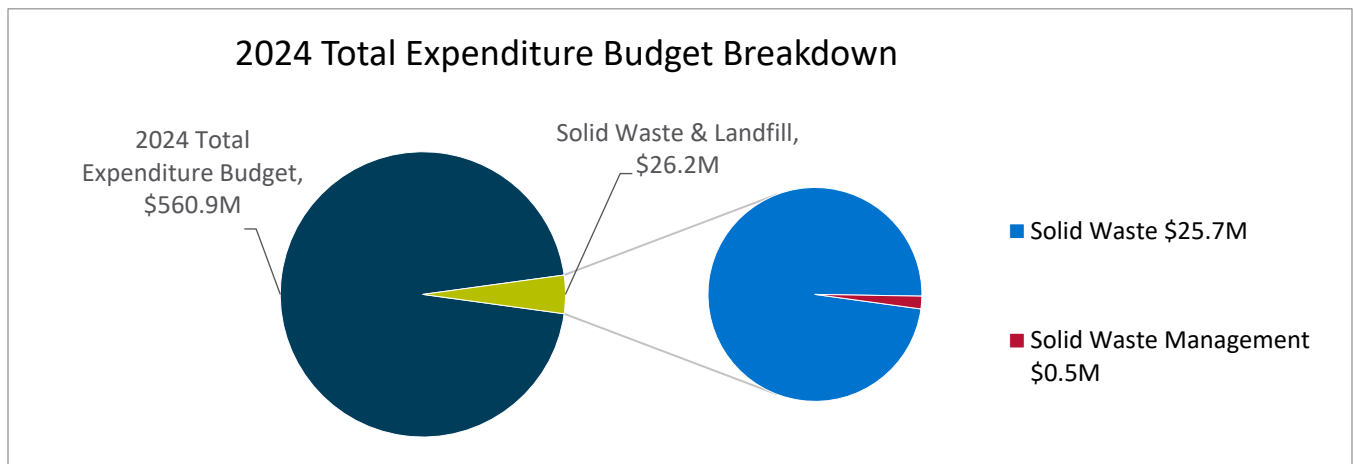
2023 Key accomplishments:

- Collaborated with Finance on a "Value for Money" assessment of landfill operations
- Updated the Design, Operations and Closure Plan and associated studies in preparation for submission to the Ministry of Environment & Climate Change Strategy
- Updated the landfill Operational Certificate (permit) with BC Ministry of Environment & Climate Change Strategy
- Landfill staff worked as "One Team" with roads, parks, KFD, YLW, and hired contractors to fight the Clifton Wildfire and return to normal operations when the landfill site caught fire
- Completed the first phase of construction for the Aerated Static Pile compost system for Glengrow operations
- Performed earthworks in preparation for Area 3 landfill liner construction projects and planned filling expansions in 2024

Continuous improvements:

- Planning underway for end-of-life flare replacement
- Studies for leachate pre-treatment and potential facility construction in 2025
- Working with FortisBC to expand and better integrate their renewable natural gas system into landfill operations
- Planning for next phases of the Aerated Static Pile system

Budget overview:



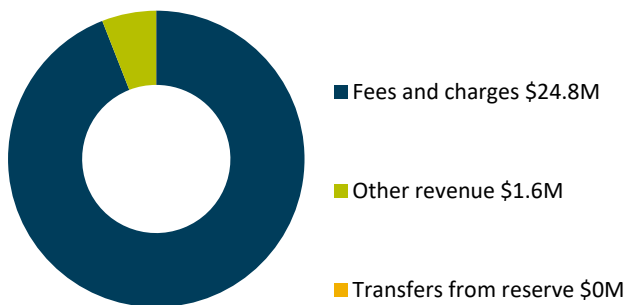
Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	(199)	(200)	0	0	0	(200)
Fees and charges	24,577	24,742		76		24,818
Grant						0
Other revenue	1,082	1,705	(150)	3		1,558
Transfers from reserve	59	333	(333)	8		8
Total revenue budget	25,519	26,580	(483)	87	0	26,184
Expenditure budget:						
Salaries and wages	3,015	3,175		215		3,390
Material and other	6,560	7,293	(1,200)	58	250	6,401
Contract services	6,560	6,317				6,317
Debt service						0
Transfers to reserve	8,680	9,052	718	(213)	(250)	9,306
Enabling allocation	704	743		28		770
Total Expenditure budget	25,519	26,580	(483)	87	0	26,184
Operating FTE positions:						
Management	3.6	3.9				3.9
Union hourly	24.7	24.7				24.7
Union salary	3.9	4.3				4.3
Total operating FTE positions	32.2	32.9	0	0	0	32.9

Note: Totals may not add due to rounding

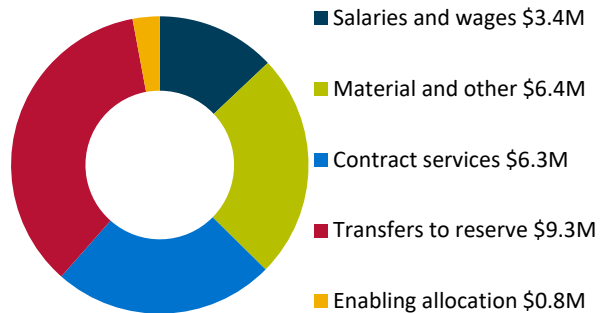
The difference between the two graphs below is the \$200k surplus earned by this service area that is used to offset taxation funds required for other community services areas and infrastructure such as Transportation, Transit, and Parks.

Funding strategy



Total \$26.4M

Expenditure by type



Total \$26.2M

Note: Totals may not add due to rounding

2024 Operating Requests Preliminary Budget Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Solid Waste & Landfill - Priority 1										
155	Maintain	Landfill - Landscaping Replacement	OG	25,000	(25,000)	0	0	0	0	0
155	Enhance	Landfill - Concrete Crusher Operations	OG	250,000	(250,000)	0	0	0	0	0
Service Area Priority 1 Total				275,000	(275,000)	0	0	0	0	0

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
328	Maintain	Growth Vehicles	OG	8,400	(8,400)	0	0	0	0	0
Operating linked to capital Priority 1 Total				8,400	(8,400)	0	0	0	0	0

2024 Operating Request Details

Service Area: Solid Waste & Landfill Priority: 1 Maintain
ON-GOING
 Title: Landfill - Landscaping Replacement PRELIMINARY

Justification:

Budget is requested to renovate and maintain the landscaping boundary around the Glenmore facility for proactive fire mitigation and improved appearance.

2024 Base Budget: \$0

Strategic Direction: Climate & Environment - Reduce corporate and community GHG emissions

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	25,000	(25,000)	0	0	0	0	0	0
2025	25,000	(25,000)	0	0	0	0	0	0
2026	25,000	(25,000)	0	0	0	0	0	0

Service Area: Solid Waste & Landfill Priority: 1 Enhance
ON-GOING
 Title: Landfill - Concrete Crusher Operations PRELIMINARY

Justification:

Budget is requested for contracted services to complete concrete crushing operations, onsite, at the Landfill. Crushing of concrete into smaller pieces allows for greater reuse of the concrete material.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	250,000	(250,000)	0	0	0	0	0	0
2025	250,000	(250,000)	0	0	0	0	0	0
2026	250,000	(250,000)	0	0	0	0	0	0

► TRANSPORTATION

LED BY: GENERAL MANAGER, INFRASTRUCTURE

Our goal & community benefit:

Kelowna aims to become a city where people and places are conveniently connected by diverse transportation options, which is the vision in Kelowna's 2040 Transportation Master Plan (TMP). We are working to keep Kelowna moving, as our community grows by doubling transit ridership, quadrupling trips by bike, and reducing per capita vehicle kilometres travelled 20 per cent by 2040. Recognizing that transportation impacts many aspects of life in Kelowna, the TMP identified the following 12 goals: improving travel choices, optimize travel times, enhance travel affordability, foster a growing economy, enhance urban centres, be innovative and flexible, improve safety, protect the environment, ensure value for public investment, improve health, promote inclusive transportation, and support liable communities.



Our customers:

Our customers are all who live, work, and play in Kelowna.

Our partners:

We work with our residents, community organizations, and other levels of government to ensure our transportation network keeps up with our growing community.

What we deliver:

We help prepare transportation projects across all modes for delivery, from strategic planning through final design. We develop transportation plans, policies, corridor studies, and design capital projects to help develop our multi-modal transportation system. We also maintain over 800 kilometres of streets that accommodate over 300,000 trips per day, operate & maintain the transportation network, deliver traffic calming, transportation demand management, regional transportation education and encouragement programs, and our shared micromobility program. We monitor our progress toward meeting our transportation targets and goals and report out annually.

Our key objectives:

- Deliver and maintain a high-quality transportation system that keeps Kelowna moving, as we grow.

Our guiding plans:

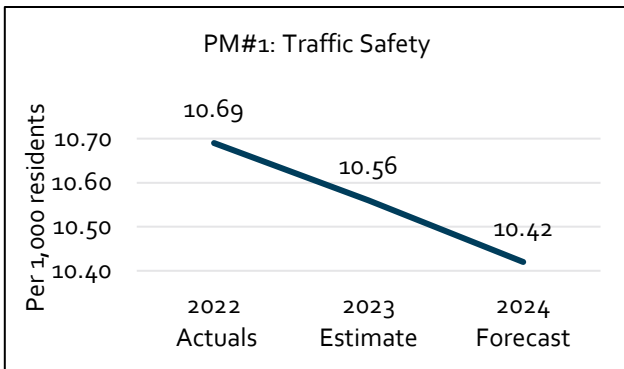
- Imagine Kelowna
- 2040 Official Community Plan
- 2040 Transportation Master Plan
- Central Okanagan Regional Transportation Plan
- Pedestrian/Bicycle Master Plan

Measuring performance:

Performance Measure 1

Traffic safety

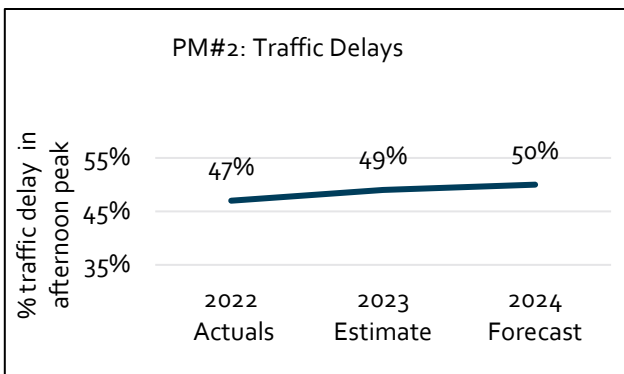
Traffic collisions have significant impacts on people’s lives. The estimated societal cost of traffic collisions in Kelowna each year (\$600m) is greater than the cost of traffic delays. In 2022, there were 1,650 serious collisions (i.e. causing an injury or fatality) in Kelowna. This equates to 10.7 serious collisions per thousand residents. The rate of serious collisions fell in 2022 compared to 2021. Data for 2023 is not yet available.



Performance Measure 2

Traffic delays

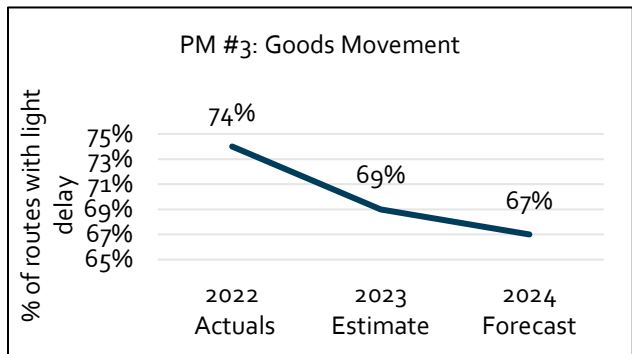
Reliable travel times are important for our quality of life. In 2020, we started a pilot to track travel times on 85 routes between key destinations. Just under half of the routes we tracked had moderate or significant delays in the afternoon peak. What counts as a “moderate” or “significant” delay varies between people. We defined a moderate delay as 50 per cent longer than the overnight travel time. For most routes, this meant an extra 3 to 6 minutes.



Performance Measure 3

Goods movement

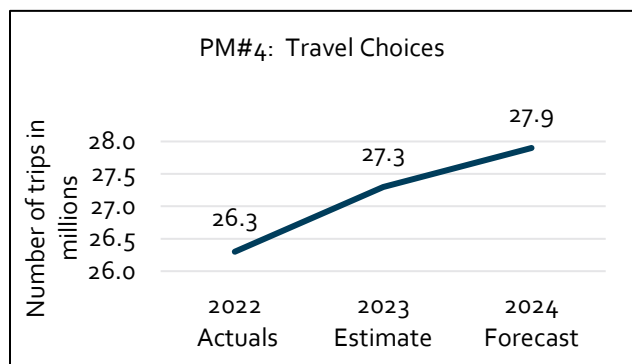
Reliable travel times are important for goods movement and our economy. In 2020, we started a pilot to track travel times on 85 routes between key destinations. Just under 70 per cent of routes we tracked had minimal or light delays during midday, which is the busiest time for goods movement. We defined a light delay as less than 50 per cent longer than the overnight travel time. For most routes, this meant an extra 1 to 3 minutes. The share of routes with light or minimal delays fell from 74 per cent in 2022 to 69 per cent in 2023. The data shows increasing travel times as demand recovers from the pandemic.



Performance Measure 4

Travel choices

Making it easier to walk, bike and take transit will slow the growth of traffic congestion, reduce greenhouse gas emissions, and improve public health. We estimate that 27.3 million trips will be made by walking, biking, and transit in 2023, up from 26.3 million in 2022. The recovery of transit ridership from the pandemic contributed significantly to this increase.

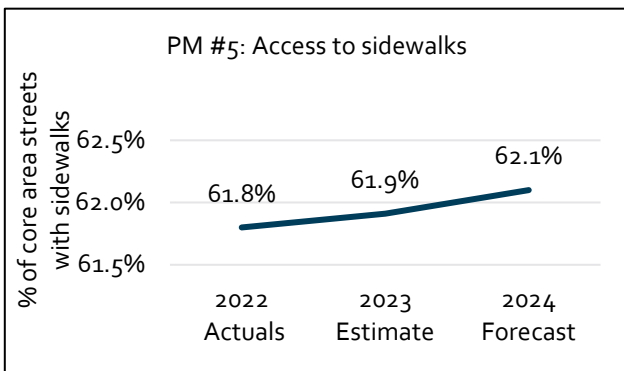


Measuring performance:

Performance Measure 5

Access to sidewalks

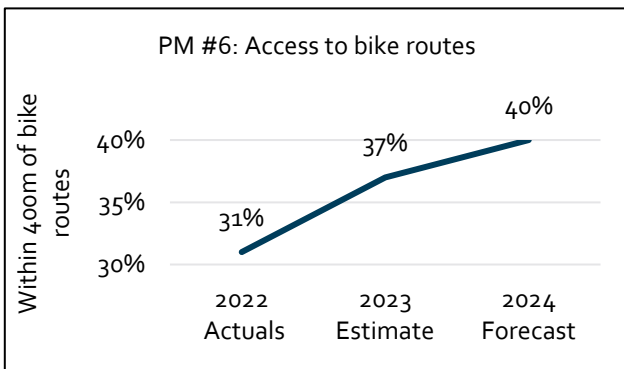
Many streets in the Core Area were built without sidewalks. A lack of safe and accessible sidewalks prevents people from walking. Our target is sidewalk on one side of quieter neighborhood streets. Major roads should have sidewalks on both sides. By this standard, the sidewalk completeness in the Core Area is 62 per cent. Filling all the sidewalk gaps in the Core Area will take decades. In the meantime, we are prioritizing locations on busy roads, near parks, and around schools.



Performance Measure 6

Access to bike routes

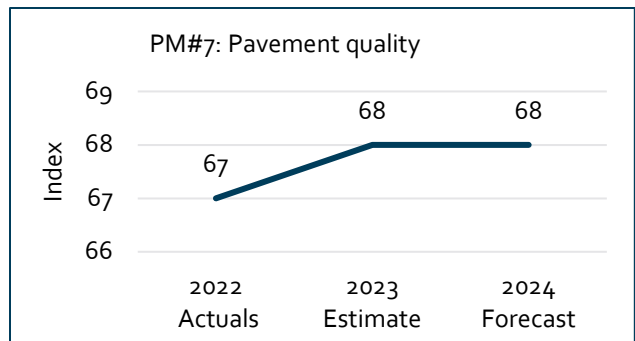
Biking is an affordable alternative to driving. Being close to primary bike routes makes it easier for households to live car-free or car-light. Roughly 37 per cent of low-income residents are within 400m of the primary bike network. This is an increase from 31 per cent the previous year.



Performance Measure 7

Pavement quality

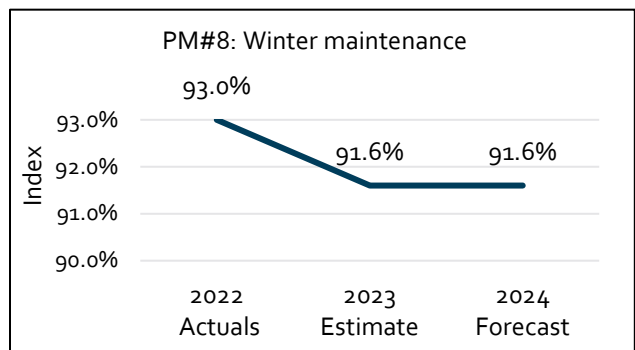
Keeping roads in good condition is important for safety and goods movement. Timely preventative maintenance can avoid more costly repairs in the future. The pavement condition index (PCI) is a score between 0 and 100 indicating the general condition of roads in Kelowna. The estimated PCI for 2023 is 68, up from 67 in 2022.



Performance Measure 8

Winter maintenance

Clearing snow and ice from roads, pathways, and bus stops keeps them functional and safe. Standards for snow clearing are set by Council Policy #332. These timelines were met 93 per cent of the time in 2022. The estimated performance in 2023 is 91.6%.



2024 Activities by priorities:

Crime & Safety

- Development of Bike Parking & Theft Prevention Program

Transportation

- Continue planning and design for key road projects (Clement/Highway 33 extension, Commonwealth Rd, Burtch Rd, and Frost Rd)
- Highway 97 Strategic Corridor Review with the Ministry of transportation and Infrastructure (MoTI) to begin the next steps of planning and protecting for the long-term goal of dedicated transit lanes on Highway 97 in Kelowna
- Expanding the bike network with active transportation corridors (ATC) such as Sutherland and Rail Trail to Greenway
- Construction of the Bertram Multiuse Overpass of Highway 97
- Development of a Transportation Safety Strategy
- Development of a Transportation Accessibility Strategy

Climate & Environment

- Implementation of Employer Commute Trip Reduction Program Pilot

Our People

- Enhanced focus on training and professional development in order to provide opportunities to learn and grow

Digital Transformation

- Initiate Phase 1 of the Travel Demand Model Update to allow for enhanced decision making
- Continued tracking of travel time using cloud-based data

Active Financial Management

- On-going review of the 10-Year Capital Plan to ensure alignment of financial resources with corporate priorities
- Continue delivering select projects with City resources to control time, cost, and quality where feasible
- Continued pursuit of grants to minimize reliance on tax revenue



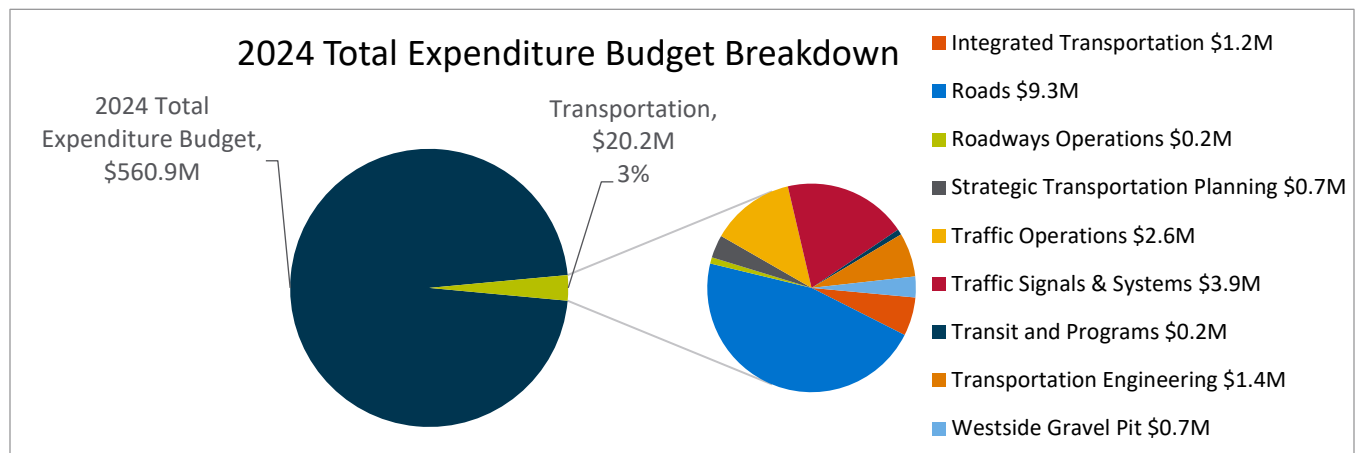
2023 Key accomplishments:

- New manager in place for Integrated Transportation
- Opened South Perimeter Way
- Extended the bike network with the Houghton ATC (Hollywood to Rutland) and Casorso ATC (KLO – Barrera)
- Supported the delivery of MoTI’s Central Integrated Transportation Strategy
- Delivered the Regional Goods Movement Study (joint partnership with MoTI)
- Delivered the Transportation Citizen Survey
- Published the new 2023 Kelowna Bike Map
- Completed the Neighbourhood Bikeways Study
- Doubled ridership of the Micromobility Program and reached milestone of 1M trips since 2011
- Installed 5 new crosswalk rectangular rapid flashing beacons (RRFBs) and completed designs for 5 more
- Managed 10 traffic calming projects, 2 delivered, 5 designs ready for construction

Continuous improvements:

- Revised schedule for spring street cleaning program from 12 weeks to 8 weeks
- Introducing new types of equipment to improve maintenance of sidewalks and bike routes
- Improved monitoring and enforcement for the Micromobility Program to achieve a 94% reduction in the rate of service requests from 2021
- Delivered select projects with City resources to control time, cost and quality
- Continued tracking of travel times using cloud-based data

Budget overview:

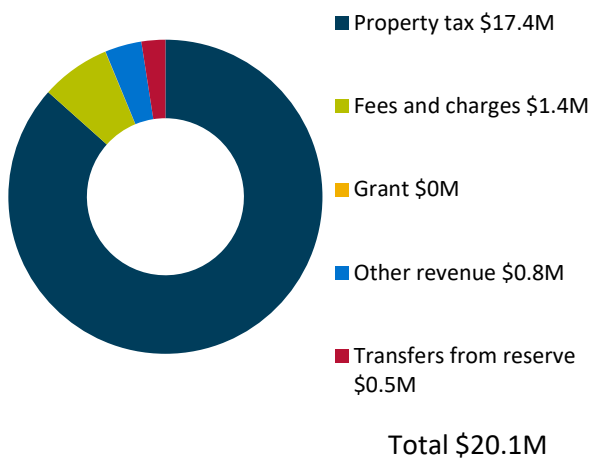


Operating budget needed to achieve results (\$ thousands):

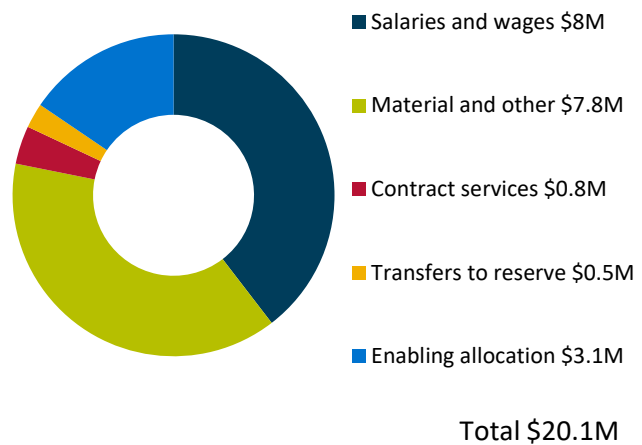
	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	17,611	15,860	625	957	(0)	17,441
Fees and charges	1,391	1,491		(53)		1,438
Grants	7	5	(5)	7		7
Other revenues	521	458	(38)	340		760
Transfers from reserve	154	639	(639)	344	150	494
Total revenue budget	19,684	18,453	(57)	1,595	150	20,141
Expenditure budget:						
Salaries and wages	6,755	7,056	204	707	1	7,969
Material and other	6,992	7,279	(399)	738	154	7,773
Contract services	992	817	(40)	(5)		772
Debt service						0
Transfers to reserve	779	557		(54)		503
Enabling allocation	4,165	2,744	177	210	(5)	3,125
Total Expenditure budget	19,684	18,453	(57)	1,595	150	20,141
Operating FTE positions:						
Management	8.5	10.7	0.4	0.6		11.7
Union hourly	50.7	45.1	1.3	2.0		48.4
Union salary	9.4	8.4				8.4
Total operating FTE positions	68.6	64.2	1.7	2.6	0	68.5

Note: Totals may not add due to rounding

Funding strategy



Expenditure by type



Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Transportation - Priority 1										
162	Maintain	Strategic Transportation Partnership of Central Okanagan 2024 Transition	OT	94,300	(59,400)	0	(7,000)	(27,900)	0	0
162	Maintain	Travel Demand Model Update - Phase I	OT	365,000	(145,000)	0	0	(220,000)	0	0
163	Maintain	Spring Sweep	OG	250,000	0	0	0	0	0	(250,000)
163	Maintain	Senior Transportation Engineer Position	OG	48,900	0	0	0	0	0	(48,900)
164	Maintain	Transportation Data Collection Equipment Replacement	OG	40,000	(40,000)	0	0	0	0	0
164	Maintain	Employer Commute Trip Reduction Program - Pilot Implementation	OG	100,000	(100,000)	0	0	0	0	0
165	Enhance	Transportation Accessibility Strategy	OT	100,000	(100,000)	0	0	0	0	0
165	Enhance	Bike Valet & Theft Prevention	OG	110,100	(50,000)	0	0	0	0	(60,100)
Service Area Priority 1 Total				1,108,300	(494,400)	0	(7,000)	(247,900)	0	(359,000)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
339	Maintain	Local Street Urbanization Program	OG	800	0	0	0	0	0	(800)
342	Maintain	Pedestrian Network	OG	9,300	0	0	0	0	0	(9,300)
339	Maintain	Roadway Urbanization	OG	600	0	0	0	0	0	(600)
343	Maintain	Rutland Park & Ride, Mobility Hub, Operations Facility	OG	0	0	0	0	0	0	0
334	Maintain	Traffic Signals and Roundabouts DCC	OG	6,100	0	0	0	0	0	(6,100)
344	Maintain	Transit - Bus Stop and Amenity Improvements	OG	500	0	0	0	0	0	(500)
341	Enhance	Bicycle Network Improvement Program	OG	1,700	0	0	0	0	0	(1,700)
343	Enhance	Safety and Operational Improvements	OG	4,500	0	0	0	0	0	(4,500)
Operating linked to capital Priority 1 Total				23,500	0	0	0	0	0	(23,500)

2024 Operating Request Details

Service Area: Transportation Priority: 1 Maintain ONE-TIME

Title: Strategic Transportation Partnership of Central Okanagan 2024 Transition PRELIMINARY

Justification:

Budget is requested for the City's portion of the regional transportation programs run on behalf of the Strategic Transportation Partnership of the Central Okanagan (STPCO). The STPCO dissolved at the end of 2020 and per agreements, the City is providing transitional services while the Regional District of Central Okanagan (RDCO) adjusts their structure after which a new contract will be developed.

Strategic Direction: Transportation - More trips by alternative transportation modes

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	94,300	(59,400)	0	(7,000)	0	(27,900)	0	0

Service Area: Transportation Priority: 1 Maintain ONE-TIME

Title: Travel Demand Model Update - Phase I PRELIMINARY

Justification:

The Travel Demand Model is a critical tool that estimates network effects of transportation projects (such as Highway 33 extension). The last update was 2016 and needs to be updated. This requires coordination with regional partners and the Province and updated inputs from the Household Trip Diary. Phase I will establish a coordinated process, timeline and budget for updating the Travel Demand Model and the Household Trip Diary (last completed in 2018). Additional budget for Phase II will be requested 2025. Kelowna's phase I estimated cost sharing with the Province and regional partners is \$145k.

Expected Completion: Jun 2025

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	365,000	(145,000)	0	0	0	(220,000)	0	0

2024 Operating Request Details

Service Area:	Transportation	Priority: 1	Maintain ON-GOING
Title:	Spring Sweep		PRELIMINARY

Justification:

Budget is requested to support the spring sweep program to help align with residents' expectations of an estimated eight week delivery, annually. In 2022, the spring sweep was delivered within budget but the 13-week completion time did not meet the anticipated service level. However, in 2023, the operations team successfully implemented new equipment and techniques that significantly reduced the program duration, achieving the desired eight week timeframe. This improvement came at an additional cost of \$250k. Securing funding through this request will ensure the maintenance of this improved service level, guaranteeing timely and efficient delivery of the spring sweep and enhancing resident satisfaction and cost-effectiveness in the long term.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	250,000	0	0	0	0	0	0	(250,000)
2025	250,000	0	0	0	0	0	0	(250,000)
2026	250,000	0	0	0	0	0	0	(250,000)

Service Area:	Transportation	Priority: 1	Maintain ON-GOING
Title:	Senior Transportation Engineer Position		PRELIMINARY

Justification:

Budget is requested to address continued rapid growth and development through a part-time position focusing on development proposal review and providing mitigation recommendations to Planning and Development Services. Development impacts the transportation network by increasing demand for travel, impacting the capacity of existing transportation facilities, and limiting options for improvements in the future. Integrated Transportation provides feedback to Planning and Development Services to mitigate these impacts when requested. This position will reduce turnaround time for development review responses and free up existing resources within Transportation Engineering to focus on optimizing the capacity, safety and reliability of existing infrastructure and the larger transportation network.

Strategic Direction:	Transportation - Capacity and traffic flow is enhanced on major road corridors							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	48,900	0	0	0	0	0	0	(48,900)
2025	93,400	0	0	0	0	0	0	(93,400)
2026	93,400	0	0	0	0	0	0	(93,400)

2024 Operating Request Details

Service Area:	Transportation	Priority: 1	Maintain ON-GOING
Title:	Transportation Data Collection Equipment Replacement		PRELIMINARY

Justification:

Equipment used to collect data on vehicles, intersections, active transportation and traffic calming has failed or is reaching the end of its expected life. Failed active transportation counters are resulting in data gaps, failed traffic calming counters are impacting our ability to respond to resident service requests and while intersection traffic counters are functioning, they are no longer supported by the manufacturer and will require replacement over the coming years. The current equipment is over 20 years old. Budget is requested to replace data collection equipment over three years. Failed equipment with direct program impacts will be prioritized.

2024 Base Budget: \$0

Strategic Direction:	Transportation - Capacity and traffic flow is enhanced on major road corridors							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	40,000	(40,000)	0	0	0	0	0	0
2025	50,000	(50,000)	0	0	0	0	0	0
2026	60,000	(60,000)	0	0	0	0	0	0

Service Area:	Transportation	Priority: 1	Maintain ON-GOING
Title:	Employer Commute Trip Reduction Program - Pilot Implementation		PRELIMINARY

Justification:

To reduce congestion during rush hour and improve traffic flow, projects are important, as well as programs that help commuters avoid driving alone during rush hour. Examples include employer policies for staggered or flexible work-hours, parking management, incentives for alternative modes, and trip-planning resources. In 2023, the City worked with local employers and a consultant to develop an Employer Commute Trip Reduction Program tailored to the needs of Kelowna. Budget is requested to fund the next steps to develop the recommended materials and launch the three year pilot, which would include KPIs and performance monitoring to ensure the program is delivering on the desired benefits and providing value for money.

Expected Completion: Oct 2026

Strategic Direction:	Transportation - Capacity and traffic flow is enhanced on major road corridors							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	100,000	(100,000)	0	0	0	0	0	0
2025	25,000	(25,000)	0	0	0	0	0	0
2026	25,000	(25,000)	0	0	0	0	0	0

2024 Operating Request Details

Service Area:	Transportation	Priority: 1	Enhance ONE-TIME
Title:	Transportation Accessibility Strategy		PRELIMINARY

Justification:

As recommended in the 2040 Transportation Master Plan and City's Community for All Action Plan, this project involves working directly with the community to identify needed transportation accessibility improvements. Budget is requested to create accessibility design guidelines. Priority areas for retrofits will be identified to ensure sidewalks, crossings and intersections meet the needs of people with disabilities (e.g. people in wheelchairs, mobility scooters or with limited vision and hearing). This work will align with the new Accessibility Advisory Committee established in accordance with the Accessible British Columbia Act.

Expected Completion: Jun 2025

Strategic Direction:	Transportation - Traffic safety management is increasing							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	100,000	(100,000)	0	0	0	0	0	0

Service Area:	Transportation	Priority: 1	Enhance ON-GOING
Title:	Bike Valet & Theft Prevention		PRELIMINARY

Justification:

The Kelowna Transportation Master Plan set a target of quadrupling trips made by bicycle. One of the key challenges for people is knowing that they have a safe, secure place to park at their destination. Budget is requested to fund the successful downtown Bike Valet Program. Staff will undertake a review of bike theft data to inform targeted actions to reduce bike theft. A comprehensive approach to provide secure bike parking throughout the City will also be developed, including downtown, urban centres, major events, and transit-exchanges. Four Community Safety Services Summer Student Positions will be funded from this request to enable expansion of the Bike Valet program hours, as well as other community engagement and crime prevention work during the high demand summer months.

Strategic Direction:	Crime & Safety - Decrease business break & enters, thefts							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	110,100	(50,000)	0	0	0	0	0	(60,100)
2025	60,100	0	0	0	0	0	0	(60,100)
2026	60,100	0	0	0	0	0	0	(60,100)

▶▶ TRANSIT

LED BY: GENERAL MANAGER, INFRASTRUCTURE

Our goal & community benefit:

Our goal is to provide fast and reliable transit service to our community. Transit provides numerous benefits to the community including an affordable transportation option that helps reduce congestion and emissions, as our community grows.

Our customers:

Our customers are all transit patrons who live, work and play in Kelowna.

Our partners:

We work with BC Transit and our regional government partners (West Kelowna, Westbank First Nation, Peachland, and Lake Country) to deliver affordable transit service, including HandyDart.

What we deliver:

We provide service annually with 28 routes, 100 buses and over 200,000 hours in the Central Okanagan. We work in liaison with BC Transit on contract administration, service planning, and also provide a variety of transit pass options to enable access to transit for everyone in our community.

Our key objectives:

- Attract new riders
- Deliver operational excellence
- Improve transit sustainability
- Improve custom transit utilization

Our guiding plans:

- Imagine Kelowna
- Regional Transportation Plan
- Transportation Master Plan
- Central Okanagan Transit Future Plan
- Transit Future Action Plan

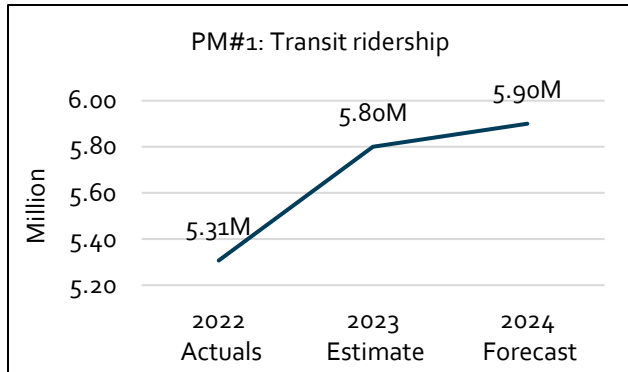


Measuring performance:

Performance Measure 1

Transit ridership

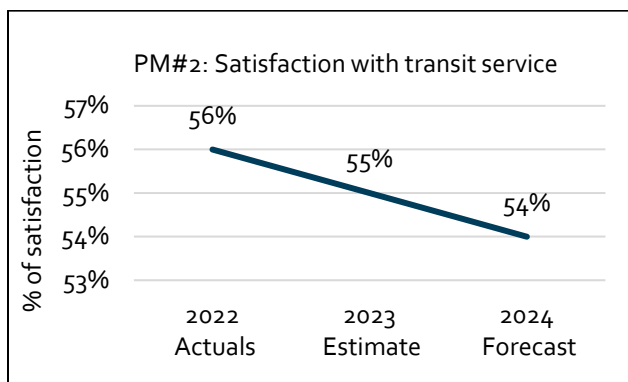
Transit is the way to move the most people in our limited road space. It is also the best alternative to driving for longer trips. Ridership has fully recovered from the pandemic, increasing from 5.3M to 5.8M in 2023.



Performance Measure 2

Resident Satisfaction

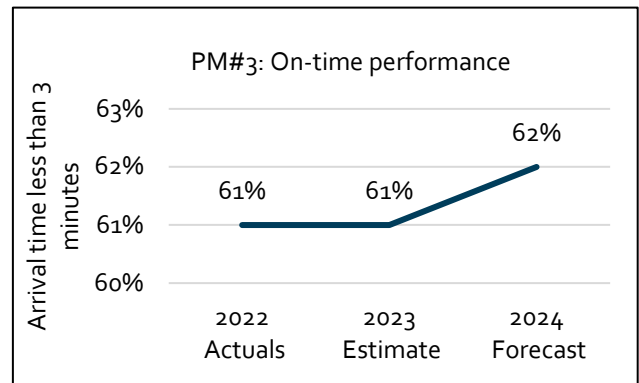
This measure captures the overall perception of transit through our Citizen Surveys. Resident satisfaction with public transit decreased from 64 per cent in 2020 to 56 per cent in 2022. Rebounding travel demand and transit ridership from the pandemic likely contributed to this decrease. Improving the quality of service will attract more ridership and reduce the growth of congestion.



Performance Measure 3

On-time performance

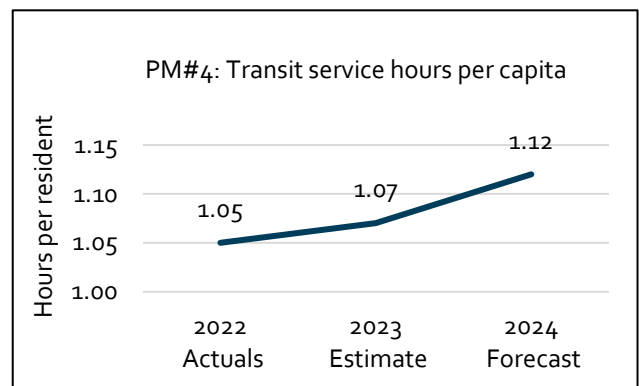
Improving the punctuality of transit service will make it easier for people to rely on it. The estimated on-time performance for 2023 is 60.6 per cent. Data for 2022 is not available. This metric considers the share of timed arrivals less than 3 minutes late, or not more than 1 minute early.



Performance Measure 4

Transit service

Investing in new transit service will be key for Kelowna to grow without gridlock. In 2023, there were roughly 170 thousand annual hours of service in Kelowna. In per capita terms, the amount of transit service is forecast to increase from 1.07 to 1.12 in 2024.

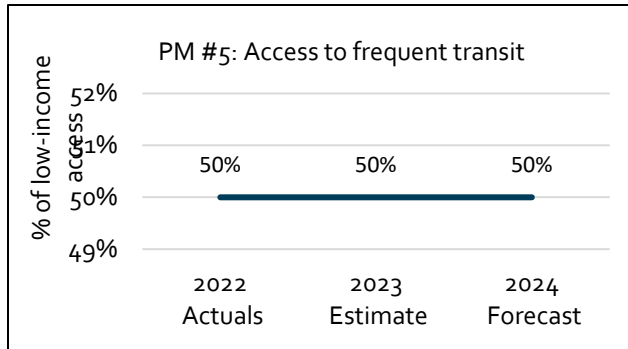


Measuring performance:

Performance Measure 5

Access to frequent transit

Being close to frequent transit makes it easier for households to live car-free or car-light. Roughly half of low-income residents are within a five-minute walk of frequent transit. This is unchanged from 2022.



2024 Activities by priorities:

Crime & Safety

- Expansion of security coverage at Orchard Park Exchange to align with mall business hours

Transportation

- Hardy St Operations Centre refurbishment design and construction
- Transit Operation and Maintenance Facility at Hollywood Rd (continued master planning and completion of ALC exclusion)
- Implementing transit service improvements (on-time performance improvements and off-peak service expansions)
- Transit exchange detailed design (Okanagan College, Rutland, and Mission transit exchanges)

Climate & Environment

- Participating in BC Transit's first pilot of on-demand service in Crawford



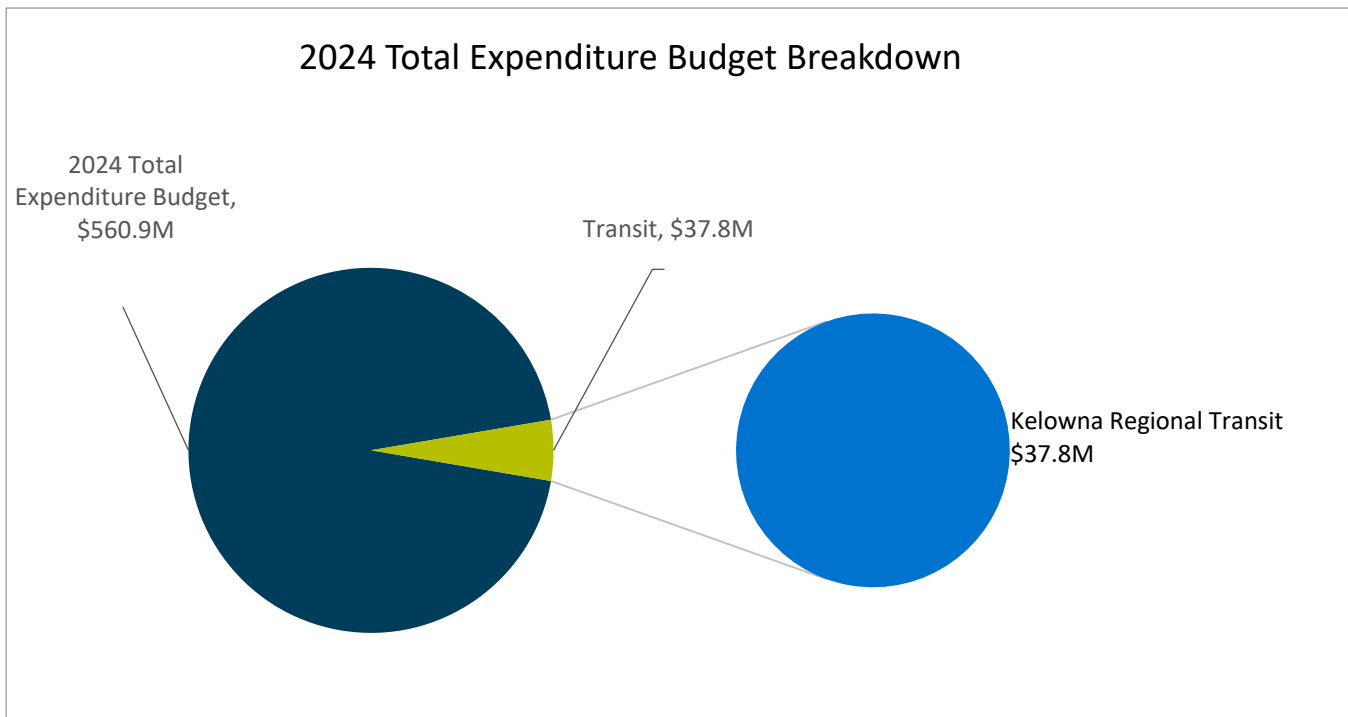
2023 Key accomplishments:

- Transit ridership recovered to pre-pandemic levels
- Constructed 4 new bus stops, upgraded 9 existing stops, added 4 new shelters
- Completed Rutland Local Area Transit Plan
- Completed Mission Transit Network Restructuring Plan
- Continued project development for the new Hollywood Transit Centre
- Started expansion plan and lease extension at the Hardy Transit Centre for interim capacity

Continuous improvements:

- Focus on maximizing capacity from existing resources while we build for the future
- New Transit on Demand initiative to launch in Spring 2024
- Pursue grants to help fund major capital improvements at 3 exchanges
- Pending introduction of electronic fare payment
- Preparing for introduction of battery electric buses
- Continual investment in bus stop infrastructure – capacity, accessibility, and amenities

Budget overview:

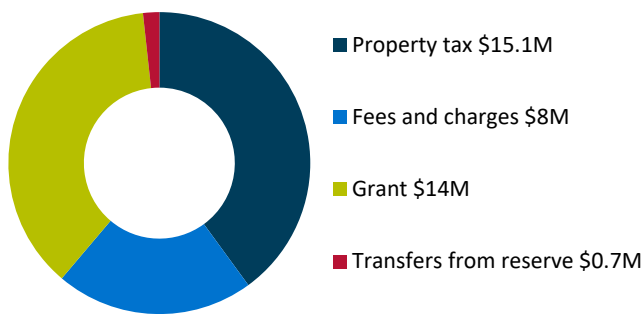


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	14,799	13,042	706	1,364	(10)	15,102
Fees and charges	7,342	7,345		673		8,018
Grant	10,826	12,555		1,458		14,013
Other revenue						0
Transfers from reserve	1,653	1,266	(932)	320		654
Total revenue budget	34,619	34,208	(226)	3,815	(10)	37,786
Expenditure budget:						
Salaries and wages	9	0		54		54
Material and other	663	1,066	(429)	29		665
Contract services	25,920	27,638	(135)	3,293		30,797
Debt service						0
Transfers to reserve	513	307				307
Enabling allocation	7,515	5,197	338	439	(10)	5,964
Total Expenditure budget	34,619	34,208	(226)	3,815	(10)	37,786
Operating FTE positions:						
Management						0
Union hourly						0
Union salary				0.5		0.5
Total operating FTE positions	0	0	0	0.5	0	0.5

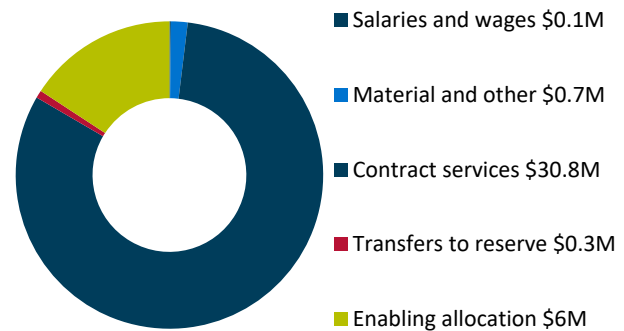
Note: Totals may not add due to rounding

Funding strategy



Total \$37.8M

Expenditure by type



Total \$37.8M

Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Transit - Priority 1										
173	Maintain	Orchard Park Exchange Security Coverage Expansion	OG	76,000	0	0	0	0	0	(76,000)
173	Maintain	Transit Base Operating Cost	OG	3,245,000	(320,100)	0	(1,458,200)	(645,200)	0	(821,500)
174	Maintain	Transit Infrastructure Coordinator Position	OG	54,600	0	0	0	(27,300)	0	(27,300)
Service Area Priority 1 Total				3,375,600	(320,100)	0	(1,458,200)	(672,500)	0	(924,800)

2024 Operating Request Details

Service Area:	Transit	Priority: 1	Maintain ON-GOING
Title:	Orchard Park Exchange Security Coverage Expansion		PRELIMINARY

Justification:

Violence is increasing on public transit systems across the country, including the Kelowna Regional Transit System. The City of Kelowna and Orchard Park Shopping Centre partner on the provision of security under their contract with Paladin Security. The safety and security of transit riders is paramount to sustaining and growing ridership. Current security coverage is focused on the afternoon and evening periods resulting in coverage gaps in other periods. Budget is requested to increase existing coverage to align with mall business hours with a dedicated guard at the transit exchange.

2024 Base Budget: \$303k

Strategic Direction:	Crime & Safety - Public safety resources keep pace with growth							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	76,000	0	0	0	0	0	0	(76,000)
2025	76,000	0	0	0	0	0	0	(76,000)
2026	76,000	0	0	0	0	0	0	(76,000)

Service Area:	Transit	Priority: 1	Maintain ON-GOING
Title:	Transit Base Operating Cost		PRELIMINARY

Justification:

Budget is requested to reflect the anticipated changes in transit operation including revenue, management/labour, fuel, maintenance and lease fees and expansion. Ridership has increased back to pre-pandemic levels however cost inflation is driving an increase in the operating cost of transit.

2024 Base Budget: \$27.2M

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	3,245,000	(320,100)	0	(1,458,200)	0	(645,200)	0	(821,500)
2025	3,245,000	(320,100)	0	(1,458,200)	0	(645,200)	0	(821,500)
2026	3,245,000	(320,100)	0	(1,458,200)	0	(645,200)	0	(821,500)

2024 Operating Request Details

Service Area:	Transit	Priority: 1	Maintain ON-GOING
Title:	Transit Infrastructure Coordinator Position		PRELIMINARY

Justification:

The Council approved Transportation Master Plan requires a significant expansion of transit services in the city, from the current \$31M annual operating budget and 209,000 service hours (system wide) to 325,000 by 2040, an increase of 65% over 2020 levels. Budget is requested for this new position to ensure that current needs are met while also allowing for increased expansion. The existing Transit Service Coordinator position will be restructured, resulting in two distinct functions: Transit Infrastructure and Transit Service.

Strategic Direction: Transportation - More trips by alternative transportation modes

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	54,600	0	0	0	0	(27,300)	0	(27,300)
2025	108,600	0	0	0	0	(54,300)	0	(54,300)
2026	108,600	0	0	0	0	(54,300)	0	(54,300)

► PARKS

LED BY: GENERAL MANAGER, INFRASTRUCTURE

Our goal & community benefit:

Our goal is to manage, operate and maintain the City's parks in a sustainable manner meeting community need. Currently, parks is creating a master plan which will guild the expansion, development, and operations of its parks system as the City grows. Our parks support a resilient and active city by providing equitable access to a diverse recreational and cultural experiences.

Our customers:

- Residents, tourists and visitors
- People of all ages and abilities
- User groups, sports members
- Athletes at all ages and stages of development

Our partners:

We work with our citizens, professionals to create and maintain the recreational and cultural activities in the community.

What we deliver:

We provide the guide in making both long-range and short-term decisions about the parks system. We also provide the financial strategy needed to support and sustain the City's portfolios of parks, open spaces and natural areas. Provide a phased implementation strategy for improving existing parks and public shorelines, unfunded but Council-approved parks as well as the acquisition, location, and/or development of future parks.

Our key objectives:

- A vibrant community
 - Public parks are clean and safe spaces for the public.
 - Ensure parks, beaches, playgrounds and
- A healthy community
 - Well maintain trails and natural areas
 - Gowing a healthy tree canopy
- An engaged team
 - Staff are connected and informed.
 - Resources and training are available.

Our guiding plans:

- Imagine Kelowna
- Parks Master Plan (under development)
- Community for all – Healthy city Strategy
- Kelowna Community Sport Plan (2019)
- Kelowna Event Strategy (2022)
- Council and Corporate Priorities

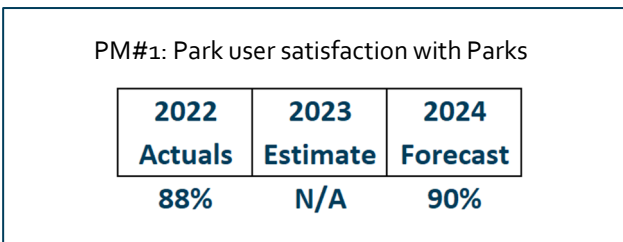


Measuring performance:

Performance Measure 1

Park user satisfaction with Parks

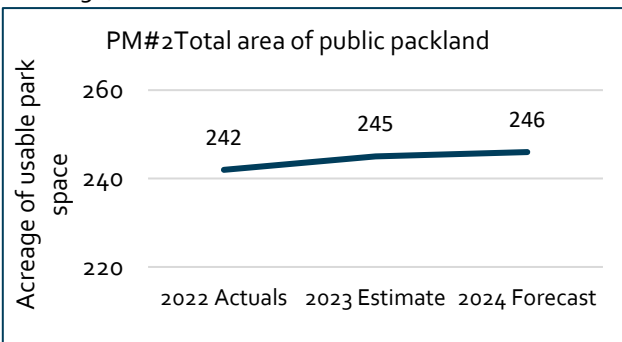
This metric helps determine whether or not the department is fulfilling its mandate to provide high-quality recreation programs and spaces for its citizens and users. Measured by: Annual online survey. *OCP 2040 Objective 10.3. Ensure parks reflect their unique natural and cultural context. OCP 2040 Objective 1.14. Provide safe, walkable, Core Area neighbourhoods that are connected to key designations. OCP2040 Objective 14.2 Preserve and enhance biodiversity and landscape diversity, integrating and connecting ecological networks throughout the city.*



Performance Measure 2

Total area of public parkland

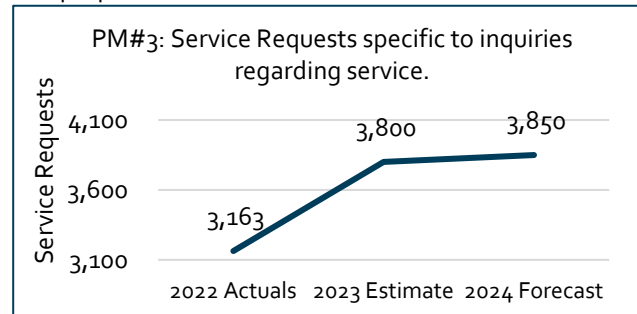
Park land grows or decreases in area over time. Park classification types and programming also evolve as development is realized. Measuring the annual acreage of usable park space is valuable in tracking long-term availability of the different types of Parks uses. Specifying area of park types over the years. Measured by: GIS mapping data of: A) Total land designated as PARKS. of that: B) Maintained, landscaped, programed Parks such as playgrounds, recreation fields, beaches. C) Natural Areas such as linear trails, natural trails and Knox Mountain. *OCP 2040 Objective 10.1. Acquire new parks to enhance livability throughout the city. OCP 2040 Objective 10.3. Ensure parks reflect their unique natural and cultural context. OCP 2040 Objective 12.1 Design the community to be more resilient to a changing climate. (Policy 12.1.2 increasing park space and tree canopy coverage)*



Performance Measure 3

Service Requests (SR) specific to inquiries regarding service

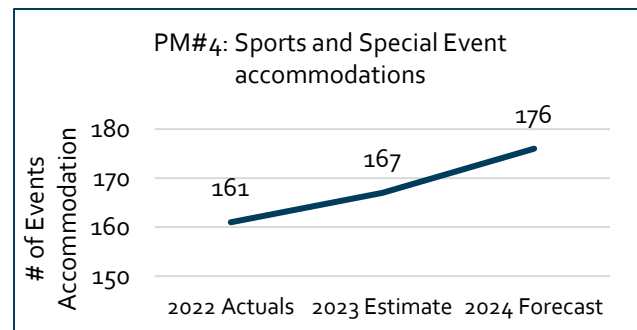
Tracking the number of Service Requests that relate to service levels within existing parks and city road right of way. Annual tracking of requests relating to level of service. Measured by: Analyzing Cityworks SR on types of requests, locations, time to close. *OCP 2040 Objective 13.2. Ensure fiscally responsible management of existing and proposed infrastructure.*



Performance Measure 4

Sports and Special Event accommodations

Track number of sporting events and special events Parks Services is able to accommodate. Each sport requires different field maintenance and accommodations. Each special event also has unique requirements. The ability to track the number of events Parks Services accommodates, as well as which fields accommodate different types of events identifies capacity of Park Land. Measured by booked fields, events, parks throughout City of Kelowna, Sport Kelowna, Recreation Kelowna, all other departments booking fields and Parks. *OCP 2040 Objective 9.3 Develop diverse partnerships to advance complex social planning issues and increase community well-being. Policy 9.3.5. Coordination of Services. OCP 2040 Objective 10.5. Encourage partnerships to acquire and deliver parks and public spaces. Policy 10.5.1 School District, Regional District, Sport Kelowna, Recreation Kelowna.*

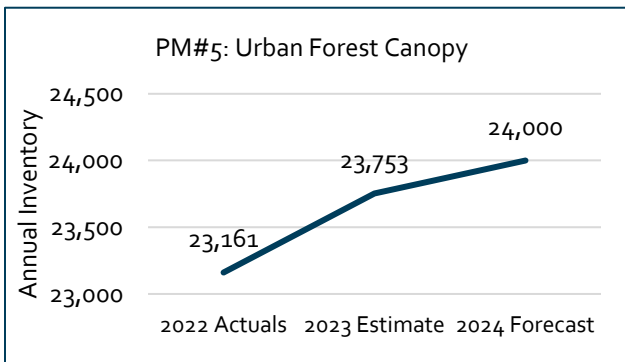


Measuring performance:

Performance Measure 5

Urban Forest Canopy

Annual inventory of street trees within the City. Measured by: GIS Mapping or database within Cityworks. Measured by: Implementation of requirements for the specific needs of trees in urban streetscape regarding soil volumes, root, trunk and canopy. Measured by increase of urban forest canopy within Core Area. OCP 2040 Objectives 4.3 and 5.5 Protect and increase greenery in Urban Centres and the Core Area. OCP 2040 Policy 4.3.2. Urban Forest Canopy. Protect existing mature trees where possible and encourage the installation of Street Trees in Urban Centre development and streetscape improvement projects. Implement requirements for the specific needs of trees in urban streetscape, to protect soil volume, roots, trunk and canopy over the long term. OCP 2040 Objective 12.11 Increase resilience to extreme weather events. OCP 2040 Objective 14.2 Protect and expand a healthy and viable urban forest.



2024 Activities by priority:

Crime & Safety

- Continue building the Block Connector network to enhance sense of safety and connectedness among neighbours
- Develop staff safety protocols and documentation for community-based program/service delivery

Homelessness

- Help to reduce impact by continuing to provide clean safe public spaces

Climate & Environment

- Protect and restore natural areas (riparian areas and forests)
- Continue to grow healthy urban canopy
- Provide safe natural areas for the public to enjoy
- Develop and maintain green infrastructure throughout the city

Our People

- Develop a long-term Divisional staffing model and succession plan
- Promote and deliver staff engagement and growth initiatives

Digital Transformation

- Using data to make informed decisions.
- Embrace innovation to increase turf maintenance practices
- Continue integration and implementation of the City Works program into Parks Operations, providing greater clarity of responsibilities and assets

Active Financial Management

- Implementation of a new service-based budget to ensure that the associated infrastructure, maintenance, and operating costs are explained
- Continue to provide financially responsible public-maintained parks



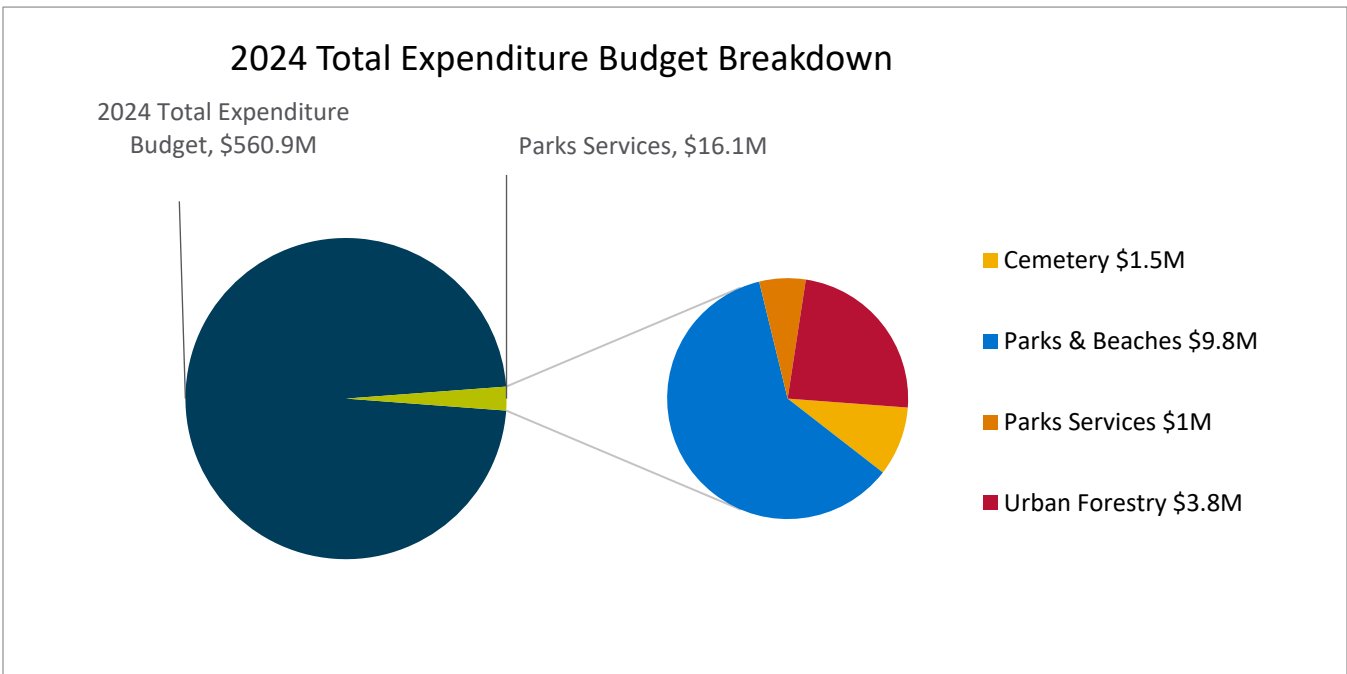
2023 Key accomplishments:

- Successfully provided sports fields and sports courts for many tournaments and recreational play
- Parks greenhouse staff grew 54,000 plants for hanging baskets, planters, and annual beds throughout the City of Kelowna
- Establishment of large capacity waste containers at City Park, waste increased 2X in 2023 with 4.5X reduction in service due to increased capacity
- One of the first municipalities in BC/ Canada to employ an autonomous sports field line painter

Continuous improvements:

- Cost avoidance achieved by installing large capacity waste containers in city park. Parks Services received less service requests and was able to redeploy services throughout the downtown area to provide better service levels
- Started using autonomous sports field line painter to achieve high quality service while allowing staff to keep up to high demand for service in sports fields

Budget overview:

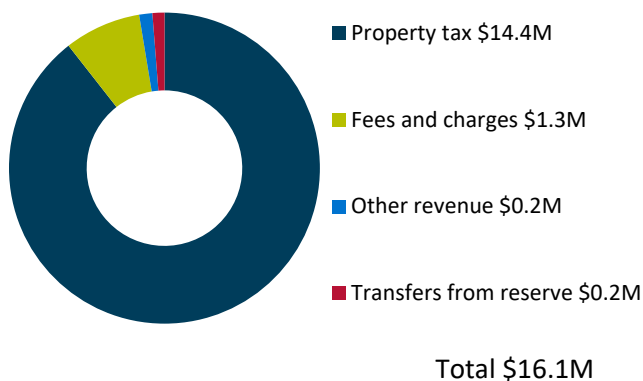


Operating budget needed to achieve results (\$ thousands):

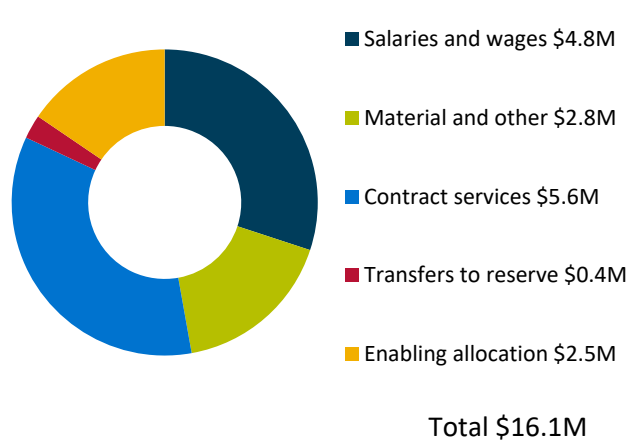
	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	4,424	13,139	194	1,081	1	14,415
Fees and charges	1,224	1,210		76		1,286
Grant	99					0
Other revenue	122	220		0		220
Transfers from reserve	159	236	(76)	40		200
Total revenue budget	6,027	14,805	119	1,196	1	16,121
Expenditure budget:						
Salaries and wages	2,138	4,450	7	383	3	4,843
Material and other	1,120	2,436	19	304	2	2,762
Contract services	965	5,287	(50)	368	1	5,606
Debt service						0
Transfers to reserve	610	427		(18)		409
Enabling allocation	1,194	2,204	142	158	(4)	2,500
Total Expenditure budget	6,027	14,805	119	1,196	1	16,121
Operating FTE positions:						
Management	4.4	5.0				5.0
Union hourly	19.5	41.7		0.9		42.6
Union salary	1.3	1.0				1.0
Total operating FTE positions	25.2	47.7	0	0.9	0	48.6

Note: Totals may not add due to rounding

Funding strategy



Expenditure by type



Note: Totals may not add due to rounding

2024 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Parks - Priority 1										
182	Maintain	Cemetery Tree Planting	OT	6,500	(6,500)	0	0	0	0	0
182	Maintain	Greenhouse Expansion	OT	33,000	(33,000)	0	0	0	0	0
183	Maintain	Parks Maintenance Cost Increase - New Waterfront Parks	OG	169,500	0	0	0	0	0	(169,500)
183	Maintain	Parks Waste Sensors	OG	48,500	0	0	0	0	0	(48,500)
184	Maintain	Parks Safety and Aesthetic Improvements	OG	25,000	0	0	0	0	0	(25,000)
Service Area Priority 1 Total				282,500	(39,500)	0	0	0	0	0 (243,000)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
317	Maintain	Burne Park	OG	0	0	0	0	0	0	0
317	Maintain	DCC Parkland Acquisition	OG	59,000	0	0	0	0	0	(59,000)
319	Maintain	Glenmore Recreation Park - Phases 4, 5	OG	0	0	0	0	0	0	0
321	Maintain	Knox Mountain Park - Improvements	OG	33,500	0	0	0	0	0	(33,500)
324	Maintain	Urban Centers Beautification Initiative	OG	38,200	0	0	0	0	0	(38,200)
322	Enhance	Park Infrastructure Renewal	OG	4,900	0	0	0	0	0	(4,900)
Operating linked to capital Priority 1 Total				135,600	0	0	0	0	0	0 (135,600)

2024 Operating Request Details

Service Area: Parks Priority: 1 Maintain ONE-TIME
 Title: Cemetery Tree Planting PRELIMINARY

Justification:

With Cemetery Irrigation Improvements project substantially complete, Cemetery is now able to implement substantial tree planting to follow the Tree Planting Masterplan in areas lacking tree canopy coverage. Budget is requested for sustainable practices and beautification of newer sections of Cemetery with the purchase and planting of material. Request will be fully funded through the Cemetery reserve.

Expected Completion: Nov 2024

Strategic Direction: Climate & Environment - Protect and restore natural areas

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	6,500	(6,500)	0	0	0	0	0	0

Service Area: Parks Priority: 1 Maintain ONE-TIME
 Title: Greenhouse Expansion PRELIMINARY

Justification:

Greenhouse operations supply City parks, road right of ways, and urban centers with annual seasonal planters and hanging baskets. Forecasted expansion of the program has identified the Parks yards location will be over capacity and moving the assembly of planters off-site to a city owned property will help to meet safety standards in the Parks yard. Budget is requested to cover the cost to install temporary fencing and a water service in efforts to expand staging and assembly areas outside of the parks yard.

Expected Completion: Jan 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	33,000	(33,000)	0	0	0	0	0	0

2024 Operating Request Details

Service Area: Parks Priority: 1 Maintain ON-GOING
 Title: Parks Maintenance Cost Increase – New Waterfront Parks PRELIMINARY

Justification:

Budget is requested for the increase in complexities, new features, and new maintenance work to be performed as a result of the completion of Pandosy Waterfront Park. Additionally, the new Paddle Center requires maintenance budget for landscaping, irrigation, and additional security, with work starting in 2025 at this premier park.

2024 Base Budget: \$3.1M

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	169,500	0	0	0	0	0	0	(169,500)
2025	192,800	0	0	0	0	0	0	(192,800)
2026	214,300	0	0	0	0	0	0	(214,300)

Service Area: Parks Priority: 1 Maintain ON-GOING
 Title: Parks Waste Sensors PRELIMINARY

Justification:

Post COVID, visitors in Kelowna Parks, especially beach parks increased dramatically. Many were bringing meals to enjoy with family and friends. In turn, this created an increase in waste collection to keep our parks clean. In an effort to better understand waste accumulation in parks, staff trialed real-time waste sensors during the 2022 summer in park waste receptacles. The trial was expanded in 2023 and results illustrated a rise in waste from year to year. Budget is requested to further expand the waste sensor use throughout beach and community parks.

2024 Base Budget: \$0

Strategic Direction: Digital Transformation - Data is used to inform decision making

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	48,500	0	0	0	0	0	0	(48,500)
2025	61,500	0	0	0	0	0	0	(61,500)
2026	75,000	0	0	0	0	0	0	(75,000)

2024 Operating Request Details

Service Area:	Parks	Priority: 1	Maintain ON-GOING
Title:	Parks Safety and Aesthetic Improvements		PRELIMINARY

Justification:

The City maintains over eight km of medians throughout the city that are exposed to harsh climates such as extreme heat and road salt. Budget is requested to update hard surfacing, replace plant material and growing medium composition to match environmental conditions where required. Additionally, aesthetic improvements are recommended at the bike skills parks. Budget is requested to increase the use for both passive and active users of the parks through additional shade, seating, and alternative activities for those too young to ride.

2024 Base Budget: \$36k

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	25,000	0	0	0	0	0	0	(25,000)
2025	35,000	0	0	0	0	0	0	(35,000)
2026	35,000	0	0	0	0	0	0	(35,000)

▶ SPORT & RECREATION

LED BY: DIVISIONAL DIRECTOR, ACTIVE LIVING & CULTURE

Our goal & community benefit:

Our goal is to increase sport, recreation and active living opportunities for all, improve the health and wellbeing of our citizens and enhance the overall quality of life within our community. The benefits of sport and recreation initiatives cannot be overstated. They can enhance mental, physical and social wellbeing, help build strong families and healthy communities, improve quality of life, provide significant economic stimulus and contribute to community growth and development. High quality, accessible sport and recreation opportunities are a fundamental human need in all ages and stages of life and integral to a well-functioning society.



Our customers:

We serve a variety of individuals and organizations to ensure that sport and recreation programs and services are available and accessible to all.

- Residents of Kelowna and across the Central Okanagan
- People of all ages and abilities
- Equity-deserving groups
- School boards and educational institutions,
- Social, community and sport organizations
- Visitors to the region
- Athletes at all ages and stages of development
- Neighbourhoods
- Other City of Kelowna business units

Our partners:

We work with various local organizations, other levels of government and the public/ private sector to develop mutually beneficial relationships.

- Recreation facility and program partners
- Not-for-profit service organizations (e.g., BGC Okanagan, KCR)
- Recreation providers (e.g., YMCA, Sport organizations, accessibility advocates)
- Public institutions (e.g., SD23, UBC Okanagan, Interior Health Authority)
- Regional, provincial, and national governing bodies (e.g., BCRPA, ViaSport, Childcare Advocacy groups)
- Private service delivery organizations (e.g., Daycare organizations, health & wellness)
- Other City of Kelowna business units

What we deliver:

We provide a wide range of programs and services that enrich the lives of people in our community. The delivery model involves the direct provision, support and facilitation of community-based programs, activities and events that engage, activate and connect people. Our key focus areas include promoting a healthy, active and inclusive community; reducing barriers to participation in sport & recreation; building neighbourhood connections; animating parks and public spaces; supporting an integrated sport system; maintaining sports fields, courts and related infrastructure; and developing a vibrant events sector.

Our key objectives:

- A vibrant community
 - Public spaces are animated.
 - Strong program delivery model that leverages strategic partnerships
- A healthy community
 - Systems and services are aligned.
 - Residents are thriving and resilient.
- An equitable and inclusive community
 - Practices and processes prioritize equity and inclusion.
- An engaged team
 - Staff are connected and informed.
 - Resources and training are available.
- An exceptional Infrastructure program.
 - Infrastructure is available and well-maintained.
 - Innovative approaches and eco-friendly practices are explored and/or implemented.

Our guiding plans:

- Imagine Kelowna
- Official Community Plan (2040)
- Kelowna Community Sport Plan (2019)
- Kelowna Event Strategy (2022)
- Indoor Recreation Facility Strategy (2023)
- Community for All – Healthy City Strategy
- Conditions of Use and Allocation Guidelines
- Parks Master Plan (under development)

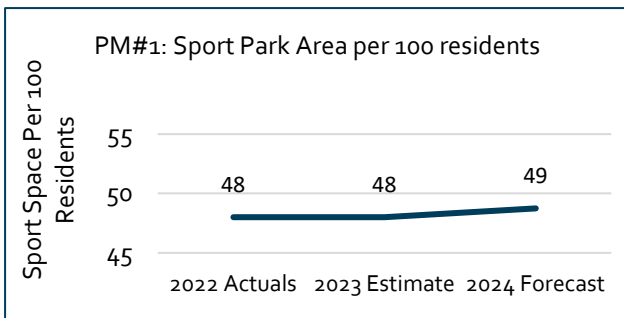


Measuring performance:

Performance Measure 1

Sport Park Area per 100 Residents

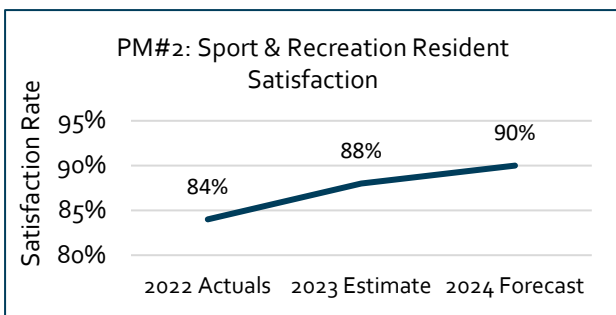
Provides a measure of the accessibility and availability of recreational space for residents. This data helps evaluate whether there are enough sports parks and facilities to accommodate the local population. Access to sports parks encourages physical activity and promotes a healthy lifestyle. Monitoring the ratio of sport park area per 100 residents can help gauge the potential impact on the community's overall health and well-being. The availability of sports parks contributes to the overall quality of life in a community.



Performance Measure 2

Sport & Recreation Resident Satisfaction

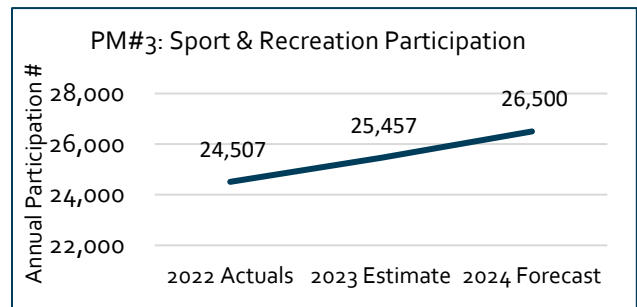
The Citizen Survey is conducted every second year to determine how satisfied the public is with municipal programs and services. It is important for residents to have places where they can participate in sport and recreation opportunities. Measuring resident satisfaction with City provided sport and recreation facilities and programs helps guide decision making around planning, budgeting, and service levels. The goal is for Kelowna residents to be satisfied with the sport and recreation facilities and programs provided by the City of Kelowna



Performance Measure 3

Sport & Recreation Participation

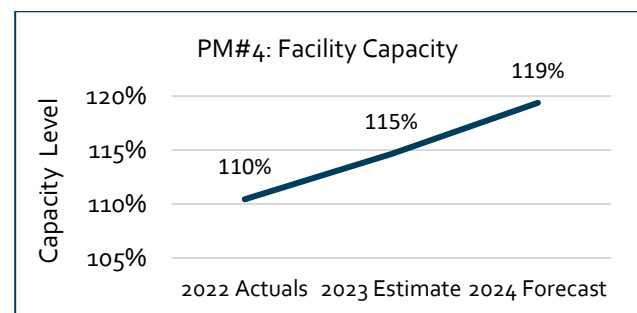
Participation in sport and recreation programs provides multiple pathways to better health for individuals and leads to a healthier, more connected, and resilient community. By offering a diverse range of programs that are responsive to resident interests and needs, participation numbers increase as does community health and vibrancy. The goal is to have Kelowna residents participating in City of Kelowna sport & recreation programs each year.



Performance Measure 4

Facility Capacity

Sport and recreation facilities are vitally important to establishing and maintaining the quality of life in a community, ensuring the health of residents, and contributing to the economic and environmental well-being of a community. It is essential that these important amenities are provided and available for the public to access. The goal is to maximize facility utilization, maintain acceptable public access levels and inform future need. Currently we are operating at or above capacity levels in sportsfields, stadiums and arenas.

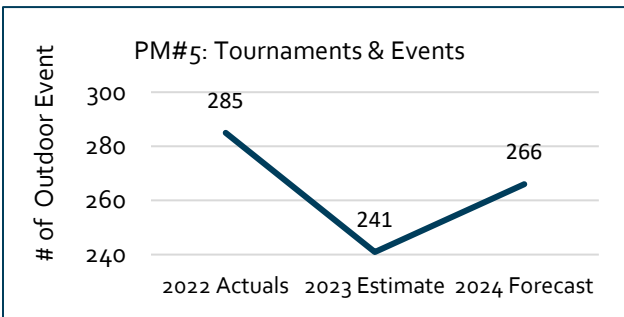


Measuring performance:

Performance Measure 5

Tournaments & Events

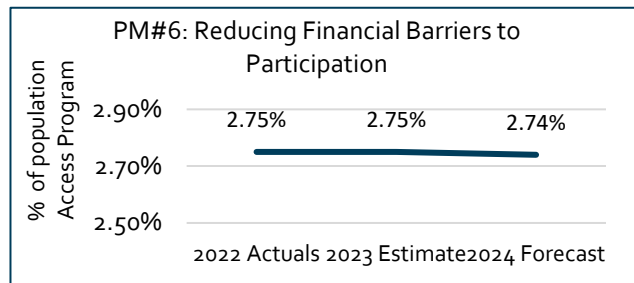
Tournaments and Events play several important roles in the function of a city. Not only do they serve as a mechanism to animate and bring vibrancy to a community but also, they act as a tool to advance a city’s priorities and affect the way its citizens think and feel about the place they live. Tournament/event hosting benefits are many, and include creating vibrant and safe spaces, stimulating economic activity, showcasing natural assets, encouraging active lifestyles, and promoting return visits. The city strives to take a proactive approach to event hosting by procuring tournaments/events; supporting the development of existing tournaments/events; and ensuring that well-maintained outdoor event spaces and tournament-ready sports fields are available. Rising costs in the event industry and everyday life has limited the hosting opportunities of event organizers and reduced the # of people attending events, as evidenced in 2023. The goal is to facilitate a dynamic and balanced portfolio of tournaments and events that support local participation and tourist visitation.



Performance Measure 6

Reducing Financial Barriers to Participation

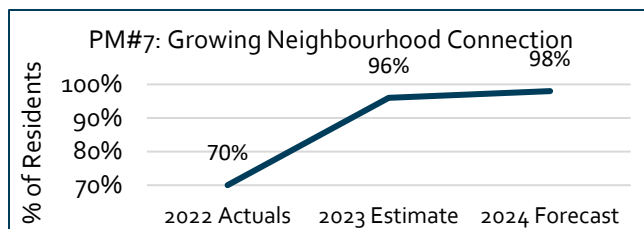
Providing financial assistance to City offered programs and services removes a barrier for people who may not otherwise be able to afford these opportunities. Funding is provided through Recreation Opportunity Coupons (drop-in access), JumpStart funding for children and youth, as well as City funded financial assistance. This is important to provide equitable access to recreation. This performance measure examines the number of people who rely on financial assistance to participate in comparison to the total number of participants. This number is expected to follow the trends of the local and global economies. The goal is to ensure that appropriate resources are in place to support access to sport and recreation opportunities for all.



Performance Measure 7

Neighbourhood Connection

Great cities are made up of strong neighbourhoods. In turn, it takes citizens that are inspired, involved, connected, and empowered to create strong neighbourhoods. The Strong Neighbourhoods team has been a catalyst for resident connection with the understanding that the more neighbours feel connected, the more they will contribute to a culture of care, increase sense of belonging and inclusion, enhance safety, and ultimately will lead to a more inclusive and livable city. This measure shows the percentage of people who felt better connected to their neighbours through the Strong Neighbourhoods program. The goal is that the Strong Neighbourhood program facilitates opportunities to



deepen the connection between neighbours.

2024 Activities by priority:

Crime & Safety

- Continue building the Block Connector network to enhance sense of safety and connectedness among neighbours
- Develop staff safety protocols and documentation for community-based program/service delivery

Our People

- Develop a long-term Divisional staffing model and succession plan
- Promote and deliver staff engagement and growth initiatives

Digital Transformation

- Implement 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
- Embrace innovation to increase turf maintenance practices
- Continue integration and implementation of the City Works program into Recreation Facility Operations, providing greater clarity of responsibilities and assets
- Further integration of Sport League app and other technological advancements (i.e., Chatbots) to improve customer service and program delivery efficiencies

Active Financial Management

- Continue development of a new benefits-based approach model for fees and charges to ensure that the associated infrastructure, maintenance, and operating costs associated with the City's recreation and cultural programs and services are fairly allocated to all customers

Base Business

- Develop a pilot program for Neighbourhood Associations that defines the community development role Neighbourhood Associations can play and how the City can support those initiatives
- Establish Board of Directors and select Race Director to implement Apple Race Series (Triathlon/Marathon)
- Build out a Civic Event framework and portfolio of events that are funded and/or produced by the City
- Refine and update the 10-year Major Events Procurement plan
- Work with Strategic Recreation Facility partners to renew lease agreements, fulfill all associated terms and conditions, and support operations and program delivery
- Explore partnership development opportunities with UBCO and Okanagan College
- Conduct a 5-year review and Impact Report of the Kelowna Community Sport Plan, and develop performance indicators/measures for both the Sport Plan and Kelowna Event Strategy
- Continue development of Volunteer program that supports divisional needs



2023 Key accomplishments:

- Continued strengthening the Block Connector program to enhance neighbourhood connections, safety, and emergency preparedness
- Responded to the Child Care Needs assessment and the federal/provincial priorities, complete a review of the City's licensed child care operations to increase the sustainability and quality of the program
- Enhanced value of PRC memberships to improve customer satisfaction and increase membership sales through the addition of fitness classes, workshops, and expanded gymnasium drop-in programs
- Introduced the Rec & Ride pass, in partnership with BC Transit which saw almost 900 children and youth gain access to Parkinson Recreation Centre and the Kelowna Regional Transit System during July and August
- Conducted a review of the Financial Assistance opportunities for recreation to reduce financial barriers, increase equity, accessibility, and financial transparency
- Completed registration software updates to allow for online client account setup, multiple user fees functionality and reporting enhancements
- Advanced 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
- Advanced plans to reestablish the Apple Triathlon and Okanagan International Marathon
- Added a web-based microsite to support Sport Leagues marketing, promotions, and enhanced customer service
- Completed the Indoor Recreation Facility Strategy, including a facility needs assessment and prioritization process
- Completed functional planning for Parkinson Recreation Centre and commenced functional planning for GAC and MAC
- Procured two major events (Break Out West -2023 /Brier - 2025) and numerous smaller tournaments/events
- Facilitated the participation of local non-profit organizations in the 'Future Adaptability and Sustainability Program' and 'Rebound Conference'

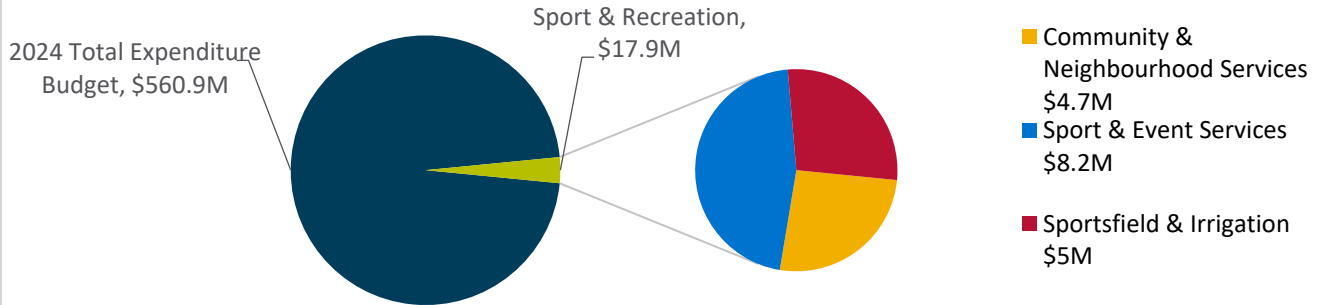
Continuous improvements:

- Develop training opportunities, recruitment campaigns, employment incentives, celebrations, and recognition programs to recruit, retain and improve the Recreation Contract Instructor
- Review and update current policies and practice related to the contribution to facility-based and program reserve accounts funded through fees and charges to ensure alignment with corporate financial strategies and best practice
- Create a digital program and activity guide model for implementation in 2024
- Enhance customer service through implementation of a Chatbot for the City's recreational activities.
- Advance new partnership opportunities while continually refining management of existing facility, operating and program agreements
- Continue work with provincial partners and key stakeholders on a Quality Sport Program in Kelowna
- Continue the ongoing implementation of the Kelowna Community Sport Plan and Event Strategy
- Review and revise the facility-based Advisory Committee structure to reflect up-to-date practices with a continued focus on effective support and advocacy for Sport
- Continue development of the benefits-based approach to setting fees and charges for services offered through Active Living & Culture. The approach would expand on the current model to setting fees but also examine the cost to delivery the service, its relationship to public benefit and a corresponding recovery target for each activity.



Budget overview:

2024 Total Expenditure Budget Breakdown

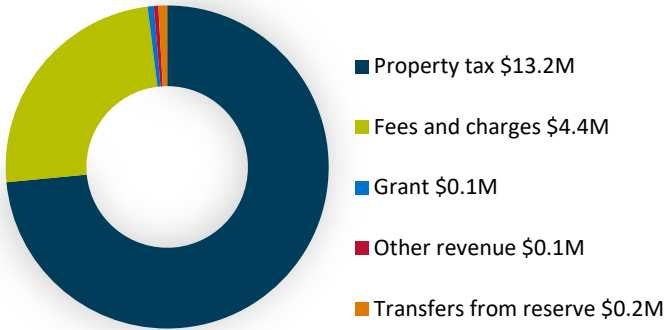


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	20,660	11,941	460	686	74	13,161
Fees and charges	4,169	4,029		371		4,400
Grant	136	110				110
Other revenue	266	75		3		78
Transfers from reserve	243	790	(790)	134	25	159
Total revenue budget	25,474	16,945	(330)	1,194	99	17,908
Expenditure budget:						
Salaries and wages	8,055	6,563	120	530		7,213
Material and other	4,854	4,250	(627)	549	29	4,200
Contract services	5,958	2,817	23	13	75	2,928
Debt service						0
Transfers to reserve	1,276	847		6		853
Enabling allocation	5,332	2,468	154	97	(5)	2,714
Total Expenditure budget	25,474	16,945	(330)	1,194	99	17,908
Operating FTE positions:						
Management	5.9	4.0				4.0
Union hourly	95.6	68.9	1.4	0.9		71.2
Union salary						0.0
Total operating FTE positions	101.5	72.9	1.4	0.9	0.0	75.2

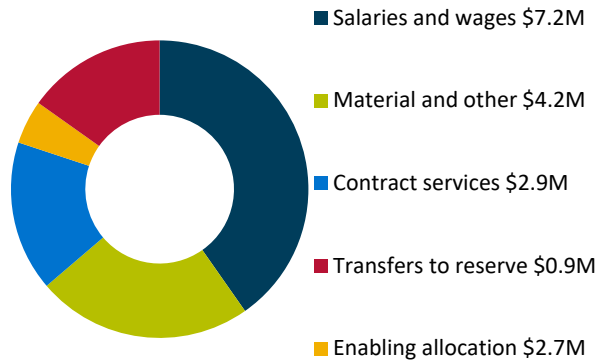
Note: Totals may not add due to rounding

Funding strategy



Total \$17.9M

Expenditure by type



Total \$17.9M

Note: Totals may not add due to rounding



2024 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Sport & Recreation - Priority 1										
194	Maintain	Irrigation Serviceperson Positions	OG	222,100	0	0	0	0	0	(222,100)
194	Maintain	Recreation Ave Fencing	OT	56,000	(56,000)	0	0	0	0	0
195	Maintain	Arenas and Stadiums - Operational Adjustments	OG	205,000	0	0	0	(248,100)	0	43,100
195	Maintain	Recreation Financial Assistance	OG	(25,000)	0	0	0	25,000	0	0
196	Maintain	Rutland Community Program Space	OG	115,800	(77,900)	0	0	(37,900)	0	0
196	Maintain	Major Events Program	OG	50,000	0	0	0	0	0	(50,000)
197	Enhance	Apple Race Series	OG	25,000	(25,000)	0	0	0	0	0
197	Enhance	Neighbourhood Associations Pilot Program	OG	78,400	0	0	0	0	0	(78,400)
Service Area Priority 1 Total				727,300	(158,900)	0	0	(261,000)	0	(307,400)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
337	Maintain	Rail Trail to Greenway DCC, ATC	OG	7,700	0	0	0	0	0	(7,700)
Operating linked to capital Priority 1 Total				7,700	0	0	0	0	0	(7,700)

2024 Operating Request Details

Service Area: Sport & Recreation Priority: 1 Maintain
ON-GOING
 Title: Irrigation Serviceperson Positions PRELIMINARY

Justification:

Budget is requested to convert three Parks term positions into fulltime Labourer II's to support the irrigation replacement program. The capital irrigation replacement program has a successful track record of cost savings by completing the work in house. Converting these positions will add an extra four to six weeks of construction resourcing. A forecast of 80% of wages will be allocated to the capital program with the remaining 20% being funded by taxation for irrigation maintenance or snow removal. Three vehicles are required for these positions, purchase budget is included in this request and will be transferred to the capital program upon Council approval 2024.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	222,100	0	0	0	0	0	0	(222,100)
2025	68,400	0	0	0	0	0	0	(68,400)
2026	68,400	0	0	0	0	0	0	(68,400)

Service Area: Sport & Recreation Priority: 1 Maintain
ONE-TIME
 Title: Recreation Ave Fencing PRELIMINARY

Justification:

Budget is requested to install permanent fencing around three ball diamonds and the surrounding greenspace due to vandalism and damage occurring causing the sites to be unavailable for sports groups during the day. Gates and locks will be installed for user groups to have proper access as required.

Expected Completion: Mar 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	56,000	(56,000)	0	0	0	0	0	0

2024 Operating Request Details

Service Area:	Sport & Recreation	Priority: 1	Maintain ON-GOING
Title:	Arenas and Stadiums - Operational Adjustments		PRELIMINARY

Justification:

Over the past few years, utilization of arenas and stadiums has grown to near capacity levels, resulting in increased revenues, facility maintenance, and operational expense. Materials, supplies, and contractor services have steadily risen and an increase in the expenses budgets is required in order to maintain the current level of service. Additionally, each year the recreation facilities operations team has a number of small equipment requirements, minor maintenance issues, and facility planning work. Budget is requested to direct a portion of the increased revenues in arenas and stadiums to the increased facility maintenance, operations and equipment expenses associated with these recreation facilities.

Strategic Direction: Active Financial Management - Increase non-tax revenues to minimize the reliance on taxes

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	205,000	0	0	0	0	(248,100)	0	43,100
2025	180,000	0	0	0	0	(248,100)	0	68,100
2026	180,000	0	0	0	0	(248,100)	0	68,100

Service Area:	Sport & Recreation	Priority: 1	Maintain ON-GOING
Title:	Recreation Financial Assistance		PRELIMINARY

Justification:

The City currently provides financial assistance towards City offered recreation programs and memberships to reduce barriers for those with a financial need. In recent years, many internal and external factors have led to this program being over-subscribed. Financial Assistance that is readily available provides a safety net to ensure recreation is accessible to all. Budget is requested to recognize the increased financial need in the community and to accurately capture the amount of financial support being provided. The City's funding supplements other programs such as the Recreation Opportunities Coupons, JumpStart, Family Connections Centres and Canadian Mental Health Association funding which provide an additional \$15k in financial supports.

2024 Base Budget: \$19k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	(25,000)	0	0	0	0	25,000	0	0
2025	(25,000)	0	0	0	0	25,000	0	0
2026	(25,000)	0	0	0	0	25,000	0	0

2024 Operating Request Details

Service Area:	Sport & Recreation	Priority: 1	Maintain ON-GOING
Title:	Rutland Community Program Space		PRELIMINARY

Justification:

The Rutland neighbourhood currently has limited indoor program space available for City programs and community use as the Rutland Activity Centre is almost exclusively used by the Seniors Society. Recently, two opportunities to convert existing space to program space have been identified. The Kelowna District Safety Council has announced their closure as of Sep 30, 2023 and the Ben Lee Park Concession is no longer operational. There is an opportunity to provide community programs in these spaces with some upgrades to flooring, minor structural changes, paint and lighting. This budget request will provide over 4000 additional usable hours in Rutland for general programs like art, fitness, marital arts, language, camps and instructional workshops. It also provides much needed secure space for trailers, equipment and event related storage.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	115,800	(77,900)	0	0	0	(37,900)	0	0
2025	75,660	0	0	0	0	(75,760)	0	100
2026	75,660	0	0	0	0	(75,760)	0	100

Service Area:	Sport & Recreation	Priority: 1	Maintain ON-GOING
Title:	Major Events Program		PRELIMINARY

Justification:

The Major Events Program (MEP) is intended to assist with the procurement and development of new large-scale participant-based or spectator events. Procuring these events is often a strategic, competitive process that is accompanied by a sizeable bid/hosting fee. Since the pandemic, the event landscape has seen significant rises in costs making major events even more expensive to procure in an already competitive field. In addition, the size and/or lack of local venues or amenities often results in the need to seek additional funding from external sources to secure major events. The current annual MEP allocation has proven to be extremely valuable in procurement efforts however increased funding is required to remain competitive in the dynamic domain of event hosting.

2024 Base Budget: \$119k

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	50,000	0	0	0	0	0	0	(50,000)
2025	75,000	0	0	0	0	0	0	(75,000)
2026	100,000	0	0	0	0	0	0	(100,000)

2024 Operating Request Details

Service Area:	Sport & Recreation	Priority: 1	Enhance ON-GOING
Title:	Apple Race Series		PRELIMINARY

Justification:

The Apple Triathlon and Okanagan Marathon are two longstanding events that add unique elements to Kelowna's event calendar and are highly valued and anticipated by residents and visitors alike. Both events however, have been unable to recover post-pandemic and are in need of a greater level of support to ensure successful ongoing delivery. Council recently approved a one-time budget transfer of \$50k to assist with reestablishing these two iconic races, repackaged together as the Apple Race Series, with an anticipated start-up in 2024. Budget is requested to support the delivery of the Apple Race Series for the next three years after which, staff will review outcomes for program continuation and funding consideration.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	25,000	(25,000)	0	0	0	0	0	0
2025	75,000	(75,000)	0	0	0	0	0	0
2026	75,000	(75,000)	0	0	0	0	0	0

Service Area:	Sport & Recreation	Priority: 1	Enhance ON-GOING
Title:	Neighbourhood Associations Pilot Program		PRELIMINARY

Justification:

Neighbourhood Associations (NAs) are uniquely poised to bring neighbours together, host celebrations, organize projects, and ultimately, build community with the neighbours where they live. This pilot program aims to grow the capacity of Kelowna's NAs to help deepen community relationships. Select Neighbourhood Associations will commit to build community engagement within their neighbourhoods by attending workshops, implementing neighbourhood-based events, projects, and programs. Budget is requested for two years to resource the administration of the Neighborhood Association program, while supporting five NAs with funding for year one, and support ten NAs with funding in year two.

Expected Completion: Oct 2025

Strategic Direction: Crime & Safety - Residents feel safe

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	78,400	0	0	0	0	0	0	(78,400)
2025	93,400	0	0	0	0	0	0	(93,400)
2026	0	0	0	0	0	0	0	0

▶▶ ARTS & CULTURE

LED BY: DIVISIONAL DIRECTOR, ACTIVE LIVING & CULTURE

Our goal & community benefit:

Our goal is a community with a rich variety of high-quality arts, culture and heritage experiences that embraces and celebrates diversity and is open and welcoming to all. We foster innovation, attract and retain people in our workforce and proactively encourage the discovery of new experiences and art forms. We showcase our histories through our people, activities, buildings, landscapes and stories while tackling challenges critically and creatively. We are leaders in building collaborations and increasing quality of life for future generations. We do this by investing in infrastructure, artists and non-profit organizations.



Our customers:

- Residents of Kelowna and across the Central Okanagan
- Visitors to the region
- Emerging, aspiring, and established artists and artist collectives
- Local arts, culture, and heritage organizations
- Promoters, presenters, and touring artists
- audiences
- Cultural grants program applicants and recipients
- Other City of Kelowna business units

Our partners:

We work with various local organizations, other levels of government and the public/ private sector to develop mutually beneficial relationships.

- Local arts, culture and heritage organizations
- syilx/ Okanagan, Metis and urban Indigenous elders, community leaders, organizations, and artists
- Strategic facility partners (Rotary Centre for the Arts, Kelowna Art Gallery, Kelowna Museums Society)
- Intercultural community groups and members
- Local post secondary institutions
- Funders, business sector and community capacity builders
- Regional, provincial, and national arts service organizations
- Cultural grant program recipients
- Kelowna Community Theatre volunteers
- Other City of Kelowna business units

What we deliver:

We facilitate the delivery of programs and services that 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). We create a welcoming and inclusive destination for cultural tourism and art exhibition within Kelowna's Cultural District. We work collaboratively with our partners and other City business units on advancing action on Truth and Reconciliation and transforming systems that create barriers to equitable, diverse, and inclusive participation in our community.

Our key objectives:

- Foster deliberate investments of time, money and people into demonstrated outcomes.
- Use new and traditional approaches for enhancing the availability, affordability, and accessibility of spaces for culture.
- Animate the community with a blend of programs, services and events that promote artistic excellence and share Kelowna's history.
- Build on the creative sector's ability to respond to changing demands and new opportunities.
- Promote ongoing interactions between people, sectors and disciplines.

Our guiding plans:

- Imagine Kelowna
- Official Community Plan 2040
- 2020-2025 Cultural Plan
- Weaving our Collective Threads: Offering a pathway for syilx creativity within the City of Kelowna
- Cultural Facilities Master Plan
- Council and Corporate Priorities

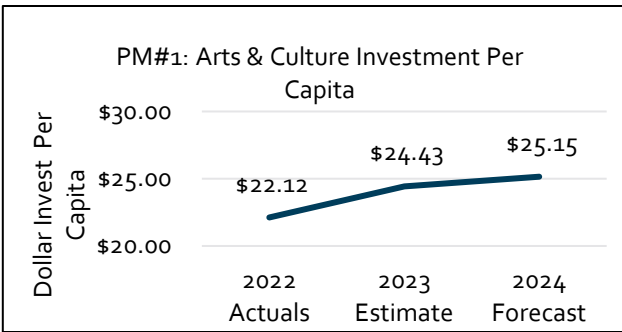


Measuring performance:

Performance Measure 1

Arts & Culture Investment Per Capita

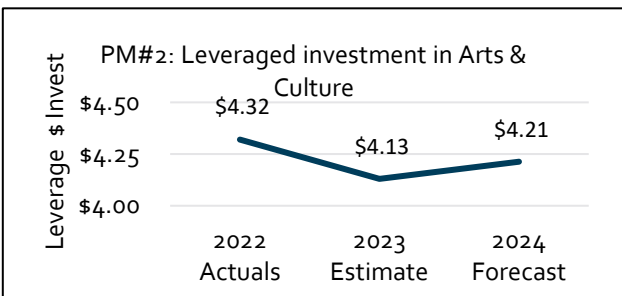
The per capita investment in arts & culture demonstrates the City’s commitment and investment in advancing the cultural vision of the community as articulated in the Cultural Plan. The goal is to achieve \$25 per capita investment in arts and culture programs and services. We continue to make steady progress in achieving this goal and predict it will be achieved in 2024. As our population continues to increase, investment will need to keep pace to see continued progress. The \$25 per capita investment has been a long-established industry target for municipal investment in arts & culture.



Performance Measure 2

Leveraged investment in Arts & Culture

Local non-profit arts & culture organizations leverage each \$ invested by the City to generate alternative sources of revenue including other grants, sponsorships, funding from other levels of government and earned revenue. This indicator demonstrates the importance of the initial investment in sector sustainability and increased funding diversity within organizations. The goal is to achieve an ongoing increase in the leverage dollars while continuing to grow the direct economic impact of the creative sector of Kelowna. The significant impact of COVID-19 on the creative sector has resulted in a higher reliance on government funding sources. As a result, we have seen a rapid decrease in this indicator. We are

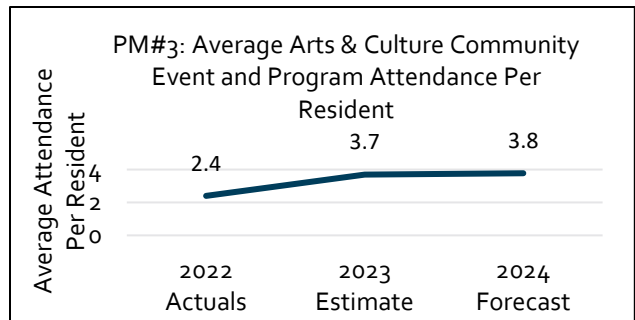


optimistic it will increase again with initiatives that support a return to the arts.

Performance Measure 3

Average Arts & Culture Community Event and Program Attendance Per Resident

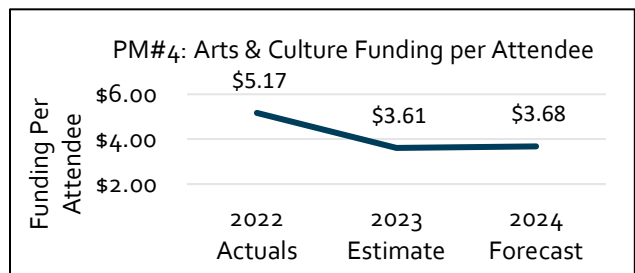
This indicator provides an average number of City grants supporting arts & culture events and programs a resident would participate in annually. This rate helps to understand whether participation in the creative sector of Kelowna is changing over time. Using an average attendance per resident reduces the impact of population growth bias often seen in total participation numbers. The target would be to see a continuous increase in the number of activities the average resident attends in Kelowna.



Performance Measure 4

Arts & Culture Funding Per Attendee

The funding per attendee describes the amount of investment per participant at City grant supporting community events and programs hosted by local arts and culture organizations. This investment demonstrates our commitment to supporting events that meet the interests of residents. The goal would be to see the investment per attendee decrease because of increased participation at funded activities. This target should be balanced with our goal for diversity in cultural offerings and ensuring that events that serve smaller distinctive markets continue to be supported.

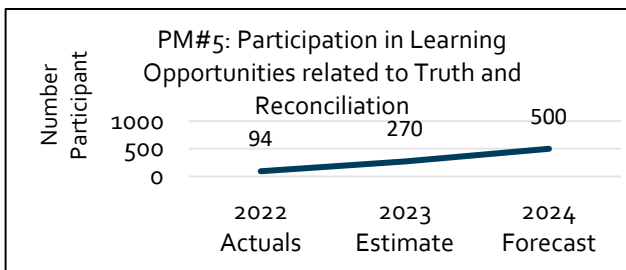


Measuring performance:

Performance Measure 5

Participation in Learning Opportunities related to Truth and Reconciliation

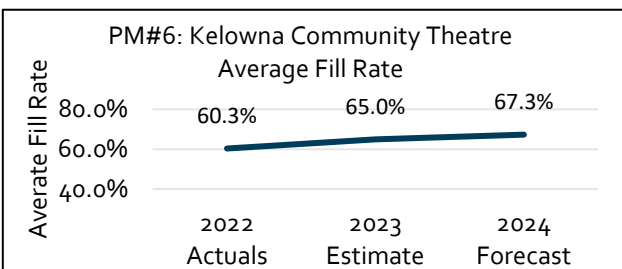
The total number of participants taking part in a variety of learning opportunities intended to expand knowledge and action on advancing the Truth and Reconciliation Commission’s 94 Calls to Action. Truth and Reconciliation education plays a vital role in addressing historical injustices, promoting healing, preserving cultural heritage and traditions, and building a more inclusive and just society. The goal is for all staff, at all levels of the organization, to participate in and continue to learn.



Performance Measure 6

Kelowna Community Theatre Average Fill Rate

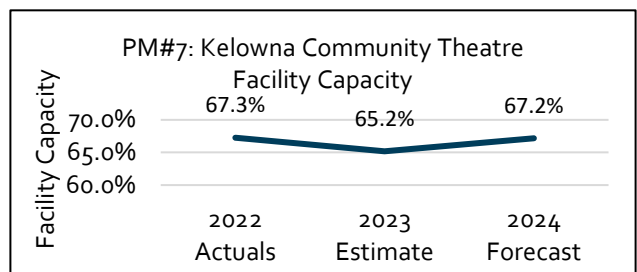
The fill rate at Kelowna Community Theatre refers to the percentage of tickets sold to mainstage performances compared with the capacity available for audiences at Kelowna Community Theatre. The rate provides one indicator that the shows being offered are of interest to community members and that shows are right sized for the venue type. Additionally, increased fill rates will typically mean increased non-taxed based revenues for theatre operations are increasing. The goal would be to maximize the average fill rate while balancing our goal for cultural development by supporting less popular genres and emerging performers.



Performance Measure 7

Kelowna Community Theatre Facility Capacity

The Kelowna Community Theatre Facility Capacity considers the total number of days available for mainstage theatre rentals compared with the number of days rented. The rate provides an indicator of the current usage of the facility and our capacity to increase non-tax-based rental revenue in future years. The theatre is considered to be operating at or near capacity. The goal would be to maximize theatre rentals and eventually achieve closer to 100% of available rental days.



2024 Activities by priority:

Climate & Environment

- Modification of the Artist in Residence Program to bring attention to and to start a thoughtful dialogue on the issues of climate & environment

Our People

- Development of the Kelowna Community Theatre Centre of Excellence partnership for the advancement of Theatre Technician recruitment and training
- Development of the education pathway for City of Kelowna employees working to advance Truth and Reconciliation (multi-year)
- Development of a long-term staffing model and succession plan
- Enhance customer service at Kelowna Community Theatre Box Office through implementation of ChatBot features

Active Financial Management

- Expansion of Kelowna Community Theatre Box Office to include community ticketing component

Base Business

- Future Adaptability and Sustainability Program
- Annual capacity building conference for capacity building of local non-profit organizations (2024 – Reimagine)
- Continued collaborations and partnerships with local Indigenous communities, leaders, and organizations toward meaningful reconciliation actions



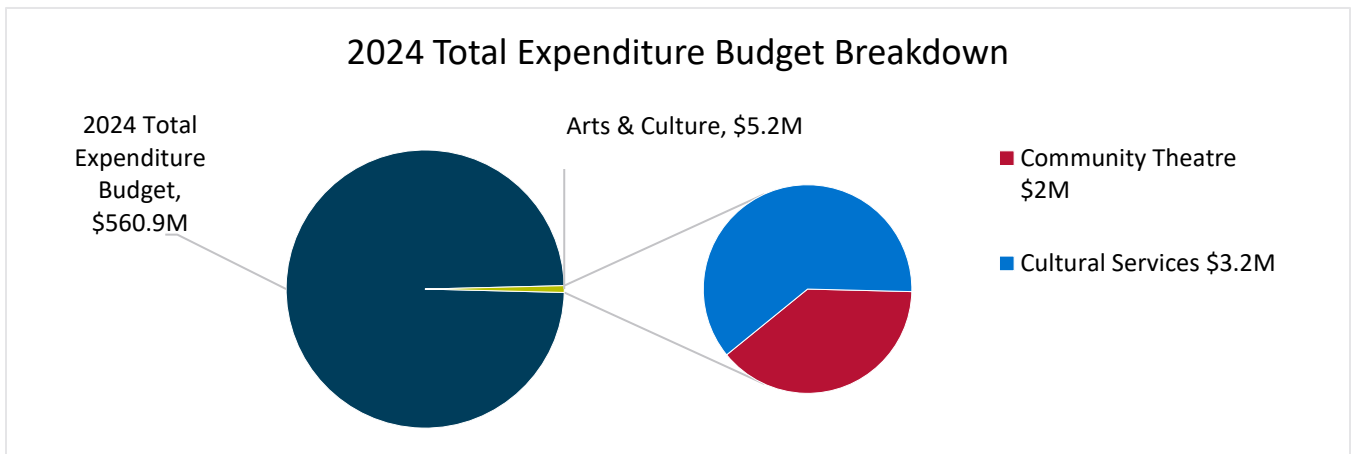
2023 Key accomplishments:

- Completed a 10-year long-term plan for the investment of the Capital Improvement Fee Reserve at Kelowna Community Theatre
- Implemented the Kelowna Community Theatre Box Office and Front of House operations which has resulted in increased non-tax-based revenue and a more seamless customer experience while visiting events at the venue
- Hosted a delegation of visitors from our Sister City in Kasugai, Japan
- Hosted the REBOUND conference, a local non-profit governance learning opportunity, intended to build sector capacity and assist local leaders to learn and connect with subject matter experts on issues impacting future sustainability
- Provided opportunities for City staff and community members to engage in learning about the Truth and Reconciliation Commission’s 94 Calls to Action, UNDRIP Legislation and local syilx/ Okanagan history, culture and practices through museum and land tours

Continuous improvements:

- Supporting economic recovery of the creative sector, post COVID-19 restrictions and wildfire season, to restore and grow attendance at programs, events and services offered in the community
- Ongoing implementation of the 2020-2025 Cultural Plan and Cultural Facilities Master Plan
- Continuous evaluation for the enhancement of the customer experience at Kelowna Community Theatre including improvements to the KCT Volunteer Program
- Continuing to support staff to build knowledge and act on key principles of equity, diversity and inclusion and Truth & Reconciliation. Utilize arts and culture as a conduit to reflect, respond and drive systems level change
- Provide support to the Mayor’s Task Force on a new Performing Arts Centre

Budget overview:

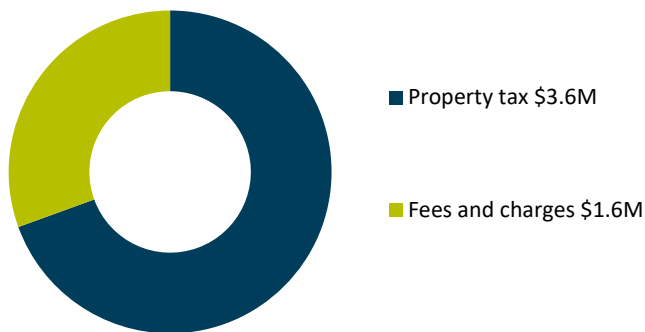


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	3,217	3,360	35	194	(2)	3,587
Fees and charges	789	1,379	10	128	61	1,577
Grant						0
Other revenue						0
Transfers from reserve	287	225	(215)	(10)		0
Total revenue budget	4,294	4,964	(170)	311	59	5,164
Expenditure budget:						
Salaries and wages	941	1,208	(0)	173	46	1,427
Material and other	1,457	933	(201)	48	1	781
Contract services	766	1,779	0	72	13	1,865
Debt service						0
Transfers to reserve	236	334	(14)			320
Enabling allocation	894	710	44	19	(1)	771
Total Expenditure budget	4,294	4,964	(170)	311	59	5,164
Operating FTE positions:						
Management	2.8	3.0				3.0
Union hourly	7.8	9.0		1.0	0.5	10.5
Union salary	0.5	1.0				1.0
Total operating FTE positions	11.1	13.0	0.0	1.0	0.5	14.5

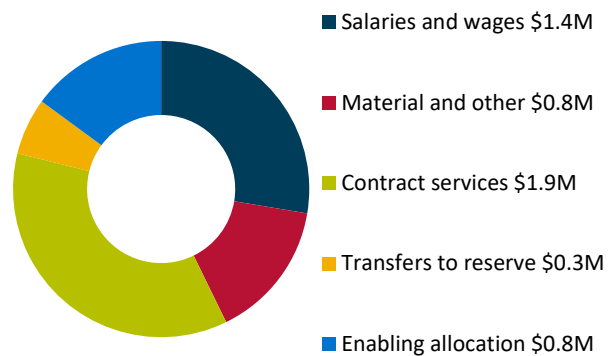
Note: Totals may not add due to rounding

Funding strategy



Total \$5.2M

Expenditure by type



Total \$5.2M

Note: Totals may not add due to rounding

2024 Operating Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Arts & Culture - Priority 1										
206	Enhance	Box Office Expansion	OT	60,600	0	0	0	(60,900)	0	300
Service Area Priority 1 Total				60,600	0	0	0	(60,900)	0	300

2024 Operating Request Details

Service Area:	Arts & Culture	Priority: 1	Enhance ON-GOING
Title:	Box Office Expansion		PRELIMINARY

Justification:

Budget is requested to increase service to the community to help generate additional revenues at the Box Office by providing ticketing services for entertainment venues outside of the Kelowna Community Theatre (KCT). Over the last year, the Box Office has successfully piloted the ticketing of several events and is optimistic a broader and more established program will increase non-tax revenues. In addition, this program will allow the City to fill service gaps in the current ticket seller environment. Process development occurred during the KCT Box Office implementation in 2022/23 and therefore this is a natural expansion with far less investment required. The planned expansion of ticketing will take place over a three-year period and by year three will generate positive revenue.

Strategic Direction: Active Financial Management - Increase non-tax revenues to minimize the reliance on taxes

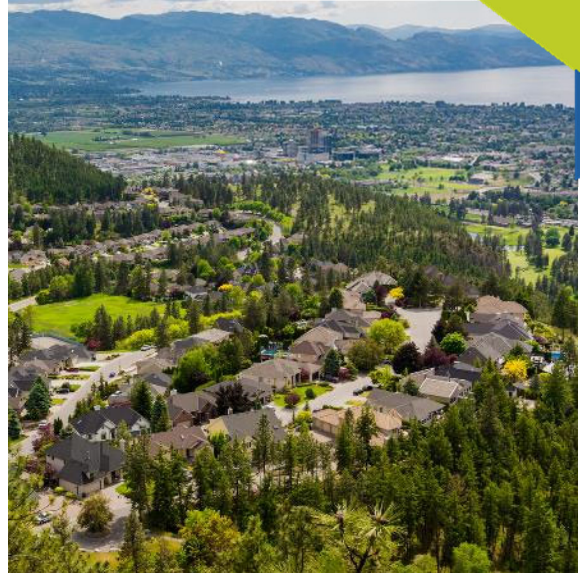
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	60,600	0	0	0	0	(60,900)	0	300
2025	161,800	0	0	0	0	(145,000)	0	(16,800)
2026	216,300	0	0	0	0	(230,000)	0	13,700

▶▶ COMMUNITY DEVELOPMENT

LED BY: DIVISIONAL DIRECTOR, PLANNING & DEVELOPMENT SERVICES

Our goal & community benefit:

Our goal is to provide long-term planning and development-related planning and services to our community. By 2040, the community vision is to be a thriving mid-sized city that welcomes people from all backgrounds. We want to build a successful community that honors 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. The 2040 Official Community Plan (OCP) is a foundational plan to help realize this vision by leveraging growth to make our community more resilient and inclusive and to enhance the quality of life for all Kelowna citizens.



Our customers:

- All of our community, both current and future generations
- Vulnerable populations, including lived & living experience, individuals experiencing homelessness, Indigenous community
- Business owners
- Social serving sector
- Industry members and investors
- Other City departments
- Council

Our partners:

We work with our citizens, various local organizations, other levels of government and the private sector to build our community.

What we deliver:

We develop leading-edge planning policies based on extensive research in land use, housing, built and natural environments, heritage, and data analytics to build a foundation for strong and diverse neighbourhoods. We set the course for Kelowna's future by anticipating trends, understanding best practices and shaping innovative policies for short and long-term community goals.

Our team works to balance development with considerations of climate change and protection of the natural environment. To do so, we develop and implement policies and programs to reduce community greenhouse gas (GHG) emissions, build climate resilience, protect and restore the city's natural assets, and shift to a circular economy. We also work with other departments at the City to embed climate and environmental considerations into corporate initiatives.

Social Development closely monitors social issue trends and provides strategic advice and to respond to unmet and emerging social issues. This group also aims to increase the capacity of various community organizations to contribute to a whole-systems social approach that responds to emerging community need.

Our key growth management objectives:

- Strategically monitor the City's growth strategy to measure progress towards achieving long-term goals and objectives.
- Update Urban Center Plans and other local area plans to ensure that growth and development is being guided at multiple scales to enhance current and future aspects of quality of life for our residents.
- Create a favorable policy environment to ensure that housing needs of all Kelowna residents are met through affordable, accessible and diverse housing options.

Our key social development objectives:

- Support and connect local change makers to facilitate collective action among diverse leaders to solve major community challenges, i.e., homelessness.
- Advance opportunities and advocacy for upstream initiatives and investments within the City, the sector and the broader community.

Our key climate and environment objectives:

- Lead efforts to reduce community greenhouse gas emissions as established by community targets.
- Develop policies and programs that build resilience to local climate hazards (e.g., floods, wildfires, extreme heat).
- Develop policies and programs to ensure growth is balanced with protection and restoration of the city's natural assets.

Our guiding plans:

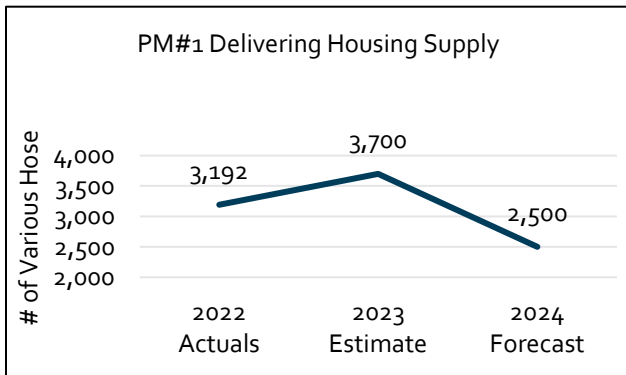
- Imagine Kelowna
- 2040 Official Community Plan
- Transportation Master Plan
- Healthy Housing Strategy
- Community Climate Action Plan
- Sustainable Urban Forestry Strategy
- Agriculture Plan
- Urban Center and Local Area Plans
- Journey Home Strategy
- Community Safety Plan
- Clean Air Strategy

Measuring performance:

Performance Measure 1

Delivering housing supply

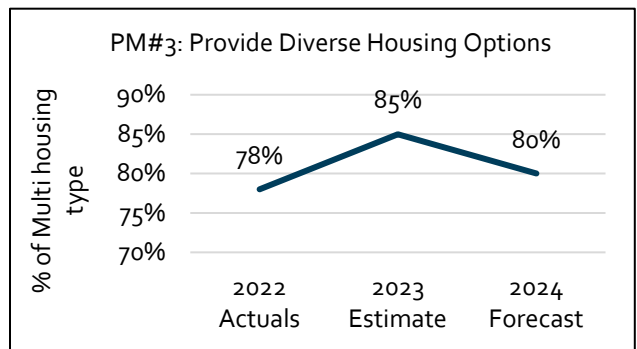
Imagine Kelowna focuses on limiting urban sprawl and growing in a way that is more environmentally and financially sustainable. Additionally, the OCP aims to increase housing diversity. In recognition of these goals, more housing variety is being delivered. Continued diversification of our housing types is a key component of our growth strategy.



Performance Measure 3

Provide diverse housing options

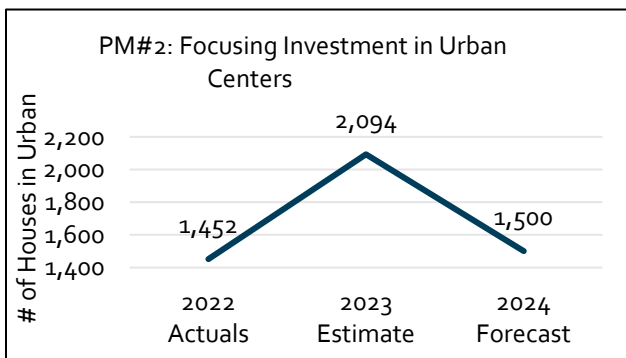
A resilient community has a wide variety of housing options available to meet the needs of residents at different price points and different life stages. Recent years have seen a more significant shift towards multi-unit housing, particularly in the form of low-rise apartments, providing a more balanced offering. This moves the City towards the OCP target of 75% multi-unit housing types.



Performance Measure 2

Focusing investment in urban centers

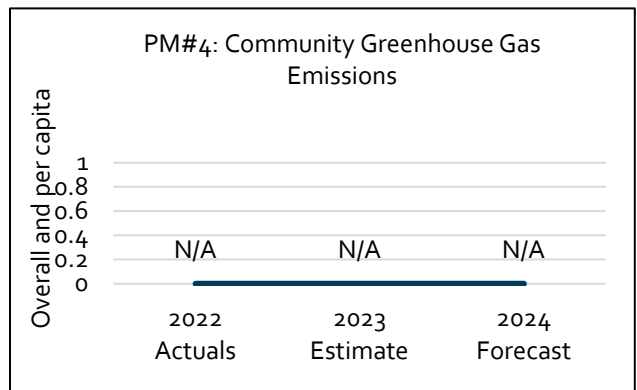
The 2040 OCP targets 48% of new residential growth in Urban Centers, and we are moving in the right direction. Since the OCP was adopted, the Urban Centres have been growing quickly, with Pandosy growing the fastest and already approaching the OCP's 2040 targets. Midtown and Downtown are also growing, but not reaching the building permit stage as quickly suggesting a longer timeframe for sustained growth in future years.



Performance Measure 4

Community greenhouse gas emissions

Community greenhouse gas emissions are decreasing in line with Council endorsed targets - 40% below 2007 levels by 2030 and net-zero by 2050. Data is always lagging so we will always be a couple of years behind on reporting progress.

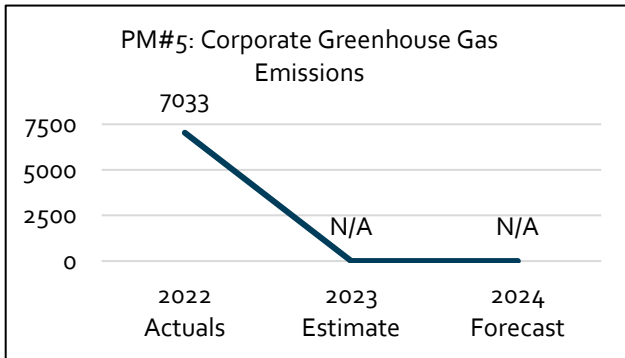


Measuring performance:

Performance Measure 5

Corporate greenhouse gas emissions

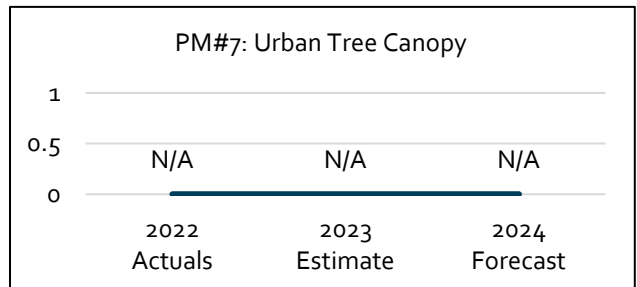
Greenhouse gas emissions from City of Kelowna operations (e.g., fleet, City facilities) are decreasing in line with the Strategic Energy Management Plan.



Performance Measure 7

Urban tree canopy

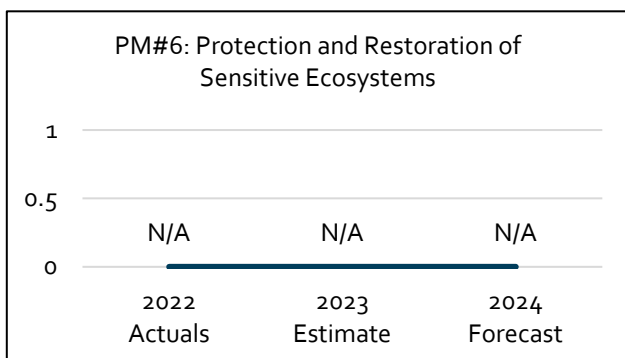
Tree canopy targets were established for each district in the OCP. Completed Light Detection and Ranging (LiDAR) and data analysis from 2023 will provide an initial baseline of tree canopy coverage, and we hope to track progress through periodic LiDAR and data analysis moving forward.



Performance Measure 6

Protection and restoration of sensitive ecosystems

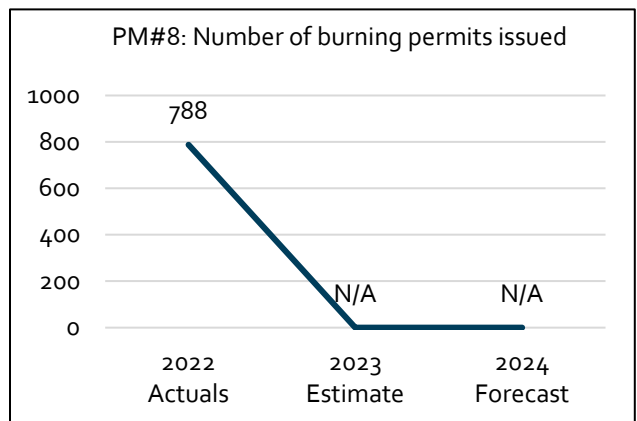
OCP policies 14.5.7 and 14.5.8 require land use and development projects to have “no net loss” of natural terrestrial and aquatic ecosystem’s function and productivity. While a no net loss policy has been applied for over a decade, understanding its success is challenging. It is recommended a strategy be developed to identify a path forward for ensuring changes to sensitive ecosystems can be adequately monitored. No quantitative metric yet.



Performance Measure 8

Number of burning permits issued

A new provincial OBSCR is effective September 15, 2019, a reduction in the number of burning permits issued is expected over time. A reduction of 60% has been already achieved from 2010 to 2022. The data source is the Regional Air Quality Program through the Fire Departments.

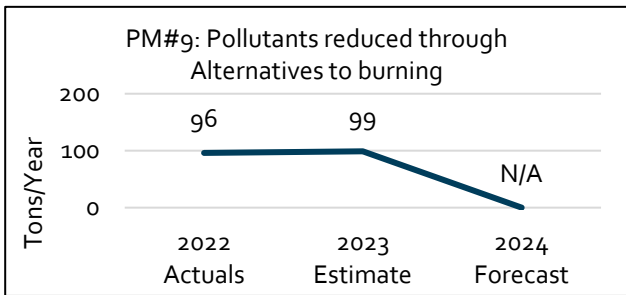


Measuring performance:

Performance Measure 9

Pollutants reduced through alternatives to burning

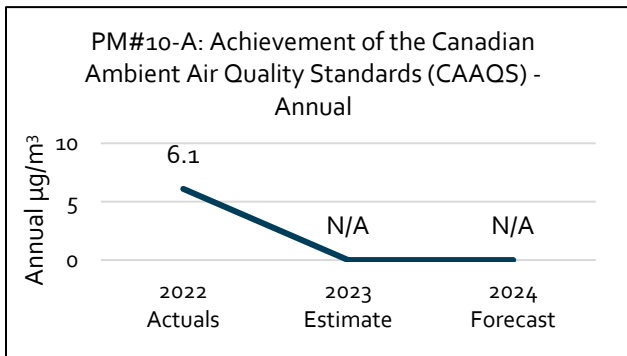
The free agricultural chipping program and the Mow/chip/rent-buy-it rebate program are available to help residents and farmers manage their wood waste. The Mow it Chip rebate program helps with the rental/purchase cost to chip/flail mow small volumes of wood waste on their property. The baseline data for the Free chipping is from 2004 and the Mow- Chip- Rent it Rebate started in 2018.



Performance Measure 10-A

Achievement of the Canadian Ambient Air Quality Standards (CAAQS) – Annual

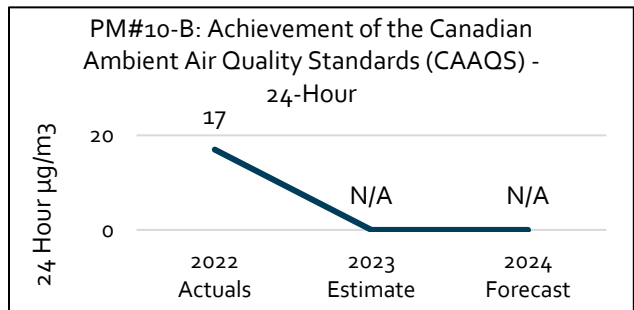
PM2.5 or fine particulate matter refers to solid particles and liquid droplets suspended in air that are smaller than or equal to 2.5 micrometers (µm) in diameter. These particles when inhaled, travel deep into the lungs and the bloodstream, and can cause adverse health effects like cardiovascular and respiratory diseases. PM2.5 is considered a non-threshold pollutant, there are no safe limits for exposure. PM2.5 annual metric are based on the annual average of 24-hour values, averaged over three years (2018-2020). 2020 CAAQS is 8.8 µg/m³ for the annual PM2.5 metric. According to the Air Quality Management system goals for PM2.5, we are in the yellow level (Prevent Air Quality Deterioration)



Performance Measure 10-B

Achievement of the Canadian Ambient Air Quality Standards (CAAQS) - 24-Hour

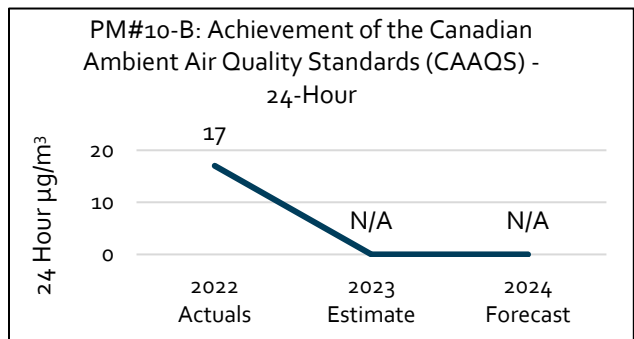
PM2.5 or fine particulate matter refers to solid particles and liquid droplets suspended in air that are smaller than or equal to 2.5 micrometers (µm) in diameter. These particles when inhaled, travel deep into the lungs and the bloodstream, and can cause adverse health effects like cardiovascular and respiratory diseases. PM2.5 is considered a non-threshold pollutant, there are no safe limits for exposure. PM2.5 24-hour metric are based on the annual 98th percentile of the 24-hour value, averaged over three years. 2020 CAAQS of 27 µg/m³ for the PM2.5 24-hour. According to the Air Quality Management system goals for PM2.5, we are in the yellow level (Prevent Air Quality Deterioration)



Performance Measure 10-C

Achievement of the Canadian Ambient Air Quality Standards (CAAQS)- Ozone Metric (ppb)

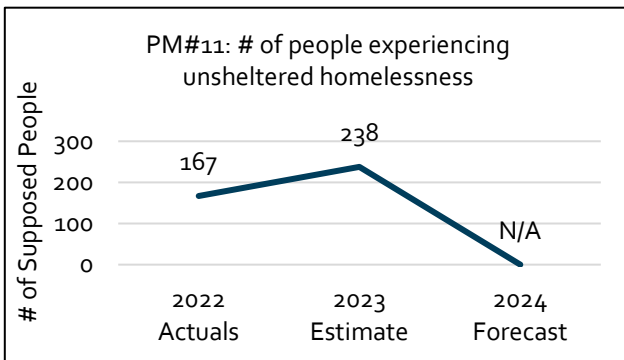
Ground-level ozone is a colorless and irritating gaseous pollutant. It forms just above the earth’s surface through chemical reactions between “ozone precursor” emissions. Unlike naturally occurring ozone in the ozone layer, ground-level ozone can be harmful to people, animals, and plants. Ozone 8-hour metric are based on the 4th highest daily 8-hour maximum, averaged over three years (2018-2020). 2020 CAAQS for ozone is 62 ppb. According to the Air Quality Management system goals for Ozone, we are in the yellow level (Prevent Air Quality Deterioration)



Measuring performance:

Performance Measure 11

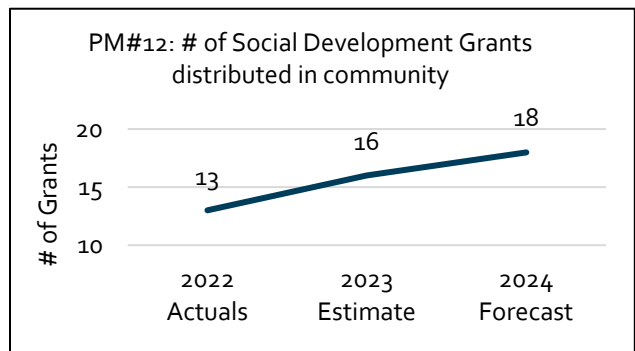
of people experiencing unsheltered homelessness
 Housing is a fundamental social determinant of health, which can prevent ill health and support well-being and community inclusion. The experience of homelessness impacts not only one’s individual health, but also community functioning and the wellness of all. Understanding the inflows and outflows of homelessness in Kelowna is key to informing appropriate policy development, advocacy efforts and a coordinated response. As we work towards achieving real time, person-specific data, Bylaw Services continues to conduct a daily count of the number of people sheltering outside in key locations across the community. While this information does not reflect a point-in-time count for the City as a whole, it provides an opportunity to monitor trends and changes in community needs. When comparing the average number of people sheltering outside in October 2022 (167) and October 2023 (238), the result is a 43% increase.



Performance Measure 12

of social development grants distributed in community

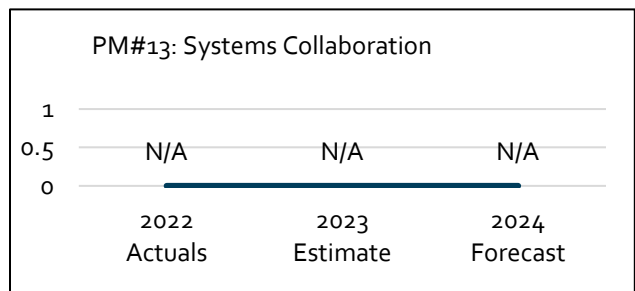
Community Social Development grants are available to registered non-profit, Kelowna-based organizations that make an impact on the social well-being and resiliency of the community. The goal is to make funding available to organizations offering services or programs with the goal of generating, promoting or accelerating socially beneficial services or programs in Kelowna. Strategic investments in diverse, equity seeking agencies and programs help to build a strong and resilient community.



Performance Measure 13

Systems collaboration

Increased systems collaboration based on trust and mutual understanding is required to advance collective impact, ensure shared accountability (i.e., move away from siloed approaches), drive timelier identification of issues, and expedite response options to complex issues. By working collaboratively across the social serving sector to advance a shared action plan (i.e., to address homelessness), we seek to enhance service delivery and address gaps and duplication of services among agencies. Further, tracking data on the initiative’s outcomes and process, including the engagement and perceptions of key decision makers, will help to inform continual improvements to address homelessness in our community. This measurement is under development.



2024 Activities by priority:

Crime & Safety

- Participate in the implementation of the Community Safety Plan

Affordable Housing

- Update the Healthy Housing Strategy
- Partner to deliver affordable housing on City lands
- Explore a Below Market Housing Program
- Develop a housing data dashboard for more robust monitoring and analytics
- Implement the Infill Housing Options program

Homelessness

- Lead the Journey Home Strategy reset, including the formation of a new Systems Leadership Table
- Support the development of 2 new, temporary shelter sites
- Lead the development of the Extreme Cold Weather Response Plan
- Support the introduction of a second Complex Care site in community
- Advance opportunities & advocacy for upstream initiatives & investments within the City, the sector & broader community

Agriculture

- Update the Agricultural Land Use Inventory (ALUI) dataset
- Complete an agricultural signage program

Climate & Environment

- Develop and implement a pilot home energy coordinator program to support residential energy efficiency and low-carbon retrofits
- Develop criteria and process to apply a climate lens to development applications and capital planning
- Complete and lead the implementation of the Climate Resilient Kelowna Strategy
- Support the completion and implementation of the Sustainable Urban Forestry Strategy
- Develop a strategy outlining Kelowna's approach to adopt the higher steps of Energy Step Code and Zero Carbon Step Code
- In collaboration with the Regional District of Central Okanagan, complete an update to the Sensitive Ecosystem Inventory (SEI) and identify a strategy to monitor changes
- Investigate options for EV charging requirements for new industrial, commercial, and institutional developments

Base Business

- Advance the Urban Centers Framework to guide and prioritize urban center planning efforts
- Finalize the North End Neighborhood Plan alongside the Mill Site Area Redevelopment Plan
- Expand on growth strategy data for more robust data analytics



2023 Key accomplishments:

Growth Management

- Completed the CMHC Housing Accelerator Fund application, a \$4 billion federal grant program that was released to drive transformation change to unlock housing supply
- Endorsement of the 2021-2031 Housing Needs Assessment, a robust quantitative and qualitative analysis of housing needs now and into the future for our residents
- Completed a Revitalization Tax Exemption program update, aimed to target tax incentives for development and housing projects that fulfill our growth strategy goals
- Completed the Community Housing Fund application, and provincial grant program aimed to provide 20,000 more affordable rental homes for people with low to moderate incomes across BC
- Advanced the Infill Options Program which aims to diversify and incentivize 'missing middle' housing forms in select areas of the City
- A multi-year project to update Bylaw 7900 was completed
- Multiple zoning regulations were updated

Climate and Environment

- Completed a Climate Vulnerability and Risk Assessment (CVRA) to model the natural and built hazard risks and vulnerabilities to existing buildings, infrastructure and people, and planned growth, out to 2070. The CVRA is being used as the technical basis for the adaptation component of the *Climate Resilient Kelowna Strategy*, expected to be complete in early-2024
- Completed a Construction & Demolition Debris Recycling Feasibility Study in partnership with the Regional District of Central Okanagan. The project included a pilot to perform building deconstruction rather than demolition on several City owned houses. The study assessed waste reduction options for demolition debris as a waste diversion initiative which leads to reduced lifecycle GHG emissions
- Continued to offer top-up rebates to existing provincial programs to those that switch from a fossil fuel heating system to a heat pump and to those that install EV chargers in multi-unit residential buildings
- Developed a strategy for EV charging requirements in new residential buildings as part of the implementation of the Community EV and E-Bike Strategy
- Collaborated with Parking Services to expand our network of public EV chargers, using the EV Infrastructure Gap Analysis to plan for optimal locations. We added Level 2 charging stations at City Hall, Museum Parking Lot, and the Memorial Parkade
- Completed Light Detection and Ranging (LiDAR) analysis and imagery to provide a basis for spatial analysis of key environmental indicators such as urban tree canopy, natural assets, and impervious vs. pervious areas
- Established a new Climate Action & Environmental Stewardship Department to guide the climate/environment priority at the City
- Reduced 19% of burning permits issued in the region compared to 2021. The decrease is more significant compared to 2010 data, with a 60 reduction in burning permits
- Increased participation in the Clean Air and Safe Route 4 School Program (Bellevue and Quigley). The program has supported nine schools in Kelowna
- Secured grant funding from Health Canada and Take Action on Radon to provide awareness and free radon test kits to residents and workplaces in Fall 2023. Initially, 395 detectors were available, but due to overwhelming residents' responses, additional funding was obtained through BCCDC, which provided 415 more detectors. Total available: 810 free radon test kits
- Provided idling awareness. More than 200 idling signage installed at schools, parking stations and parkades, signage, postcards, stickers, decals and school packages are available upon request- [Online request](#). An Idling Behavioral Study is underway
- Participated in collaboration with local governments, interior Health and some local residents, on a Small, Low-Cost Air Quality PM Sensor Pilot Project. Ten PurpleAir sensors were installed to provide air quality PM2.5 information at a neighborhood level, see [AQmap \(EN\) \(unbc.ca\)](#)

2023 Key accomplishments:

Social Development

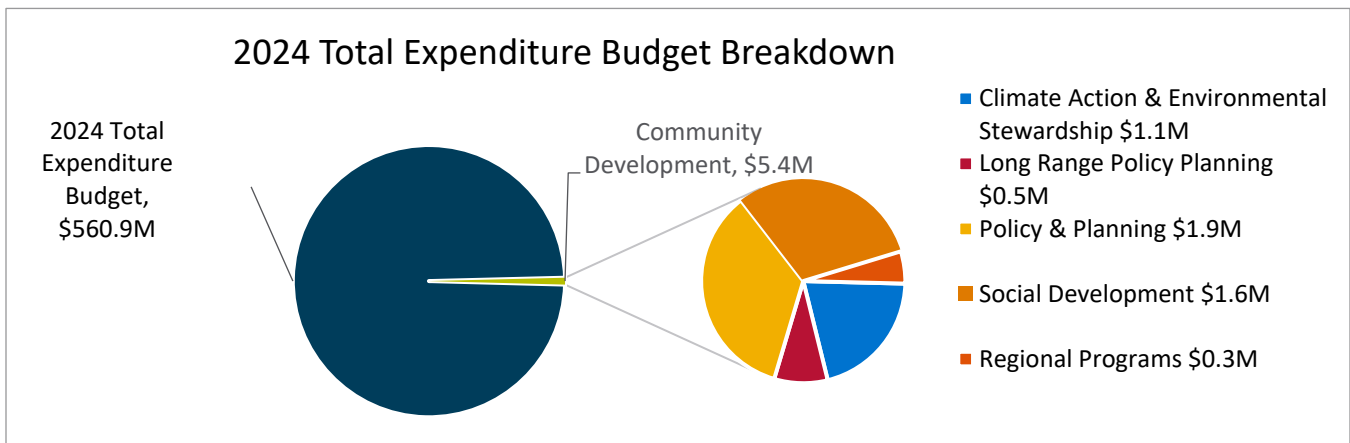
- Improved communication of available shelter beds through the introduction of the Shelter dashboard
- Advanced Indigenous PEER Navigator Program and Indigenous Harm Reduction Team in partnership with community agencies
- Supported the delivery of services for people sheltering outdoors through Kelowna's Outdoor Sheltering Strategy, including funds for community partners to manage these services
- Complex care beds opened as a result of advocacy
- Received funding from UBCM to deliver the Kelowna Food Innovation Project, a key action identified in the Central Okanagan Poverty Reduction Strategy
- Advanced HEART and HEARTH projects to address immediate impacts of encampments



Continuous improvements:

- Staff has developed Strategies to Reduce PM2.5 and is preparing an updated Smoke Control Bylaw (773), which applies to the City of Kelowna, for Regional Board consideration
- Complete the transition of the leadership role ('Back bone entity') to address homelessness from an external agency to in-house, including the resetting the community strategy to address homelessness
- Improve data quality and data sources to establish better measurement of needs and progress related to housing and homelessness
- Complete review of the City's Social Development Grants to ensure alignment with Council priorities and community needs
- Expand the capacity of the Social Development department to create opportunities to lead, partner or support initiatives which enhance opportunities for youth and reduce their risk factors to experiencing homelessness, poverty, social disconnection, and many other negative elements that can impact ones journey to wellness
- Enhance proactive planning as it relates to extreme weather responses, with a line of sight on the needs of community, early detection of the trends in homelessness, movement patterns for outdoor sheltering, gaps and / or overlaps in services, and funding requirements and sources
- Key Performance Indicators: seeking to establish KPIs that can be used to inform decision making and track progress on environmental initiatives (e.g., KPIs related to climate resilience and adaptation)
- Communication and Awareness: as a new department we want to ensure others in the organization and in the community are aware we exist and what our purpose is. While most of this is somewhat informal, we will be establishing an interdepartmental Climate Action Team to ensure implementation of climate-related initiatives across the organization
- Applying a Climate Lens: We want to better leverage City data to drive evidence based decision making. In the same way Model City has been applied to inform decision around land use planning and infrastructure, we hope to initiate the development of 'Model City Climate' that can determine environmental/climate impacts in our community at a more granular level
- Examining new tools and technology to gather data and development statistics that will allow us to improve processes, systems, and monitoring. A housing dashboard is an example of this
- Improving data inputs into Model City, so that staff across numerous business units have access to future growth scenarios to make evidence-based decisions/recommendations
- Modernizing the City's traditional planning processes to be nimbler and more responsive to a changing and evolving context around us. The Urban Centers Framework is an example of proactively examining future growth needs across all Urban Centers that will streamline and condense the individual Urban Center plans in future years
- Innovative AI use to improve development applications

Budget overview:

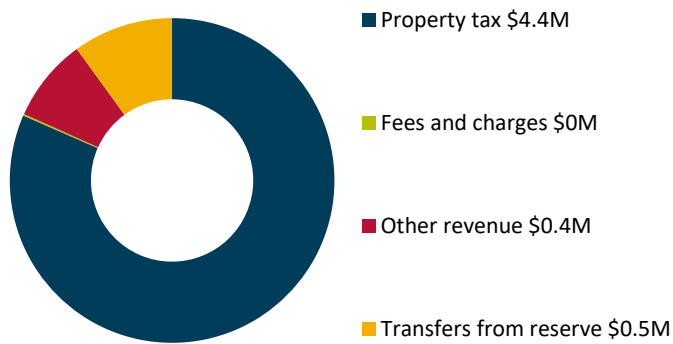


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	3,286	4,035	156	(398)	574	4,367
Fees and charges	97	10				10
Grant						0
Other revenue	1,161	1,395	(1,051)	100		444
Transfers from reserve	540	1,510	(1,510)	35	500	535
Total revenue budget	5,085	6,950	(2,405)	(263)	1,074	5,356
Expenditure budget:						
Salaries and wages	1,575	1,664	(17)	212	388	2,247,256
Material and other	1,273	3,377	(1,994)	(215)	608	1,776,123
Contract services	665	589	(440)	(1)	80	228,235
Debt service						-
Transfers to reserve	579	300				300,000
Enabling allocation	993	1,019	46	(259)	(1)	804,508
Total Expenditure budget	5,085	6,950	(2,405)	(263)	1,074	5,356
Operating FTE positions:						
Management	4.8	5.5	0.5		2.0	8.0
Union hourly	1.5	2.7			2.0	4.7
Union salary	7.2	6.0			1.0	7.0
Total operating FTE positions	13.5	14.2	0.5	0.0	5.0	19.7

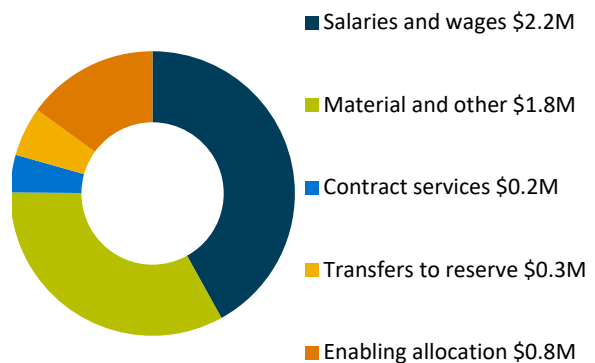
Note: Totals may not add due to rounding

Funding strategy



Total \$5.4M

Expenditure by type



Total \$5.4M

Note: Totals may not add due to rounding

2024 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Community Development - Priority 1										
219	Maintain	Community Energy Specialist Position (3-Year Extension)	OG	111,700	0	0	(100,000)	0	0	(11,700)
219	Maintain	Housing Strategy Update	OT	35,000	(35,000)	0	0	0	0	0
220	Enhance	Social Development Services	OG	383,400	0	0	0	0	0	(383,400)
220	Enhance	Urban Tree Canopy Assessment and Expansion	OT	100,000	(100,000)	0	0	0	0	0
221	Enhance	Electric Mobility Incentives	OT	200,000	(200,000)	0	0	0	0	0
221	Enhance	Home Energy Retrofit Concierge and Incentives	OT	200,000	(200,000)	0	0	0	0	0
Service Area Priority 1 Total				1,030,100	(535,000)	0	(100,000)	0	0	0 (395,100)

2024 Operating Request Details

Service Area: Community Development Priority: 1 Maintain ON-GOING
 Title: Community Energy Specialist Position (3-Year Extension) PRELIMINARY

Justification:

FortisBC has offered the City of Kelowna a grant of up to \$100k annually for three years to extend the Community Energy Specialist (CES) Position (August 2023 to August 2026), with an opportunity for further extension. With a cost-of-living increase and fringe benefits, the \$100k grant will not be sufficient to cover the cost of the entire position, and therefore budget is requested for the City to fund the amount over \$100k. The CES position will continue to lead the development and implementation of policies and programs that advance many of the City's climate action objectives, primarily those that result in a reduction in energy usage and greenhouse gas (GHG) emissions in the community. The CES position is vital in advancing the City's Climate & Environment Council Priority.

Expected Completion: Aug 2026

Strategic Direction: Climate & Environment - Reduce corporate and community GHG emissions

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	111,700	0	0	(100,000)	0	0	0	(11,700)
2025	111,700	0	0	(100,000)	0	0	0	(11,700)
2026	111,700	0	0	(100,000)	0	0	0	(11,700)

Service Area: Community Development Priority: 1 Maintain ONE-TIME
 Title: Housing Strategy Update PRELIMINARY

Justification:

The Healthy Housing Strategy was endorsed by Council in 2018, and is now due for an update (as per legislative requirements to be completed every five years). A Housing Needs Assessment has just been completed, which sets in motion the next step. Budget is requested to craft a comprehensive five year housing strategy that will create actionable activities to diversity housing forms and tenure for current and future residents. This aligns with Council's priorities to address homelessness and housing diversity.

Expected Completion: Dec 2024

Strategic Direction: Affordable Housing - Improved housing supply meets community needs

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	35,000	(35,000)	0	0	0	0	0	0

2024 Operating Request Details

Service Area:	Community Development	Priority: 1	Enhance ON-GOING
Title:	Social Development Services		PRELIMINARY

Justification:

Social Development has assumed the role of 'backbone entity' for the reset of the Journey Home Strategy (JHS) including future implementation and related work. As the backbone, Social Development has an expanded mandate to provide strategic leadership in the implementation of the Strategy, specifically, leading the coordination of and collaboration among community groups, agencies and other levels of government to collectively address homelessness. The new governance model, comprised of the requested staff over a three-year period will facilitate re-engagement of key community groups, stakeholders and systems leaders through, strategic, facilitated consultations, working groups, and communications strategies, and an increased focus on intergovernmental and systems advocacy efforts to address complex social issues impacting our community.

Expected Completion: Dec 2026

Strategic Direction: Homelessness - Fewer people living on streets with mental health and/or addictions

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	383,400	0	0	0	0	0	0	(383,400)
2025	545,300	0	0	0	0	0	0	(545,300)
2026	731,100	0	0	0	0	0	0	(731,100)

Service Area:	Community Development	Priority: 1	Enhance ONE-TIME
Title:	Urban Tree Canopy Assessment and Expansion		PRELIMINARY

Justification:

Budget is requested to support the implementation of the Sustainable Urban Forestry Strategy and to deliver on the Council Priority Action to increase the urban tree canopy. The initiative includes three major components, analysis of tree canopy coverage to give a baseline inventory of city-wide tree canopy coverage, including species diversity; developing a street tree planting design as well as identifying planting locations in low equity and other priority areas; and expanding bareroot nursery to permit additional annual tree planting.

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Protect and restore natural areas

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	100,000	(100,000)	0	0	0	0	0	0

2024 Operating Request Details

Service Area:	Community Development	Priority: 1	Enhance ONE-TIME
Title:	Electric Mobility Incentives		PRELIMINARY

Justification:

Electric mobility (e.g., electric vehicles, electric bikes) is a critical component of reducing community greenhouse gas emissions; however, there are still many barriers preventing widespread adoption. Installing electric vehicle (EV) charging in existing multi-unit residential buildings (MURBs) is particularly challenging because of cost and complexity. Therefore, budget is requested for MURBs to create EV Ready Plans - which could include a professional engineering assessment and additional infrastructure to ensure parking spaces are EV Ready. Additionally, as cost remains a major barrier to e-bike purchases for many Kelowna residents, budget is requested to offer e-bike incentives for income qualified households.

Expected Completion: Dec 2024

Strategic Direction:	Climate & Environment - Reduce corporate and community GHG emissions							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	200,000	(200,000)	0	0	0	0	0	0

Service Area:	Community Development	Priority: 1	Enhance ONE-TIME
Title:	Home Energy Retrofit Concierge and Incentives		PRELIMINARY

Justification:

Retrofitting existing homes presents one of the biggest opportunities to reduce community greenhouse gas emissions, however, the complicated retrofit journey can be a barrier for many homeowners. Budget is requested for this initiative which aims to support the delivery of a home energy concierge program, and for incentives towards low-carbon home energy retrofit technologies.

Expected Completion: Dec 2025

Strategic Direction:	Climate & Environment - Reduce corporate and community GHG emissions							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	200,000	(200,000)	0	0	0	0	0	0

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Community Development - Priority 2									
Enhance	Climate Action Specialist Position	OG	58,500	0	0	0	0	0	(58,500)
Service Area Priority 2 Total			58,500	0	0	0	0	0	(58,500)

▶▶ DEVELOPMENT SERVICES

LED BY: DIVISIONAL DIRECTOR, PLANNING & DEVELOPMENT SERVICES

Our goal & community benefit:

Our purpose is to provide compliance reviews on building and civil infrastructure plans, permits, and business licences, as well as provide inspection oversight during the construction/development process.

Our customers:

- Builders, plumbers, and contractors
- Business owners
- Architects, engineers, and building designers
- Realtors, lawyers, and other registered professionals
- Property owners

Our partners:

We work with our citizens, licenced builders, engineers, third party service and utility agencies, industry associations, and other levels of government.

What we deliver:

We develop and implement operational policies, processes, and practice 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.

Our key objectives:

- Provide excellence in customer service
- Inspect permitted activities for compliance with approved plans
- Review applications for civil infrastructure design and construction for compliance
- Promote new business and contribute to our vibrant community
- Review business licence applications for compliance with the zoning bylaw and other relevant bylaws

Our guiding plans:

- Municipal Bylaws: Building, Subdivision and Development Servicing, Zoning & Business Licensing
- Area Structure Plans
- Urban Centre Plans
- Official Community Plan

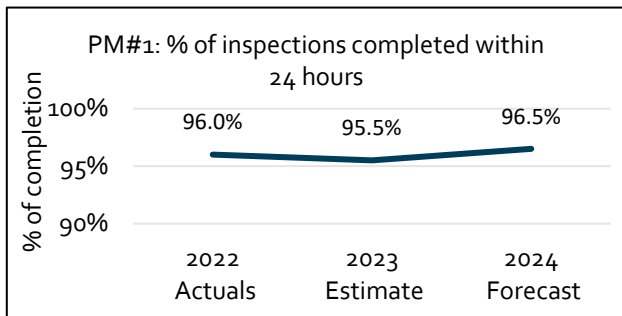


Measuring performance:

Performance Measure 1

% of inspections completed within 24 hours

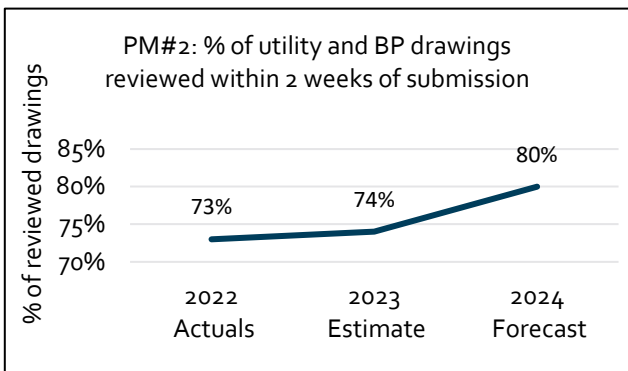
The Development Services Department completes 95% of building, plumbing, and gas inspections within 24 hours of booking. This ensures that projects can progress without unnecessary delays between stages of construction.



Performance Measure 2

% of utility and building permit (BP) drawings reviewed within 2 weeks of submission

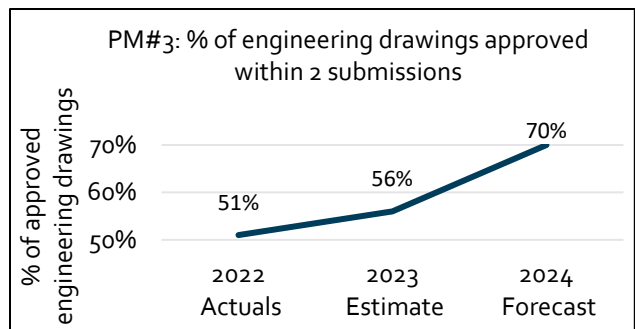
Drawings reviewed by Development Engineering correlate with higher value, complex projects with on-site engineering requirements. These add value by giving confidence in the systems that support citizens' dwellings and workplaces in meeting established engineering standards. These reviews vary significantly in complexity, however, we target to have 80% of all projects reviewed within 2 weeks of submission.



Performance Measure 3

% of engineering drawings approved within 2 submissions

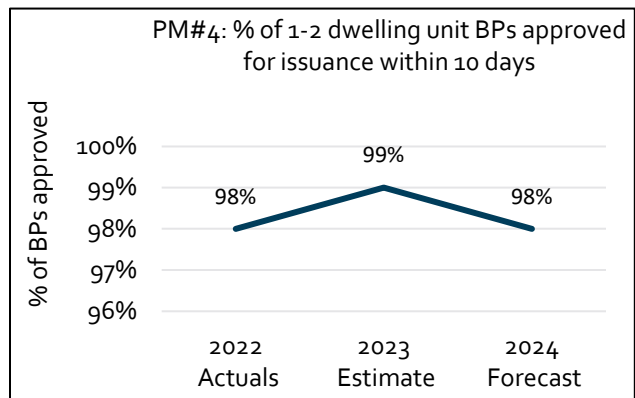
Reduced number of submissions required to achieve design approval indicates that the Development Engineering branch has set clear requirements and provides high-quality, comprehensive, and accurate reviews early in the process. This gives cost certainty for developers and results in fast approval and reduced costs for development. In 2022 and 2023, Development Engineering approved 85% and 94% of drawings within 3 submissions (1 initial + 2 resubmissions) and aims to have 75% of all submissions approved with only a single resubmission, for a total of only 2 submissions required.



Performance Measure 4

% of 1-2 dwelling unit BPs approved for issuance within 10 days

Development Services completes 96% of BP packages for single family or 2 family dwelling units within 10 business days of completion of application. These stats are monitored through a 3rd party to help achieve exemplary customer service.

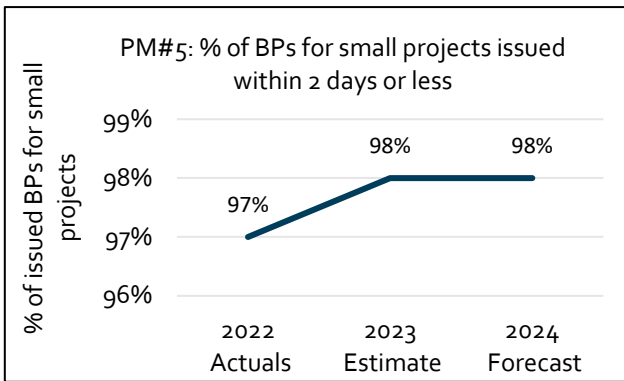


Measuring performance:

Performance Measure 5

% BPs for small projects issued within 2 days or less

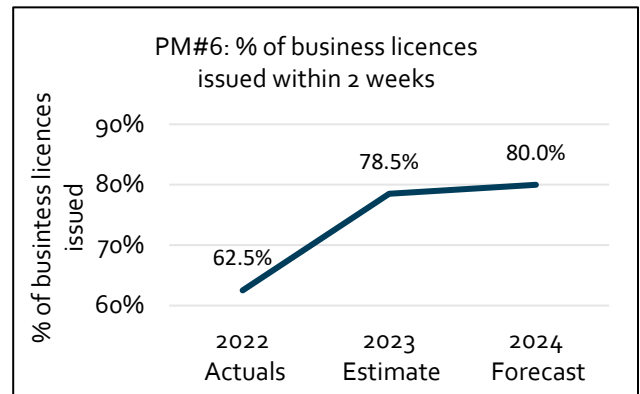
Smaller BP subtypes (e.g., garage, secondary suite, small additions) that do not require a lot of in-depth review are issued within 2 business days of completed application. These stats are monitored through a 3rd party to help achieve exemplary customer service.



Performance Measure 6

% of business licences issued within 2 weeks

The Business Licensing branch is focused on continuing to provide excellent customer service to the growing business community in Kelowna. One way we demonstrate this commitment is to turn business licence applications around in 2 weeks or less. Over the past three years, the business licensing team has seen year-over-year increases in the number of business licences issued in under 2 weeks.



2024 Activities by priority:

Crime & Safety

- Support the operations of the Property Standards & Compliance team
- Collaborate to prepare a comprehensive approach on Community Fire Safety

Affordable Housing

- Expedite permit process and approval times for affordable housing
- Develop additional tools to facilitate predictable and lower development costs for affordable housing

Homelessness

- Work with 3rd party agencies to expedite and find solutions for permitting temporary housing

Transportation

- Update Bylaw 7900 Transportation Design Standards to help ensure transportation networks are efficient, accessible, safe, and cost-effective as the City grows

Climate & Environment

- Provide incentives for mid stage blower door testing
- New software and processes to further reduce our carbon footprint
- Collaborate with other divisions to identify climate change risks to infrastructure with an aim to review and improve design standards

Our People

- Delivering action plans as result of employee engagement survey
- Formalized monthly training sessions to help staff stay current on best practice and meet regulatory requirements for continuing education

Digital Transformation

- Replace legacy software with City Works PLL.
- Digital Plan review process with 24/7 service delivery
- Support for AI chat bot

Active Financial Management

- Team members received training on accounting and procurement policies with the Finance and Purchasing departments

Base Business

- Host developer and consultant workshops to convey process efficiencies and recent bylaw changes for transportation design standards
- Work with Long-Range Planning to address infrastructure priorities in conjunction with the Infill Challenge to help support responsible densification
- Update internal templates to improve standardization and automation through our workflow to increase efficiency and improve consistency and quality of work
- As the first community in all of Canada to be accredited by the International Accreditation Service, we will continue to maintain accreditation status for the building permitting branch.



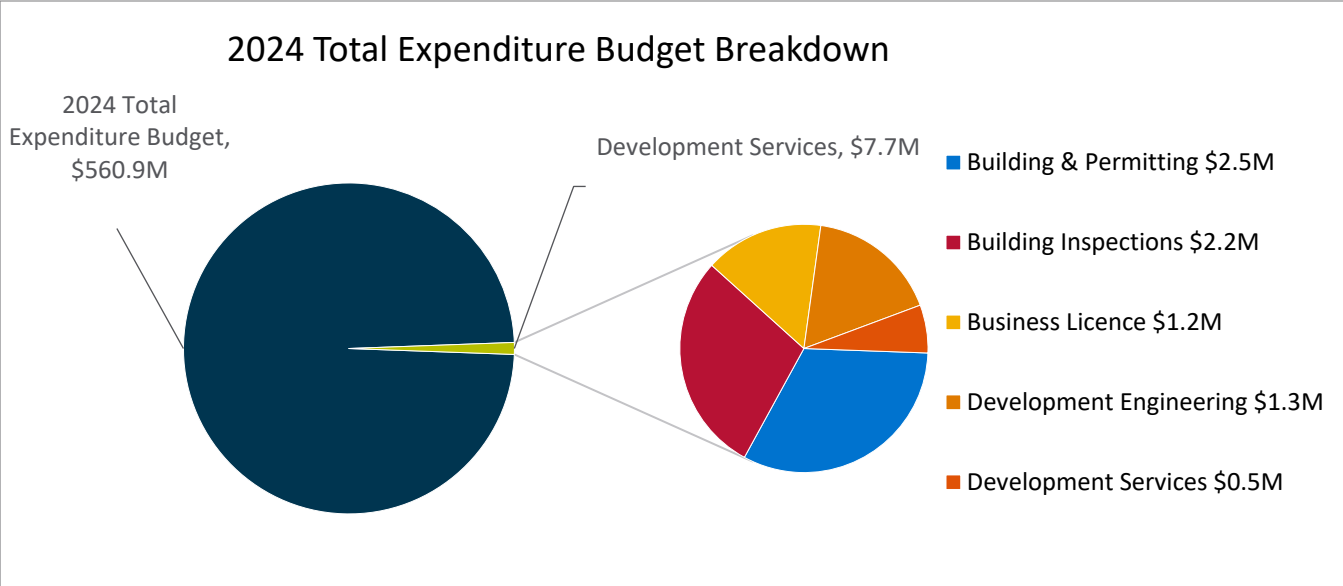
2023 Key accomplishments:

- Obtained the annual renewal of permitting branch accreditation from International Accreditation Service
- Replacement of Business Licence (BL) Bylaw No. 7878. The result is a new streamlined BL Bylaw that is more modern and user-friendly
- Improvement to the online business licence application process to drive more online applications and support 24/7 service delivery
- Adopted a permitting process for excessive construction noise and vibration to help ensure developers are notifying neighbours and setting/monitoring safe thresholds for work activities generating noise and vibration
- Issued permitting for community construction value of greater than \$1B
- Launched Artificial Intelligence (AI) Chatbot

Continuous improvements:

- Building Bylaw Update
- Continued development of the new permitting software (Cityworks PLL)
- Transitioning to digital plan review
- Continued automation of internal business processes.
- Advancing efforts to integrate AI and automation into engineering memo composition to reduce staff time in identifying and compiling data on existing conditions and development requirements
- Continuing to work on standardizing engineering drawing and submission requirements to reduce intake and review time

Budget overview:



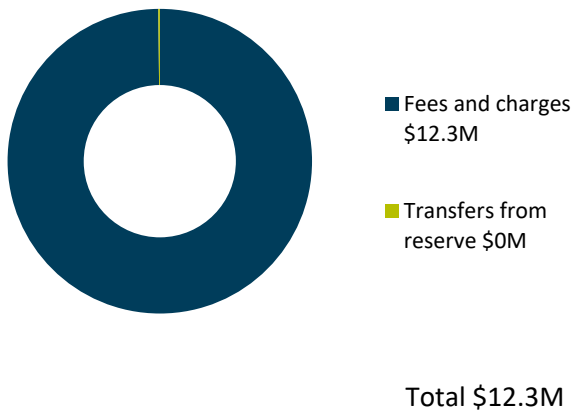
Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	(7,055)	(2,786)	190	(1,956)	(2)	(4,554)
Fees and charges	13,883	9,836		2,467		12,303
Grant						0
Other revenue						0
Transfers from reserve		81	(61)			20
Total revenue budget	6,828	7,131	129	511	(2)	7,768
Expenditure budget:						
Salaries and wages	4,583	5,273	56	427		5,756
Material and other	361	703	3	8		714
Contract services	78	62				62
Debt service						0
Transfers to reserve	387	0				0
Enabling allocation	1,419	1,093	70	75	(2)	1,236
Total Expenditure budget	6,828	7,131	129	511	(2)	7,768
Operating FTE positions:						
Management	4.8	5.0		0.5		5.5
Union hourly	3.5					0
Union salary	39.6	44.5	0.5			45.0
Total operating FTE positions	47.9	49.5	0.5	0.5	0	50.5

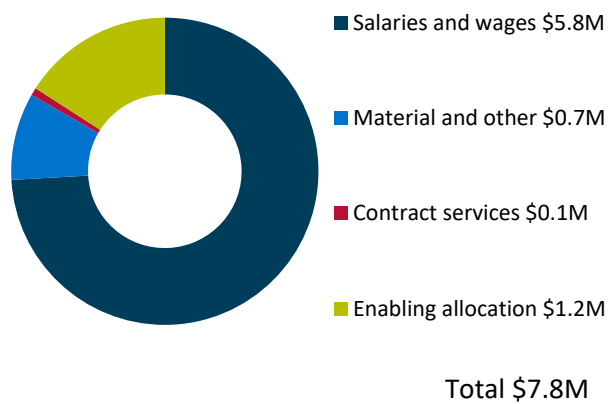
Note: Totals may not add due to rounding

The difference between the two graphs below is the \$4.6 million surplus earned by this service area that is used to offset taxation funds required for other community services areas and infrastructure such as Buildings, Transportation, and Community Development.

Funding strategy



Expenditure by type



Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Development Services - Priority 1										
230	Maintain	Development Engineer Position	OG	67,100	0	0	0	(67,100)	0	0
Service Area Priority 1 Total				67,100	0	0	0	(67,100)	0	0

2024 Operating Request Details

Service Area:	Development Services	Priority: 1	Maintain ON-GOING
Title:	Development Engineer Position		PRELIMINARY

Justification:

The Development Engineering branch is responsible to assess engineering requirements for a variety of development applications. Primarily supporting the Planning Department and Building Permitting branch with assessing and reviewing Subdivision and Building Permit applications to ensure the applications meet technical engineering requirements and are serviceable by the City's water, sanitary sewer, drainage, and transportation networks. Budget is requested for one Development Engineer position, which will be funded from new revenues.

Strategic Direction: Our People - Employees in all positions have more opportunities to improve their leadership

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	67,100	0	0	0	0	(67,100)	0	0
2025	131,300	0	0	0	0	(131,300)	0	0
2026	131,300	0	0	0	0	(131,300)	0	0

▶▶ DEVELOPMENT PLANNING

LED BY: DIVISIONAL DIRECTOR, PLANNING & DEVELOPMENT SERVICES

Our goal & community benefit:

Our goal is to provide land use planning and growth-related direction to our community. The Official Community Plan (OCP) focuses on slowing the outward growth of suburban neighbourhoods, this protects our rural/agricultural lands and environmentally sensitive areas while reducing the amount of new infrastructure that is needed to service growth. Urban centres are prioritized for residential and mixed-use growth.

Our customers:

- Developers, architects, engineers, and planners
- Builders and contractors
- Property owners
- Residents

Our partners:

We partner with internal City departments including Development Services, Real Estate Services and Parks Planning. We partner with external partners including the Urban Development Institute, Canadian Home Builders Associations, Utility Providers, and residents' associations.

What we deliver:

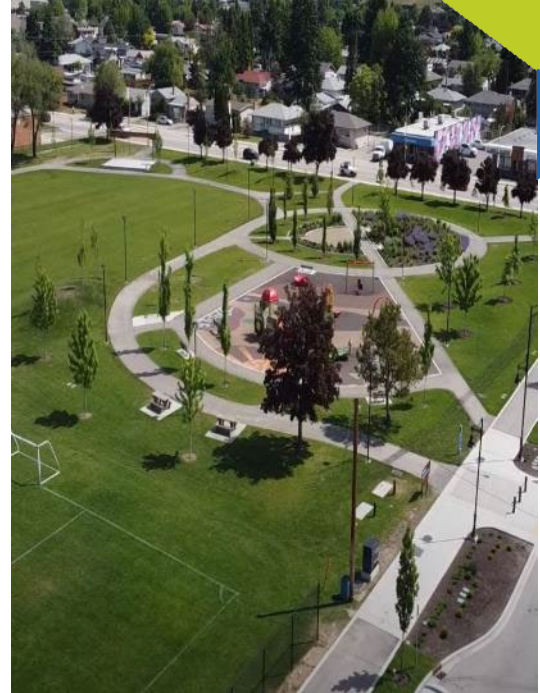
We review and process land use and development permit applications and provide advice and information on planning processes to Council and the public. We also promote, implement, and advocate for change that moves the City towards the Kelowna envisioned by Imagine Kelowna and the policy direction of the OCP.

Our key objectives:

- Review various applications related to land use change and form and character analysis against Council endorsed regulations and policies
- Maintain and update regulations, policies, and processes to ensure a streamlined and efficient development application process
- Prioritize Council, corporate and divisional priorities, such as affordable housing, protecting agriculture and climate/environment

Our guiding plans:

- Official Community Plan
- Zoning Bylaw
- Subdivision and Development Servicing Bylaw
- Development Cost Charge Bylaw
- Development Application Fees Bylaw
- Development Application and Heritage Procedures Bylaw

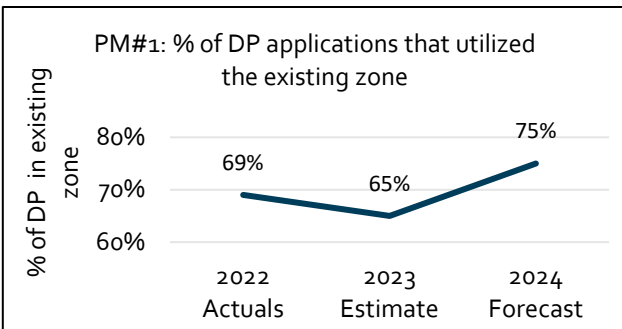


Measuring performance:

Performance Measure 1

% of development permit (DP) applications that utilized the existing zone

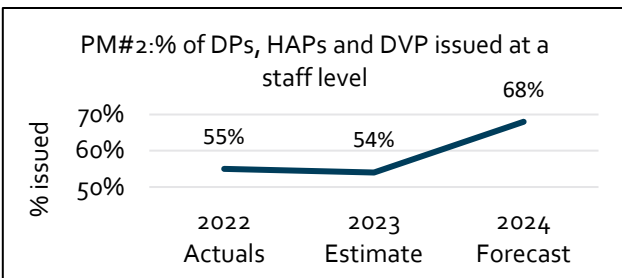
The planning, permitting, and construction of buildings require us to balance efficient process and growth management. Development planning pre-zones areas of the City which decreases the process for applicants and directs growth and higher density to areas that support the vision in the Official Community Plan.



Performance Measure 2

% of development permits (DPs), heritage application permits (HAPs) and development variance permits (DVPs) issued at a staff level

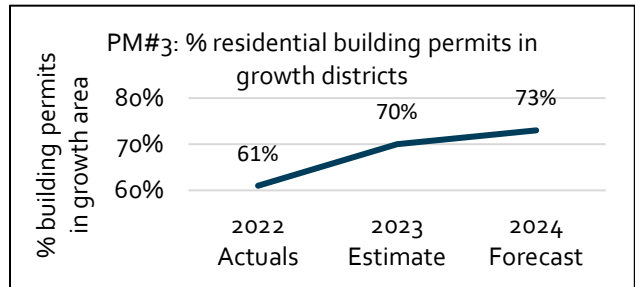
To promote efficient operations and timely permit issuance, we regularly review that decisions are made at the appropriate level. Permits issued at a staff level are made for more routine and less complex decisions so that higher complexity and impact decisions can be scheduled for Council decisions more quickly.



Performance Measure 3

% residential building permits in growth districts

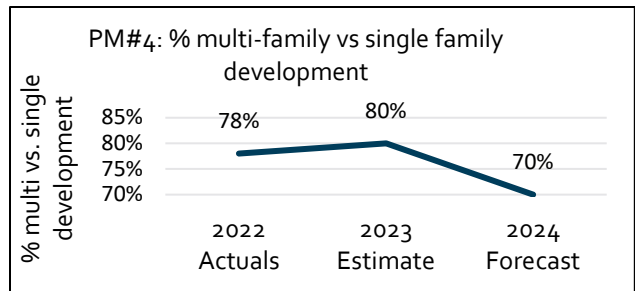
While the OCP provides growth estimates in different areas of the City, development can take place faster or slower than expected based on market trends. Monitoring this rate of growth in our urban center helps to make informed decisions about investments in things like transportation and utility servicing, as well as when to initiate urban centre plans.



Performance Measure 4

% multi-family vs. single family development

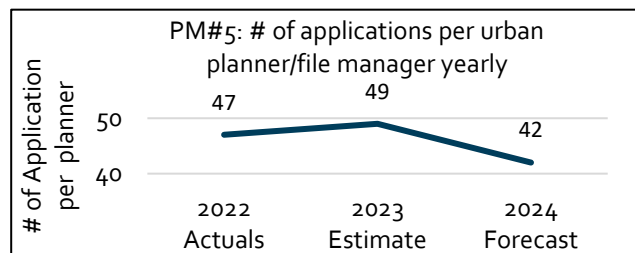
A resilient community has a wide variety of housing options available to meet the needs of residents at different price points and different life stages.



Performance Measure 5

applications per urban planner/file manager yearly

The City must balance efficient processes with outcomes that are important such as alignment with growth plans, building codes, and safety. Urban planning applications per planner provides insight into our ability to balance speed, quality of review, and support to the applicant.



2024 Activities: by priority

Affordable Housing

- Implement Infill Options housing program
- Implement provincial legislation related to housing

Homelessness

- Support City/community sheltering initiatives

Transportation

- Support the review of transit supportive corridors for additional land use density

Agriculture

- Prioritize enforcement efforts for non-farm uses on agricultural lands
- Explore opportunities to support and house farm labor

Climate & Environment

- Implement electric vehicle charging regulations
- Support the development of a “Climate Lens” to review land use change applications

Our People

- Implement projects related to Divisional Strategic Plan and Council/Corporate Priorities

Digital Transformation

- Continue implementation and business expansion of KAI chatbot to planning applications
- Implement Cityworks LLP

Active Financial Management

- Monitor Development Application Fee bylaw to ensure updated bylaw is functioning as intended
- Monitor density bonus programs and fine tune as necessary
- Review financial impact of Business License Bylaw update

Base Business

- Continue to identify and act on opportunities to streamline the development application process for housing delivery



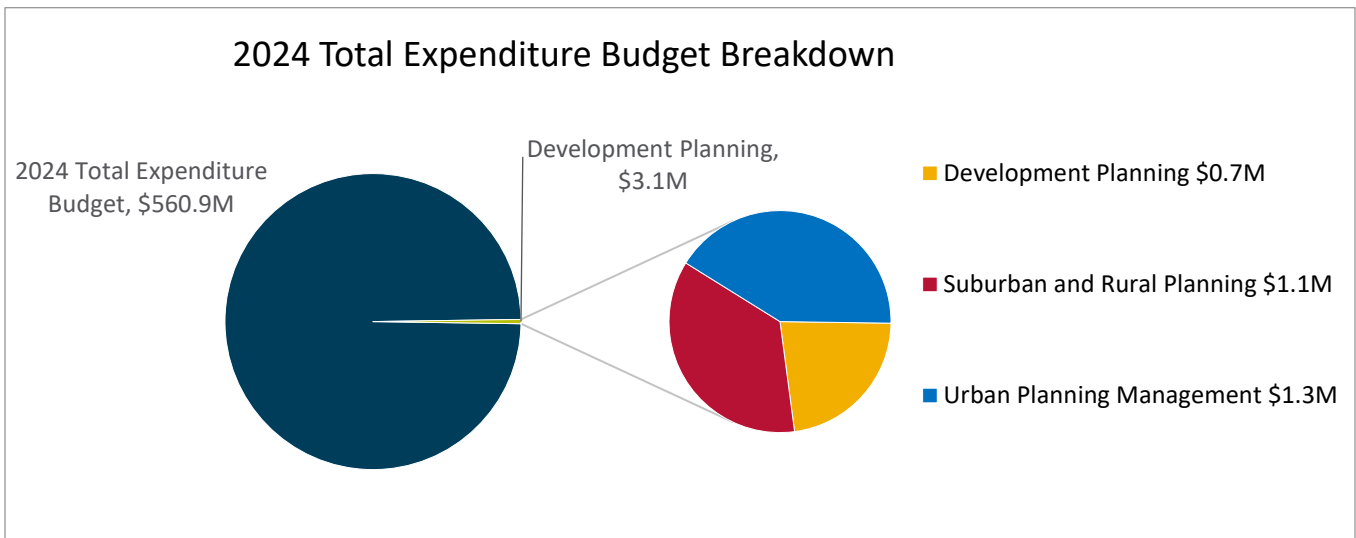
2023 Key accomplishments:

- Housing approvals met or exceeded projected housing needs for gross number of units
- Reviewed and updated Development Application Fees Bylaw
- Completed Zoning Bylaw amendment package aimed at fine-tuning Zoning Bylaw
- Reduced number of amendments to Official Community Plan
- Implemented density bonus program leading to significant contributions to both the Housing Opportunities Reserve Fund and the Streetscape Improvement Fund
- Supported work on the Infill Options project
- Implemented Development Variance Permit delegation process

Continuous improvements:

- Updated/streamlined Council reporting template
- Implemented a delegated development variance permit program to speed up some development application types
- Supported the creation of the Kelowna AI chatbot
- Supported work on Cityworks LLP project
- Improved/updated landscape enhancement standards

Budget overview:

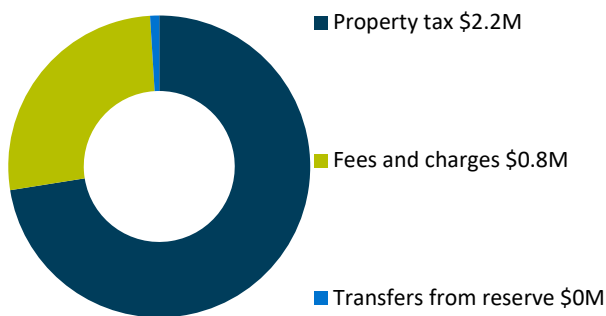


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	2,529	2,072	28	135	(1)	2,234
Fees and charges	589	818				818
Grant						0
Other revenue	27					0
Transfers from reserve	29	221	(221)	30		30
Total revenue budget	3,173	3,111	(193)	165	(1)	3,082
Expenditure budget:						
Salaries and wages	2,324	2,447	(221)	148		2,375
Material and other	150	187		30		217
Contract services						0
Debt service						0
Transfers to reserve						0
Enabling allocation	699	477	28	(14)	(1)	490
Total Expenditure budget	3,173	3,111	(193)	165	(1)	3,082
Operating FTE positions:						
Management	2.4	3.0				3.0
Union hourly	5.4	1.2				1.2
Union salary	15.8	17.0				17.0
Total operating FTE positions	23.6	21.2	0	0	0	21.2

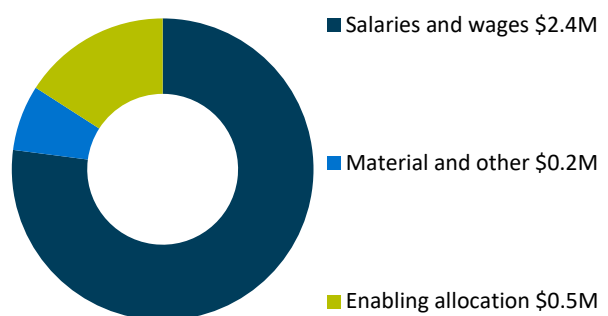
Note: Totals may not add due to rounding

Funding Strategy



Total \$3.1M

Expenditure by type



Total \$3.1M

Note: Totals may not add due to rounding

2024 Operating Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Development Planning - Priority 1										
237	Maintain	Agriculture and Tree Protection Bylaw Changes	OT	30,000	(30,000)	0	0	0	0	0
Service Area Priority 1 Total				30,000	(30,000)	0	0	0	0	0

2024 Operating Request Details

Service Area: Development Planning Priority: 1 Maintain
ONE-TIME
 Title: Agriculture and Tree Protection Bylaw Changes PRELIMINARY

Justification:

One-time budget is requested to contribute to Council Priority areas of Agriculture and Tree Protection through various projects and bylaw changes that will be delivered in 2024.

2024 Base Budget: \$31k

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Protect and restore natural areas

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	30,000	(30,000)	0	0	0	0	0	0

► PARKING

LED BY: DIVISIONAL DIRECTOR, PARTNERSHIPS & INVESTMENTS

Our goal & community benefit:

Our goal is to support Kelowna as a safe, vibrant, and sustainable community. Parking management is a key consideration when trying to strike a balance between convenience for citizens and visitors and providing a self-funded system that improves the availability of short-term parking space.

Our customers:

- Community members
- Local businesses & employees
- Visitors & tourists

Our partners:

We work with institutions, businesses, developers, contractors, equipment vendors, and other city departments to create, operate, adjust, and maintain our parking facilities, equipment, policies, rates, and bylaws.

What we deliver:

Parking Services manages over 1,500 on-street pay parking spaces to create or maintain turnover in commercial areas, ensuring customer access to support businesses. In residential areas adjacent to commercial/institutional areas, we manage more than two hundred on-street blocks where time limits or residential restrictions are in effect to maintain the integrity of neighborhoods. Parking Services also operates the majority of off-street parking facilities in the city, including three parkades and twenty-three surface parking lots (approximately 3,000 spaces), that provide longer term employee and resident parking options. Our team also supports public access to electric vehicle charging through city-owned EV charging facilities, leads future parking planning, and manages the capital plan and related projects for facilities we operate.

Our key objectives:

The City-wide parking management strategy, endorsed by Council, is guided by a set of principles to ensure our parking system:

- Improves the availability of short-term parking spaces
- Continues to pay for itself so that general taxation is not impacted
- Offers customer service options for better customer interaction
- Provides a balanced transportation network for residents
- Works with institutions, businesses, and developers

Our guiding plans:

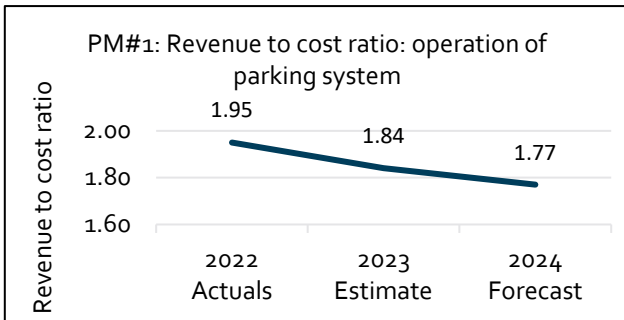
- Imagine Kelowna
- Official Community Plan
- Transportation Master Plan
- Downtown Area Parking Plan
- Hospital Area On-Street Parking Plan
- South Pandosy Area Parking Plan
- Parking Management Strategy



Measuring performance:

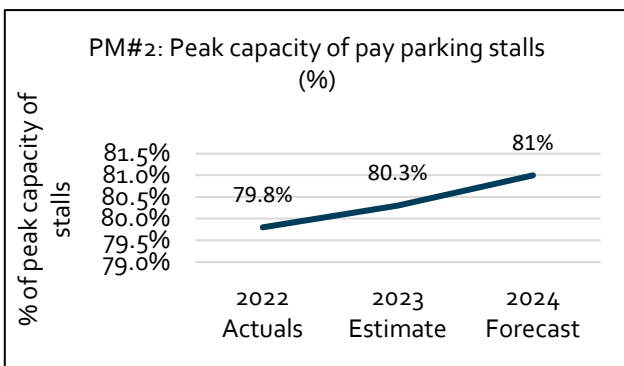
Performance Measure 1

Revenue to Cost Ratio: Operation of Parking System
 The ratio of parking fees and fines over the cost of operating the parking system, including on-street parking, lots, and parkades – *The Canadian municipal median was 1.22 in 2020 and dropped to 1.17 for 2021 – Kelowna continues to outperform these benchmarks, providing funding for debt servicing and capital projects.*



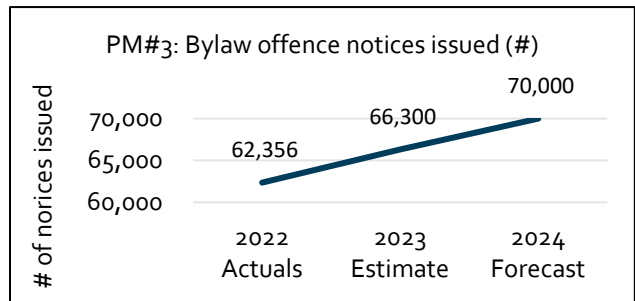
Performance Measure 2

Peak Capacity of Pay Parking Stalls (%)
 Peak capacity of pay parking stalls under management – on and off street combined. *60% or lower suggests there is excess capacity available and over 85% indicates the parking system is reaching capacity.*



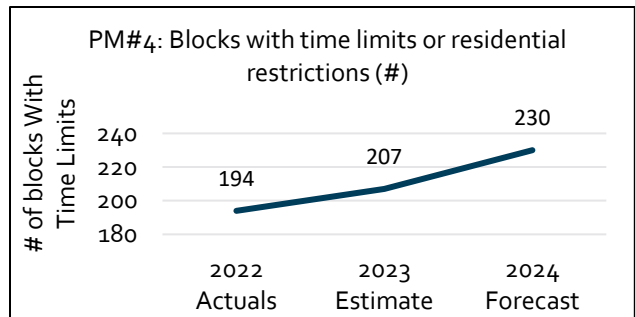
Performance Measure 3

Bylaw Offence Notices Issued (#)
 Total number of bylaw offence notices issued by Parking Services. *This includes notices issued by City and contracted staff.*



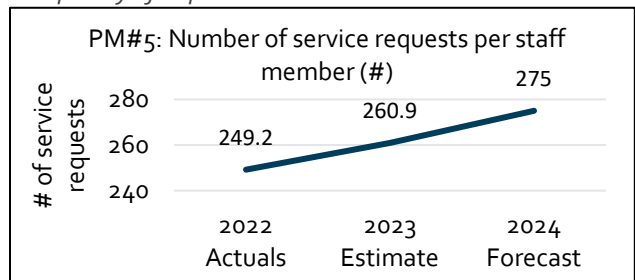
Performance Measure 4

Blocks with Time Limits or Residential Restrictions (#)
 The number of blocks (a section of road between two intersecting streets) with time restrictions or residential restrictions in effect. *Once a restriction is implemented, active management/enforcement is required. As our town centres densify, this number will continue to grow.*



Performance Measure 5

Number of Service Requests per Staff Member (#)
 The number of customer inquiries/service requests per staff member. *As this number grows, response times will increase due to the larger workload and/or increased complexity of requests received.*



2024 Activities by priority:

Crime & Safety

- Focus on providing a safe, clean parking experience for our customers
- Expand support for the corporate security function and Kelowna Security Operations Center (KSOC)
- Continue renewal of older security cameras to enhance real-time monitoring capabilities and improve security for customers and their vehicles
- Continue to utilize licence plate recognition technology to aid in recovering stolen vehicles

Affordable Housing

- Increase the active management of on-street parking in residential areas to support densification within town centres while maintaining the character of neighborhoods

Transportation

- Optimize and align parking rates to promote use of transit and other alternative modes of transportation
- Complete development of a parking plan for the Capri-Landmark area
- Begin development of a curb space management strategy to facilitate alternative uses, such as loading/pickup zones

Climate & Environment

- Continue to expand the public Electric Vehicle (EV) charging network operated by the city to support the purchase of EV's
- Improve sharing of occupancy information to decrease emissions by reducing the amount of traffic circling looking for available parking

Our People

- Create a new Parking Supervisor position to improve customer service by expanding oversight of day-to-day operations and supporting development of front-line staff

Digital Transformation

- Replace the legacy Residential Parking Permit system to add online capabilities and support a shift to virtual, licence plate-based permits.
- Develop an interactive parking map to share real-time parking occupancy to improve the customer experience

Active Financial Management

- Leverage the new Parking Supervisor to improve operational oversight and identify unrealized revenue opportunities
- Review and compare parking rates and fines to other municipalities, private operators, and institutions to maximize effectiveness

Base Business

- Incorporate updated parkade condition assessment into asset renewal program and capital program for city parkades and surface parking lots
- Review and reallocate existing staff to ensure the most efficient and effective use of resources



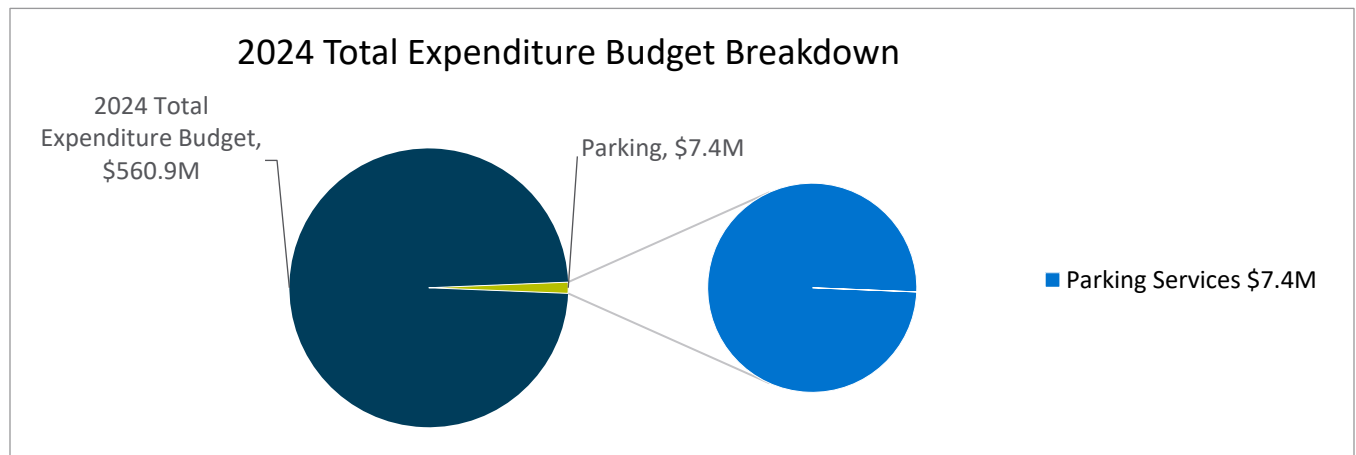
2023 Key accomplishments:

- Selected and onboarded a new parking management contractor, Indigo Park Canada
- Completed pay station hardware upgrades to support the new EMV credit card processing standard ahead of industry deadline
- Installed additional public (Level 2) EV chargers
- Completed a condition assessment of city-owned parkades to support capital planning
- Invested over \$500k in parkade restoration projects, including masonry and flashing repairs, replacement of HVAC systems in two Commercial Retail Units (CRU's), modernization of the elevator at the Chapman Parkade, and the installation of rooftop security gates

Continuous improvements:

- Ongoing enhancement of parking data collected to support analysis and sharing
- Continued exploration and testing of curbspace and loading zone management strategies
- With the addition of an additional staff position, combined with re-allocation of existing resources, improved response times to service requests and petitions
- Continuous re-distribution of limited enforcement resources to focus on areas where issues have been identified or public complaints are received

Budget overview:



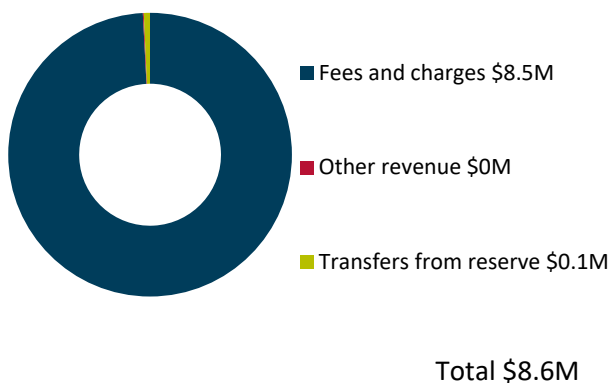
Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	(150)	(150)	0	(1,000)	0	(1,150)
Fees and charges	8,335	7,600		901		8,500
Grant						0
Other revenue				10		10
Transfers from reserve	36	60	(60)	60		60
Total revenue budget	8,221	7,510	(60)	(29)	0	7,421
Expenditure budget:						
Salaries and wages	855	987		118		1,105
Material and other	1,129	1,341	(60)	347		1,628
Contract services	1,313	1,602		394		1,997
Debt service						0
Transfers to reserve	4,733	3,365		(881)		2,484
Enabling allocation	192	214		(7)		207
Total Expenditure budget	8,221	7,510	(60)	(29)	0	7,421
Operating FTE positions:						
Management	1.1	1.0		0.5		1.5
Union hourly	5.2	5.5				5.5
Union salary	2.7	4.0				4.0
Total operating FTE positions	9.0	10.5	0.0	0.5	0.0	11.0

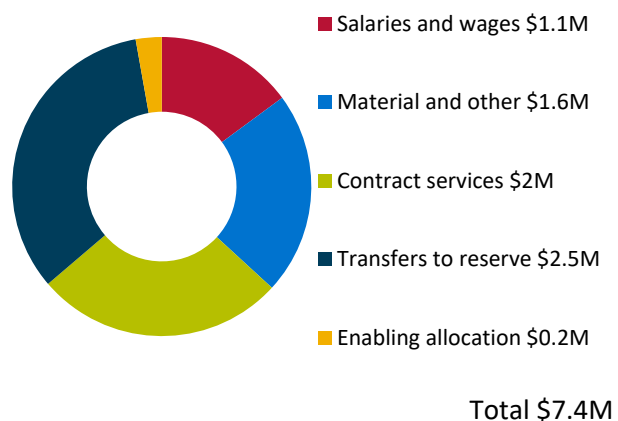
Note: Totals may not add due to rounding

The difference between the two graphs below is the \$1.15 million surplus earned by this service area that is used to offset taxation funds required for other community services areas and infrastructure such as Parks, Sports & Recreation, and Community Safety.

Funding strategy



Expenditure by type



Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Parking - Priority 1										
244	Maintain	Parking Services Supervisor Position	OG	54,400	(54,400)	0	0	0	0	0
244	Maintain	Parking Study for Recreation Parks and Facilities	OT	60,000	(60,000)	0	0	0	0	0
Service Area Priority 1 Total				114,400	(114,400)	0	0	0	0	0

2024 Operating Request Details

Service Area: Parking Priority: 1 Maintain ON-GOING
 Title: Parking Services Supervisor Position PRELIMINARY

Justification:

Budget is requested to create a Parking Services Supervisor position, necessitated by exponential growth in the branch, which has reached a point where it is essential to restore and uphold acceptable customer service levels. Over the past 10 years, parking-related service requests have increased by 481%, from 413 in 2013 to 2,400 in 2023. Concurrently, revenues grew by 251% (\$2.4M to \$8.5M), while staffing levels have risen by only 39%. Presently, there is only one manager overseeing a staff compliment (city and contract) of 21. This supervisor position would be tasked with overseeing daily operations, enhancing customer service, and supervising staff. The added capacity would support the return to a proactive business model and allow for a quicker response to emerging issues and unplanned events.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	54,400	(54,400)	0	0	0	0	0	0
2025	104,700	(104,700)	0	0	0	0	0	0
2026	104,700	(104,700)	0	0	0	0	0	0

Service Area: Parking Priority: 1 Maintain ONE-TIME
 Title: Parking Study for Recreation Parks and Facilities PRELIMINARY

Justification:

Demand for parking in City recreation parks is seasonal and increasing due to multiple factors. Budget is requested for a parking study to accurately predict parking demand, assess increased demand as a result of the Building a Stronger Kelowna projects, and introduce methods to manage that demand, particularly at peak periods. Thereby, maximizing the use of our capital assets and protecting valuable parkland for other amenities. The work will be carried out in association with the existing parking study for the Capri-Landmark area.

Expected Completion: Dec 2024

Strategic Direction: Transportation - More trips by alternative transportation modes

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	60,000	(60,000)	0	0	0	0	0	0

▶ PARTNERSHIPS OFFICE

LED BY: DIVISIONAL DIRECTOR, PARTNERSHIPS & INVESTMENTS

Our goal & community benefit:

Our goal is to facilitate partnerships that challenge the status quo of how civic services and capital are delivered. We provide economic and social benefits by mobilizing Civic resources in a financially supportive way to our partners.

Our customers:

- Citizens who benefit from our partnered projects
- Existing partners and potential partner organizations including institutions/non-profits/private sector
- Other levels of government

Our partners:

We work with other levels of government, businesses, and non-profits to support Council priorities and community goals.

What we deliver:

We create partnerships with private, non-profit, and public agencies to advance Council and Corporate priorities. We target grant programs and seek-out sponsorship and advertising opportunities that align with the City's values and priorities. We advise across divisions on innovative and entrepreneurial service delivery. Everything we do is aimed at diversifying the City's revenue sources beyond property taxes.

Our key objectives:

- Partnerships – We identify and respond to partnership opportunities with businesses, service groups, non-profit organizations and public agencies. Some of our partnerships enhance the facilities, programs, and services enjoyed by the community; others engage outside agencies in operating and maintaining City owned lands and buildings, or in administering City funding.
- Sponsorships & Advertising – We explore, identify, and advise on opportunities for corporations and philanthropists to sponsor City facilities, programs, and services.
- Grants – We strategically identify grant opportunities for City projects and initiatives. We work across the organization to help develop funding applications that highlight the alignment of the City's priorities and values with those of our targeted granting agencies, including other orders of government. We are driven to leverage the financial contributions of Kelowna's taxpayers.
- Intergovernmental Relations – We develop, manage and nurture relationships with First Nations, federal and provincial governments, and local governments to advance the City's interests and priorities. We work to enhance the City's reputation as a valuable partner focused on identifying shared benefits and pursuing joint priorities that ultimately attract additional investment in our City.

Our guiding plans:

- Imagine Kelowna
- Council Advocacy Priorities
- Grant Strategy
- Policy for Unsolicited Proposals
- Partnerships Reporting Framework

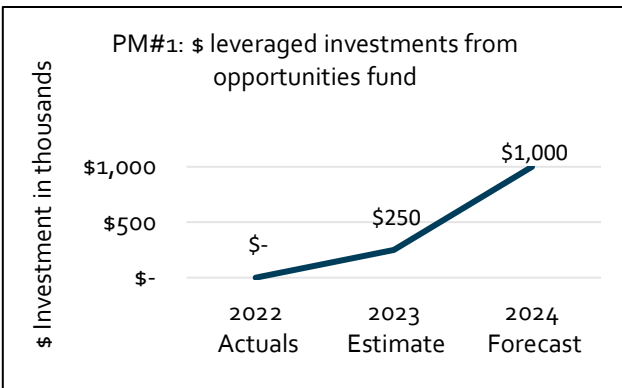


Measuring performance:

Performance Measure 1

Leveraged \$ investment from Opportunities Fund:

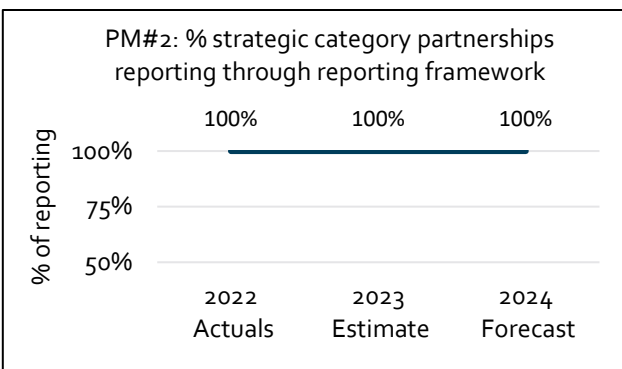
To minimize reliance on tax revenue, the City allocates \$1.0M annually to fund emerging opportunities where partnership dollars are leveraged to deliver services and capital construction at a substantial saving to the City.



Performance Measure 2

% strategic category partnerships reporting through reporting framework

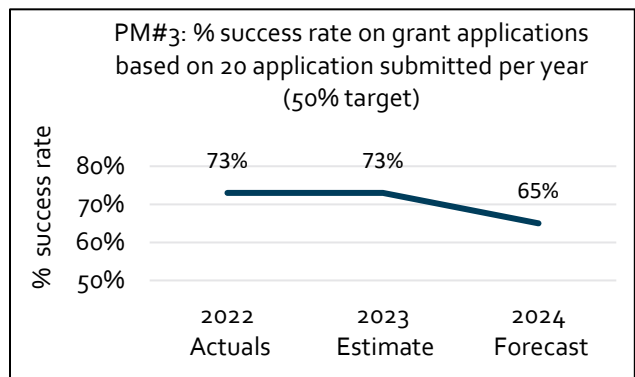
The City works with partner organizations, mostly non-profit organizations, to deliver services that benefit residents. Regular reporting enables the City to assess the value it receives on behalf of residents and how to best support our partners to deliver services.



Performance Measure 3

% Success rate on grant applications based on 20 applications submitted per year (50% target)

Grants minimize the city's reliance on tax revenues and allow us to complete larger scale projects. The success rate of grant applications is an indication of the submission quality, our ongoing grant management practices, and intergovernmental relations program effectiveness in targeting available funding.



2024 Activities by priority:

Crime & Safety

- Continued advocacy for addressing repeat property offenders.

Affordable Housing

- Coordinated activity with securing the Housing Accelerator Fund.

Homelessness

- Complex Care advocacy.
- New purpose-built shelters advocacy.
- Heart & Hearth advocacy.

Transportation

- New transit operations centre advocacy.

Agriculture

- Supported a new Farmers Market location.

Climate & Environment

- Focused on Provincial and Federal grant applications supporting Climate and Environment initiatives.

Our People

- Look towards team expansion to increase team impact particularly in Grants and Intergovernmental relations.
- Support partnerships staff for increased effectiveness through negotiation training.

Digital Transformation

- Determine business/financial value of Dark Fiber network.
- Establish a CRM platform for Senior Leadership and area managers.
- Examine potential for AI assistance with Grant preparation.

Active Financial Management

- Leverage new Grants staff to increase our ability to respond to a higher percentage of grant requests and increase revenue/win percentages.
- Monitor success rates with grants and methodologies to sustain/increase success rates.
- Identify and address major sponsorship opportunities.
- Identify Partnership opportunities that have significant supportive revenue opportunities.

Base Business

- Establish a City wide Alternative Revenue Steering Committee to promote, encourage support and monitor new revenue sources.
- Actively promote opportunities with the private sector for Partnership Opportunities.
- Established a new focus and strategy for Sponsorship and Advertising.



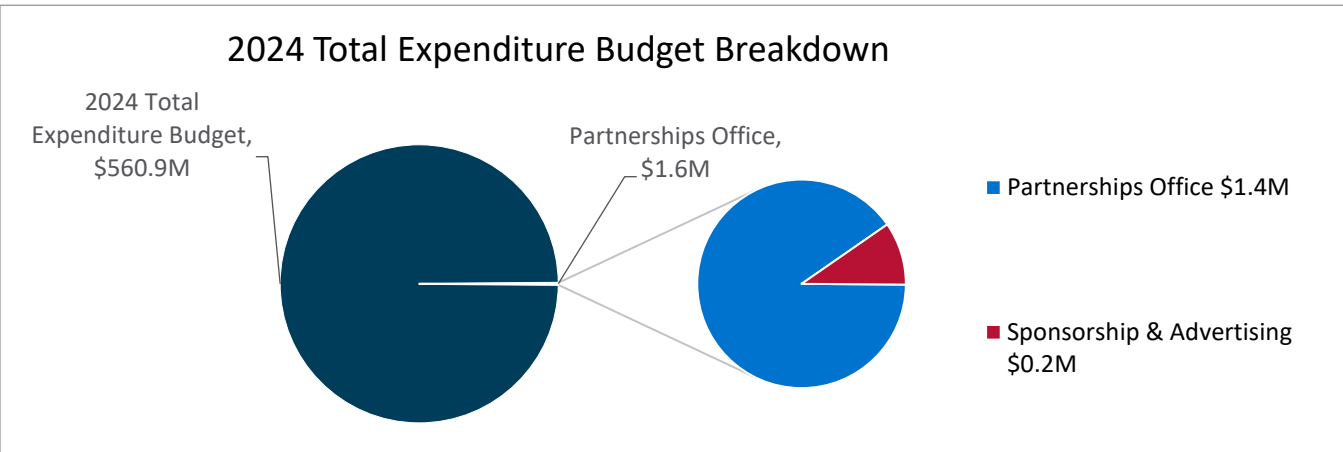
2023 Key accomplishments:

- Grant Strategy developed and endorsed by Council with the portfolio of current contracts in excess of \$80 million
- Kelowna shown as a leader through grant-funded programs including winning the Gold Quill Award (funded by the Strengthening Communities' Services Fund) and People PEER Navigator and Indigenous Harm Reduction Programs
- Newest Waterfront Park was completed, in part from Provincial and Federal grant investments advanced \$1.1million
- Updated the Advocacy Priority Framework and set Council's top four advocacy priorities for their term
- Advocated and secured commitment for the first 20 complex care spaces to be established in Kelowna
- Led the strategic advocacy for increased consequences for repeat offenders contributing to the adoption of the Federal Bill C-48
- Managed the strategic approach to the Kelowna delegation attendance at the 2023 UBCM convention, resulting in meetings for Mayor and Council with six Provincial Cabinet Ministers, a workshop panel spotlight on Kelowna's vision for digital transformations in public service including AI innovation and receiving a Climate & Energy Action award for the FireSmart Chipping program
- Advocated for Heart & Hearth support from the province leading to an MOU and financial contribution commitment
- Further refined the Partnership reporting framework for priority relationships
- Driving municipal alternative revenue framework that defines potential opportunities to responsibly increase civic revenues to minimize taxation impacts

Continuous improvements:

- Unsolicited Proposal Program has yielded opportunities related to potential partnerships with Heritage and Recreation facilities
- UBCO Research committee continues to leverage collaboration and research grant opportunities that benefit our city
- Utilization of Council tours where firsthand viewpoints are beneficial to decision making
- Continued refinement of approach and impact at UBCM and FCM from a relationship-based perspective
- Execution of Council's revised advocacy priorities for 2023-2026 with evidence-based background materials
- Customer Relationship Management system recommendations are being finalized

Budget overview:

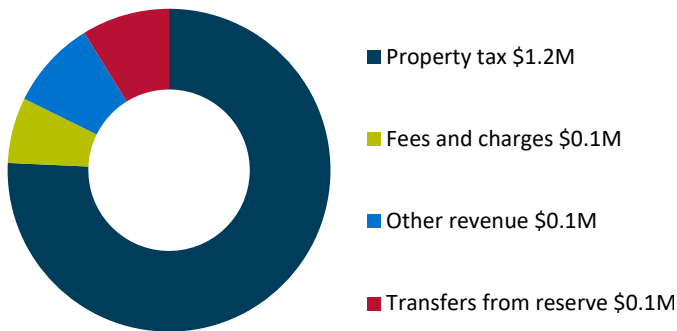


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	1,110	1,146	14	31	(0)	1,191
Fees and charges	10	104				104
Grant						0
Other revenue		140				140
Transfers from reserve	18	83	(83)		138	138
Total revenue budget	1,137	1,472	(69)	31	138	1,573
Expenditure budget:						
Salaries and wages	714	810		10	85	906
Material and other	173	437	(83)	10	53	417
Contract services						0
Debt service						0
Transfers to reserve						0
Enabling allocation	251	226	14	11	(0)	250
Total Expenditure budget	1,137	1,472	(69)	31	138	1,573
Operating FTE positions:						
Management	4.9	5.0				5.0
Union hourly		1.0		(1.0)		0.0
Union salary	0.6			0.8	1.0	1.8
Total operating FTE positions	5.5	6.0	0.0	(0.2)	1.0	6.8

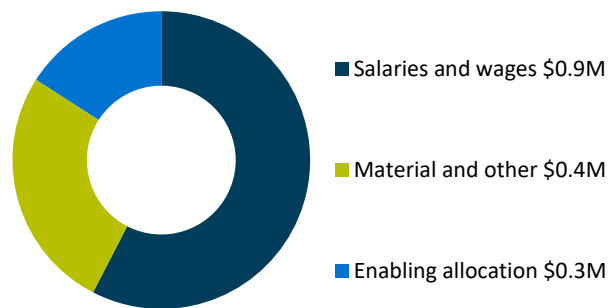
Note: Totals may not add due to rounding

Funding strategy



Total \$1.6M

Expenditure by type



Total \$1.6M

Note: Totals may not add due to rounding

2024 Operating Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Partnerships Office - Priority 1										
251	Maintain	Partnerships Coordinator, Grants & Special Projects Position	OG	75,700	0	0	0	0	0	(75,700)
251	Enhance	Partnerships Program Enhancements	OG	138,400	(138,400)	0	0	0	0	0
Service Area Priority 1 Total				214,100	(138,400)	0	0	0	0	(75,700)

2024 Operating Request Details

Service Area: Partnerships Office Priority: 1 Maintain ON-GOING
 Title: Partnerships Coordinator, Grants & Special Projects Position PRELIMINARY

Justification:

Budget is requested to formalize the current two-year term Grants and Special Projects Coordinator into a permanent position to support the grants business operations and significant growth in grant management. The role oversees large volume of grants and is actively expanding the corporate-wide Grant Management Program. Key responsibilities includes researching funding sources that align with Council and corporate priorities, writing applications, maintaining schedules, collaborating with staff, reviewing project and financial information, and liaising with funding partners. Grant management for the City of Kelowna has had substantial growth with \$26M in grants awarded and \$67M in contract management in 2022. This is anticipated to rise in 2023.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	75,700	0	0	0	0	0	0	(75,700)
2025	100,800	0	0	0	0	0	0	(100,800)
2026	100,800	0	0	0	0	0	0	(100,800)

Service Area: Partnerships Office Priority: 1 Enhance ON-GOING
 Title: Partnerships Program Enhancements PRELIMINARY

Justification:

The City's Partnership's Office is an important and evolving function supporting both the City's Intergovernmental branch and the City's Grants department. The addition of one Administrative Clerk position and one Coordinator will help to advance advocacy, policy, and investment opportunities between the City, municipalities, the provincial government, and the federal government. Budget is requested to fund two positions, including consulting, for a three-year term.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	138,400	(138,400)	0	0	0	0	0	0
2025	223,100	(223,100)	0	0	0	0	0	0
2026	223,100	(223,100)	0	0	0	0	0	0

▶▶ GOVERNANCE & LEADERSHIP

LED BY: CITY CLERK

Our goal & community benefit:

Our goal is to foster a culture of open government in the provision of corporate administrative services to Council, their committees, and the organization. We communicate opportunities for the public to engage with Council and learn about City governance, ensure public access to information and protection of privacy in accordance with provincial legislation and City policies.

Our customers:

- Council
- Senior Leadership Team
- City of Kelowna employees
- Community members

Our partners:

We partner with Council, divisions within the City, and various provincial ministries and agencies.

What we deliver:

We provide 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 as well as training for new and existing employees on governance. We are responsible for delivering the right infrastructure, skills, services, and processes to meet Council priorities and community goals.

Our key objectives:

- To advise on Council procedures and meet legislative requirements.
- To promote good governance, clear direction, and legislative compliance through Council and corporate policy frameworks.
- To manage physical and electronic records in accordance with the records and information management program.
- To share information in timely and transparent ways through routine release and formal request processes.
- To protect privacy and personal information with up to date plans, policies, procedures, and training.

Our guiding plans:

- Imagine Kelowna
- Provincial legislation

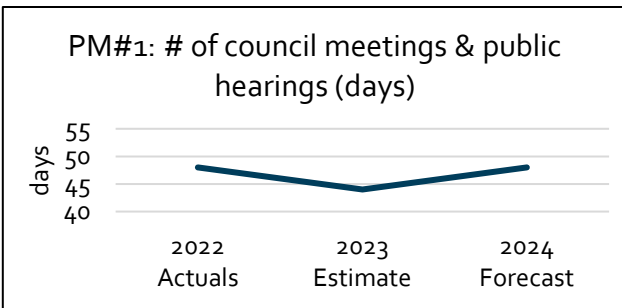


Measuring performance:

Performance Measure 1

of Council meetings & public hearings (days)

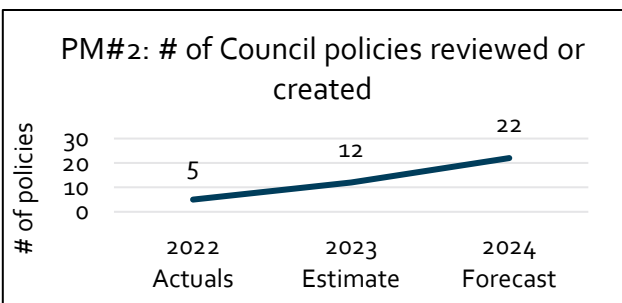
Council makes decisions about City plans, policies, and programs at Council meetings. The public may attend open meetings in-person or watch online and may participate in public hearings in-person or online. Meeting recordings are posted to the City's website. Council meetings were held on 44 days in 2023 and it is expected meetings will be held on 48 days in 2024.



Performance Measure 2

of Council policies reviewed or created

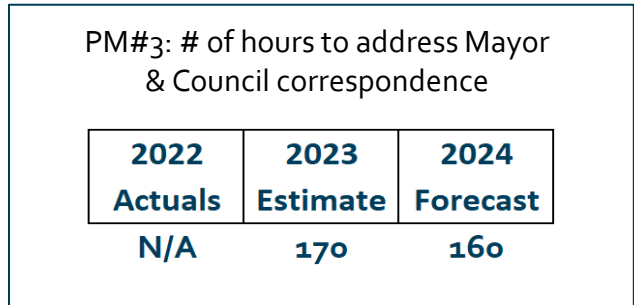
Relevant and current Council policies support good governance and provide clear direction for decision-making. An initiative is underway to review Council's 129 policies. It is expected 12 policies will be reviewed or created in 2023, increasing to 22 policies in 2024 through the Council policy review process.



Performance Measure 3

Average # of hours to respond to Mayor & Council Correspondence

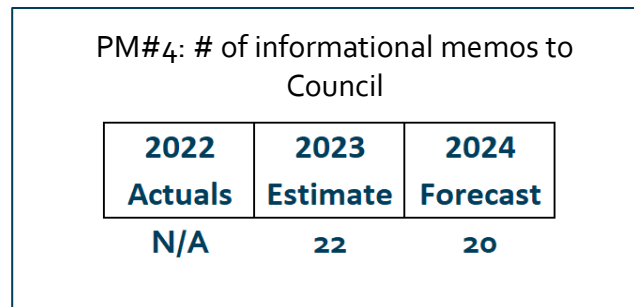
Council receives over 2,500 pieces of correspondence annually. As Council spokesperson, the mayor responds to correspondence submitted to Mayor & Council, with support from staff. Some correspondence is submitted for information only. Measuring this metric began in 2023 with the use of a new reporting system.



Performance Measure 4

of informational memos to Council

The City Manager occasionally shares information with Council through memos to ensure factual information is provided in a comprehensive, transparent, and timely manner. Measuring this metric began in 2023.

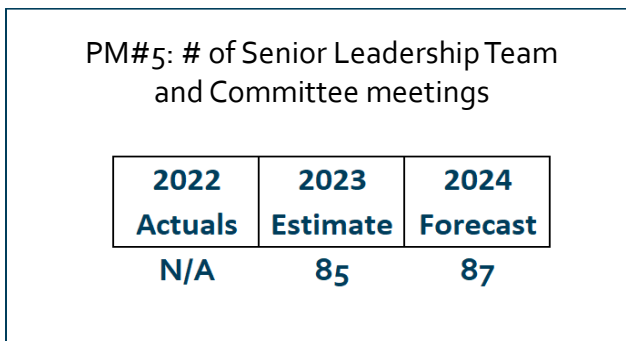


Measuring performance:

Performance Measure 5

of Senior Leadership Team and Committee meetings

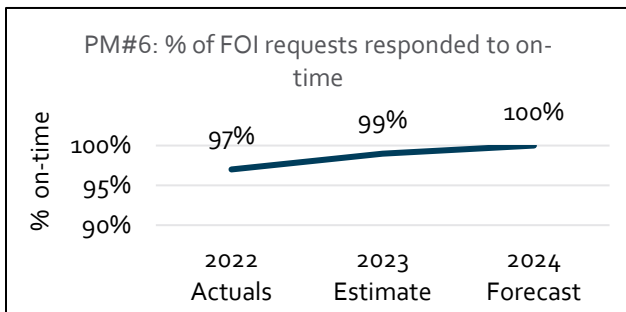
The Senior Leadership Team (SLT) meets regularly to review and discuss Council and corporate priorities and direction. SLT committees focus on Council agendas, policy, finance, strategy, and intergovernmental relations. Measuring this metric began in 2023.



Performance Measure 6

% of FOI requests responded to on-time

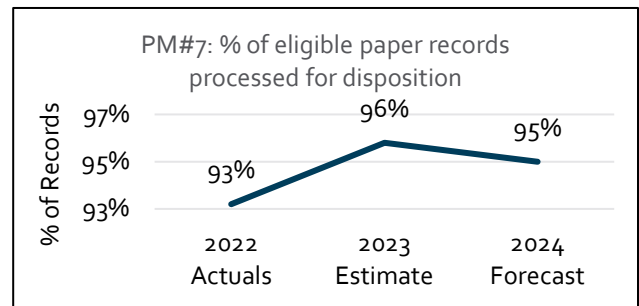
The public may request access to information under the Freedom of Information and Protection of Privacy Act. Most requests are responded to within the initial required 30 days. The response timeline may be extended to 60 days or longer when needed. An estimated 99% of requests will be responded to within the legislated timeline in 2023, with a target of 100% in 2024.



Performance Measure 7

% of eligible paper records processed for disposition

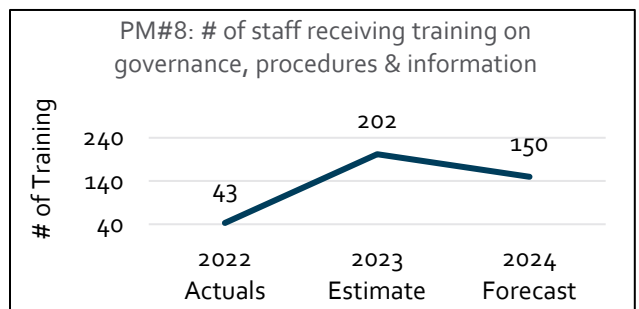
Records are retained or disposed of according to their retention through the records and information management program. Each year the City processes records eligible for disposition. In 2023, 96% of eligible records were processed for disposition.



Performance Measure 8

of staff receiving governance training

Training is available for new and existing employees on governance and Council reports and procedures. This builds a common understanding of local government governance, Council's role, and preparing for Council meetings. New performance measure – data not yet available.



2024 Activities by priority:

Affordable Housing

- Interpret and implement changes to provincial land use legislation to establish policies and procedures that support the creation of more affordable housing

Our People

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

Digital Transformation

- Support digital transformation and AI initiatives through oversight of privacy measures and guidance on responsible use
- Enhance the privacy management program to reflect the data management strategy and online services and systems

Base Business

- Provide governance and meeting management to Council and their Committees and Task Forces, including agenda preparation, minutes, and statutory notices
- Draft regulatory bylaws for and provide policy and procedural advice to City departments
- Implement the Corporate Administrative Policy Framework and lead the review of Council policies
- Conduct annual archiving and disposition of records across City business areas
- Implement records management function in SharePoint Online to ensure compliance with information and privacy legislation and to manage electronic records and information from creation to disposition
- Ensure public access to information and protection of privacy in accordance with provincial legislation and City policies



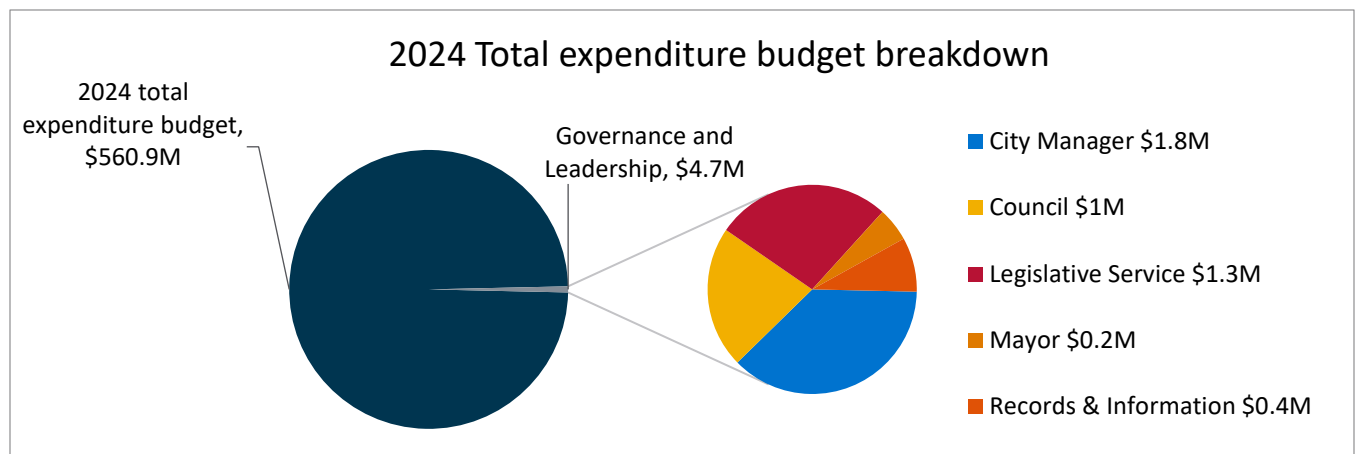
2023 Key accomplishments:

- Held Council orientation following the 2022 election
- Supported Council priority setting, action plan, and reporting for the 2022-2026 Council term
- Developed and implemented the Council Code of Conduct and Lobbyist Registry
- Updated the Council Procedure Bylaw to reflect Council direction, including publishing Council agendas earlier to give Council and the public more time to review reports
- Initiated a corporate administrative policy framework that guides how administrative policies are structured, developed, approved, and maintained
- Held the alternative approval process for the Recreation and Activity Centres Loan Authorization Bylaw
- Moved older electronic records into SharePoint Online to support collaboration and compliance and to manage electronic records and information through their lifecycle

Continuous improvements:

- Provide input on provincial policy development with Ministry partners
- Advocate on Council priorities and key initiatives with the federal and provincial governments
- Provide governance and meeting management to new committees and task forces
- Coordinate guidance on bylaw and policy development through expanded policy function
- Advise business areas on privacy assessments for digital transformation initiatives
- Implement electronic records management in new system to ensure compliance with legislation and manage corporate electronic records and information

Budget overview:

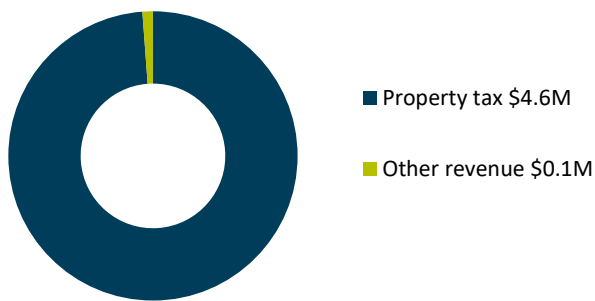


Operating budget needed to achieve results (\$ thousands):

	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	3,708	4,378	98	212	(43)	4,645
Fees and charges	5	10				10
Grant						0
Other revenue	55	55				55
Transfers from reserve	241	15	(15)			0
Total revenue budget	4,010	4,457	84	212	(43)	4,710
Expenditure budget:						
Salaries and wages	2,146	2,263	56	148	151	2,618
Material and other	556	1,069	(15)	39	(192)	901
Contract services	413	442				442
Debt service						0
Transfers to reserve	15					0
Enabling allocation	880	683	42	25	(1)	750
Total Expenditure budget	4,010	4,457	84	212	(43)	4,710
Operating FTE positions:						
Mayor and Council	9	9				9.0
Management	9.9	10.0			1.0	11.0
Union hourly	1.7	0.5				0.5
Union salary	4.4	5.5	0.5		0.5	6.5
Total operating FTE positions	25.0	25.0	0.5		1.5	27.0

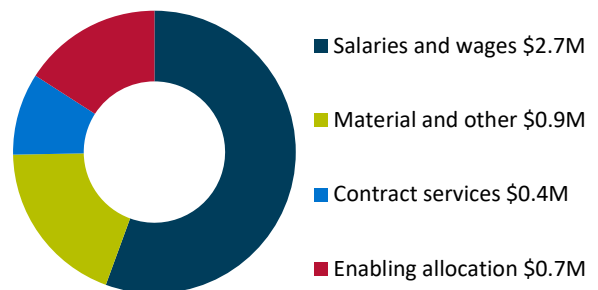
Note: Totals may not add due to rounding

Funding strategy



Total \$4.7M

Expenditure by type



Total \$4.7M

Note: Totals may not add due to rounding

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Governance & Leadership - Priority 1										
259	Enhance	Executive Office Enhancements	OG	88,400	0	0	0	0	0	(88,400)
259	Enhance	Deputy City Clerk Position (Records, Information & Privacy)	OG	68,000	0	0	0	0	0	(68,000)
Service Area Priority 1 Total				156,400	0	0	0	0	0	(156,400)

2024 Operating Request Details

Service Area:	Governance & Leadership	Priority: 1	Enhance ON-GOING
Title:	Executive Office Enhancements		PRELIMINARY

Justification:

The City's Executive Office is an important and evolving function supporting the Senior Leadership Team, Mayor, and Council. The addition of one Administrative Clerk position and one Communications Consultant position will help to improve citizen connection to Mayor and Council, public engagement, advocacy, information sharing, and increase capacity for Council and corporate priorities.

With the stated interest of City Council to be more transparent and communicative, there is a need for particular forms of communication, such as newsletters, public addresses, improved responses to key correspondence matters and enhancing connections with other levels of government. These added resources will help enhance the delivery of Council's priorities, furthering connections and communication with citizens and provide a greater level of service.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	88,400	0	0	0	0	0	0	(88,400)
2025	173,700	0	0	0	0	0	0	(173,700)
2026	173,700	0	0	0	0	0	0	(173,700)

Service Area:	Governance & Leadership	Priority: 1	Enhance ON-GOING
Title:	Deputy City Clerk Position (Records, Information & Privacy)		PRELIMINARY

Justification:

Budget is requested to fund the Deputy City Clerk Position (Records, Information & Privacy) who will oversee the City's corporate records management, access to information, and privacy functions. The City's Digital Transformation Strategy and partnership initiatives present emerging opportunities and privacy considerations, while Provincial legislation has increased the City's obligations around protection of privacy. A dedicated manager overseeing these areas advances City strategies and partnerships, supports legislative compliance, and responds to public expectations for access to information. The position will lead staff responsible for the records and information management program, freedom of information requests, and privacy management program and provide corporate direction on these matters.

Strategic Direction:	Digital Transformation - Data is used to inform decision making							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	68,000	0	0	0	0	0	0	(68,000)
2025	132,400	0	0	0	0	0	0	(132,400)
2026	132,400	0	0	0	0	0	0	(132,400)

2024 Operating Requests**Preliminary Budget****Summary - General Fund**

Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Governance & Leadership - Priority 2									
Enhance	Crane Memorial	OG	50,000	0	0	0	0	0	(50,000)
Service Area Priority 2 Total			50,000	0	0	0	0	0	(50,000)

▶▶ ENABLING SERVICES

LED BY: DIVISIONAL DIRECTOR, FINANCIAL SERVICES

Our goal & community benefit:

Our goal is to assist City staff in providing municipal services to the community. We achieve this by offering leadership, guidance, systems, tools, and standards that support the delivery of services that help shape our community.

Our customers:

- Council
- Senior Leadership Team
- City of Kelowna employees

Our partners:

We work collaboratively with all internal divisions, as well with members of the public, council, and external agencies, to support the delivery of the City's services.

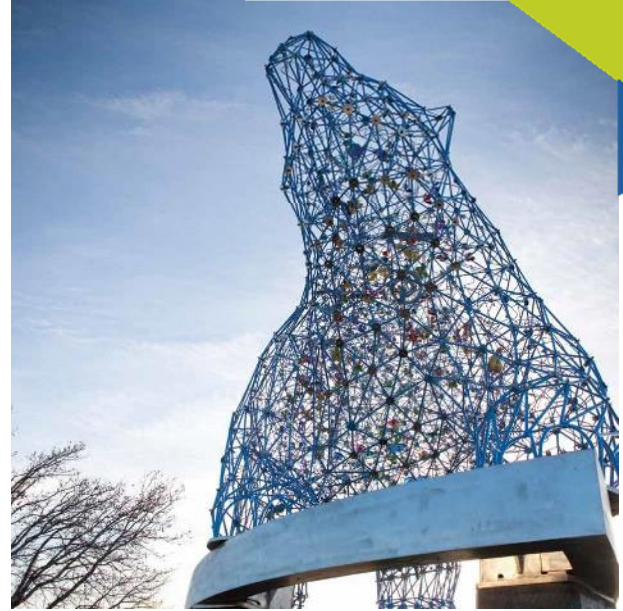
What we deliver:

We deliver by ensuring the City attracts, retains, and develops the best quality public servants through training and development programs; providing convenient, accurate and timely access to City services and information through advanced communications, technology, and financial accountability; and fostering a culture of open government in the provision of corporate administrative services.

Our key objectives:

Enabling Services provide support to the City's Community Service Areas by helping them to carry out their duties effectively. These support services include administrative support, building services, communications, financial services, fleet services, human resources, information & technology services, infrastructure delivery, real estate & property management, risk management, senior leadership, and strategy & performance.

- **Building services** provide safe, clean and well-maintained facilities, through a focus on asset and energy management best practices.
- **Communications** provides strategic planning to inform, consult, involve, collaborate and empower internal and external audiences, as well as support those who are designated spokespeople for the City.
- **Financial services** are responsible for managing the City's finances and asset replacement, including budgeting, accounting, and financial reporting.
- **Fleet services** are responsible for the procurement, management and maintenance of the vehicles and equipment used for various municipal services.
- **Human resources** are responsible for managing the City's human resources, including hiring, training, and employee relations, as well as the development and implementation of the City's corporate safety program.
- **Information services** provide direction, support and maintenance of the City's information systems and technology infrastructure.
- **Infrastructure delivery** manages the delivery of City infrastructure projects while ensuring compliance with Council approved policies and applicable Acts and regulations.
- **Property management** is responsible for managing the City's land acquisition activities, including acquiring land for public use, such as parks and roads, as well as maintaining leases, licenses, contracts and agreements for the use of important City assets, and providing property management services for City-owned properties.



- **Risk management** is responsible for the development, implementation, and administration of the City's risk management and security programs.
- **Senior leadership** provides direction, oversight, support, and accountability for the various municipal departments and functions, and fosters a culture of collaboration, innovation, and excellence.
- **Strategy & performance** provides internal advisory services and facilitates the process to set corporate level strategy, monitor strategies and key projects and track and improve performance.

Our guiding plans:

- Communications Strategy
- Digital Transformation Strategy
- HR Strategic Plan
- Safety 8 Program
- Official Community Plan
- Strategic Energy Management Plan
- Five Year Financial Plan
- Ten Year Capital Plan
- Corporate Fleet Sustainability Policy
- Green Fleet Strategy

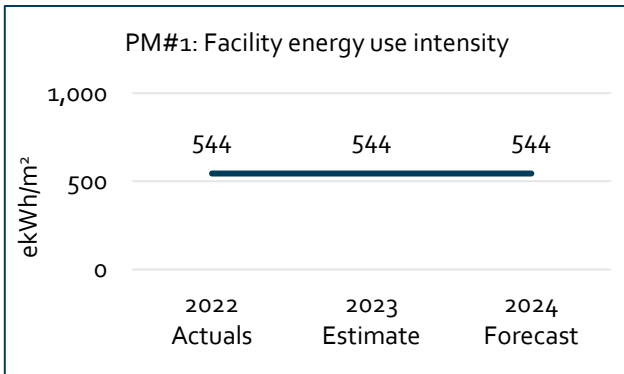


Measuring performance:

Performance Measure 1

Facility energy use intensity

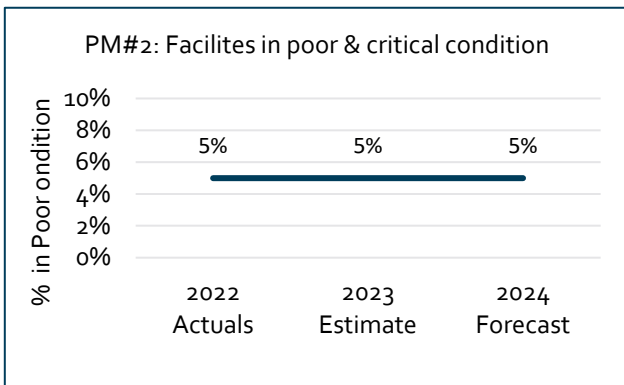
This measure tracks the energy efficiency of our buildings and significant contribution to total facility energy consumption. Also known as Energy Use Intensity (EUI). EUI was an identified KPI in the Strategic Energy Management Plan (SEMP). The purpose of this measure is to mimic the SEMP's identified measure.



Performance Measure 2

Facilities in poor & critical Condition

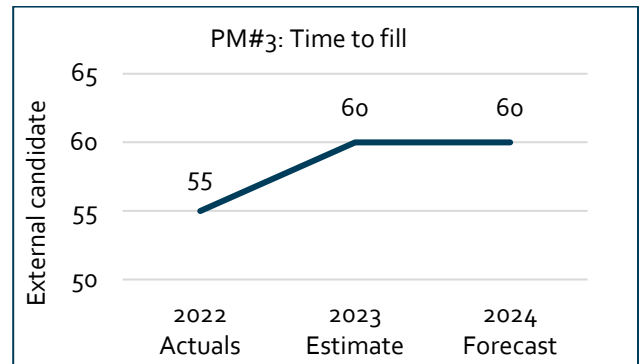
Facilities are assessed through the building condition assessment (BCA) program. Tracking the assets in poor and critical condition enables data driven decisions to reduce facility risk. We forecast the percentage of facilities in poor and critical condition will increase as our assets age. To prevent this percentage from increasing, we plan to strategically target capital investment in life safety and critical building systems to minimize service disruptions.



Performance Measure 3

Time to fill

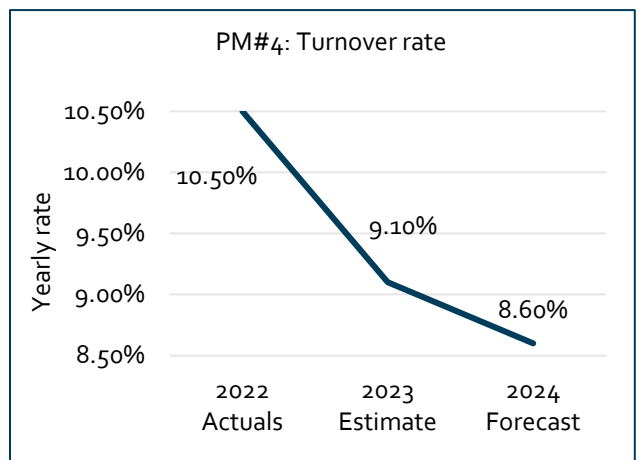
The ability to attract people to our organization is measured by the time it takes us to fill vacant positions. Timely recruitment of qualified candidates ensures the organization can deliver services to our citizens. Several initiatives have been implemented in 2023 that are expected to reduce the recruitment days in 2024.



Performance Measure 4

Turnover rate

The ability to retain staff is measured by analyzing our total turnover rates. Multiple initiatives have been implemented in 2023, as well as a new CUPE collective agreement, which should result in reduced staff turnover in 2024.

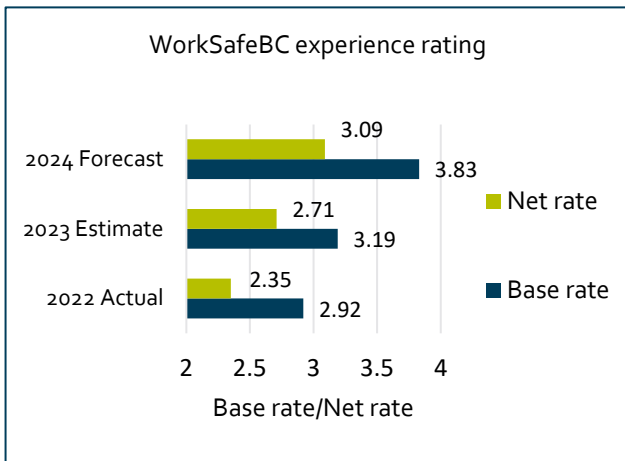


Measuring performance:

Performance Measure 5

WorkSafeBC experience rating

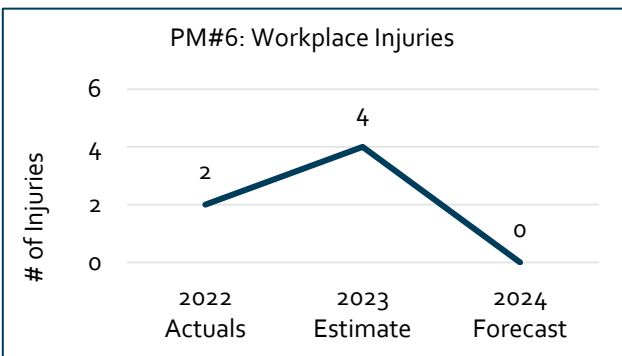
Experience rating is an adjusting percentage applied to the WorkSafeBC insurance base rate of the classification unit (CU) the City of Kelowna belongs to, Local Government and Related Operations. Each year WorkSafeBC calculates a base rate, which reflects the historical cost of injuries in your industry. An experience rating discount or surcharge, based on your firm’s health and safety record, is then applied to determine your net rate. Maintaining a negative experience rating means the corporation receives a deduction to the assessable amount. It also reflects that minimizing time loss injury claims and ensuring our employees return home each day healthy and safe is a corporate priority.



Performance Measure 6

Workplace injuries

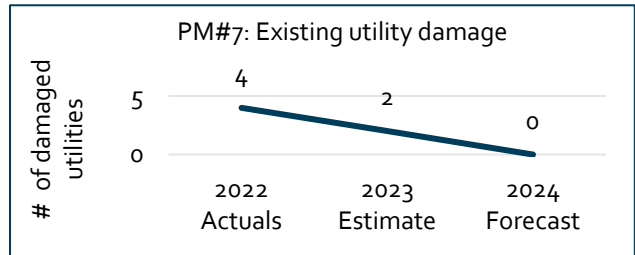
Our internal construction crew completes all work as safely as possible, with respect to preventing workplace injuries. Additional precautions and messaging are implemented after reviewing incidents that occur. Our goal always is to have zero workplace injuries.



Performance Measure 7

Existing utility damage

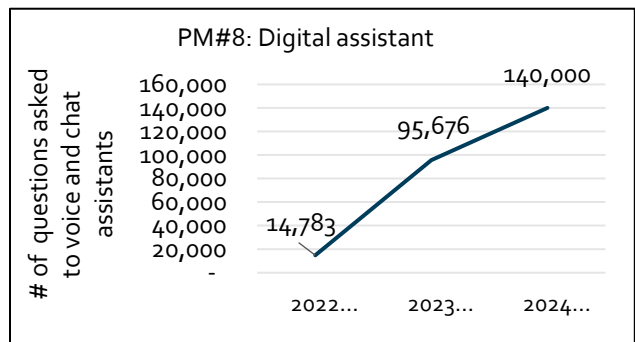
Our internal construction crew completes all work as safely as possible, with respect to avoiding damage to existing utilities.



Performance Measure 8

Digital assistant

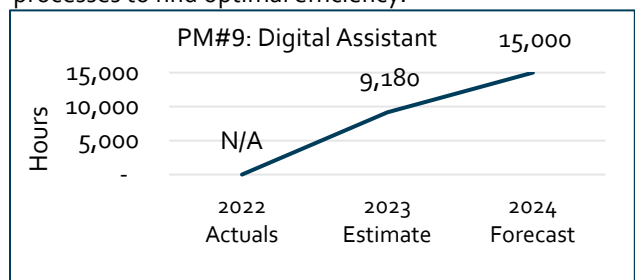
The City invests in technology such as chat bots and voice assistants to improve customer service, for example allowing residents to access information 24/7. Reducing the staff time spent answering routine information requests creates efficiencies in City operations.



Performance Measure 9

Automated hours

The number of hours automated on processes that are completed by employees. This is part of our Digital Transformation strategy and assessment digital transformation strategy focuses on automating processes to find optimal efficiency.



Measuring performance:

Performance Measure 10

Communication Channels

Communications delivers strategy and tactics to help citizens learn about City programs, services and initiatives. The growth of the City’s communication channels signals that citizens and interested parties value the information provided by the City and the City invests in the optimal channels to reach its audiences.

<i>\$ thousands</i>	2020	2021	2022	2023 YTD
Website Sessions	3,194	2,716	3,723	4,291
Total Social Media Followers	80	89	96	120
Email Subscribers	44	61	64	98
Get Involved Registered users	2	4	8	10
Total	3,320	2,869	3,892	4,519

Performance Measure 11

Financial Indicators

Key annual financial health indicators compare to benchmarks as well as other municipalities throughout the province, specifically those with populations over 100K as well as within the Okanagan. The comparative data is provided by the province and is updated to 2022. The ratios presented for Kelowna are also from 2022. The key annual financial health indicators used are:

- Tax burden per capita: Measures property taxation revenue collected per City of Kelowna citizen.
- Debt level per capita: Measures how much debt the City of Kelowna has per citizen.
- Annual surplus per capita: Measures the City’s annual surplus per citizen. This metric indicates opportunity to add service capacity within existing taxation levels.

Financial Services Performance Measures	Kelowna	Comparators	
		Pop> 100k	Okanagan
Tax Burden Per Capita	● \$2,681	\$2,902	\$2,340
Debt Level Per Capita	● \$474	\$669	\$630
Annual Surplus Per Capita	● \$606	\$836	\$478



2024 Activities by priority:

Affordable Housing

- Land acquisition for affordable housing projects.
- Develop and implement a new below market housing model.

Homelessness

- Work with partners to identify a site that is suitably located and zoned for Kelowna's first purpose-built shelters.

Climate & Environment

- Annual energy modernization program to identify inefficient systems within facilities and modernized them with GHG and energy reduction projects.
- High performance building policy development to ensure all new buildings and major renovations are energy efficient.

Our People

- Diversity Equity and Inclusion Strategy implementation
- Review and update annual performance review procedures.

Digital Transformation

- Expansion of chat bots to improve external customer service.
- Replacement of legacy planning and development software system to improve external customer service and streamline process.
- Single sign-on that provides users a one-stop-shop to access all their city accounts.
- Use AI to streamline internal processes.

Active Financial Management

- Continued development of KPIs, focus on benchmarking, and public-facing services dashboard
- Presenting capital as part of Service Areas for 2025
- Implementation of multi-year budgeting in operating & capital
- Formalize process & strategy for budget redeployment
- Enhanced quarterly financial reporting for internal use
- More rigorous fee review

Base Business

- Business continuity plan updates
- Cybersecurity
- Engagement on neighborhood plans
- Facilities preventative maintenance program
- Facility capital renewal planning software
- Parkland acquisition and planning
- Utilities facilities capital renewal plan



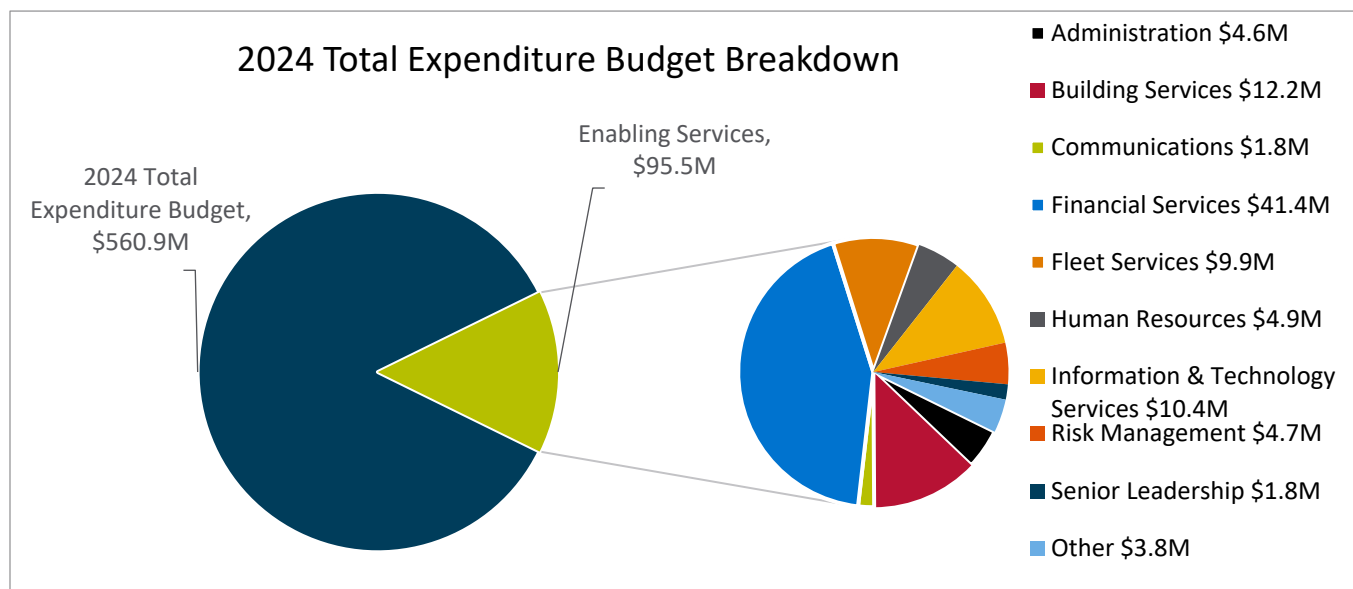
2023 Key accomplishments:

- Implementation of Service Based Budgeting
- Expanded use of Chatbots for increased efficiency and service levels
- 2023 GFOA Budget Award Recipient
- Public reporting dashboards on community priorities and major plans
- 2023 IABC Gold Quill Award Recipient for Communications Excellence
- Supported numerous functions at the Emergency Operations Centre during a significant month-long activation
- Approval to move the Building a Stronger Kelowna initiative forward
- Acquisition of DCC Park properties in excess of \$28M
- Submitted application for 68 affordable housing units on city land via Provincially led Community Housing Fund
- Coordinated implementation of an innovative housing model (Tiny Home village) on City lands

Continuous improvements:

- Continued development of KPIs & focus on benchmarking
- Implementation of multi-year budgeting in operating & capital
- Formalize process & strategy for budget redeployment
- Enhanced quarterly financial reporting for internal use
- More rigorous fee review
- Aligning asset renewal and energy management for capital planning
- Advocate for development of purpose-built Complex Needs facility on city lands
- Identify site for the delivery of a new purpose-built shelter in conjunction with BC Housing
- Develop and implement strategy to deliver additional market and non-market housing units on City lands with support from the federal government’s Housing Accelerator Fund
- Continue to pursue effective and collaborative procurement strategies for delivering capital projects to ensure the best value for the City

Budget overview:

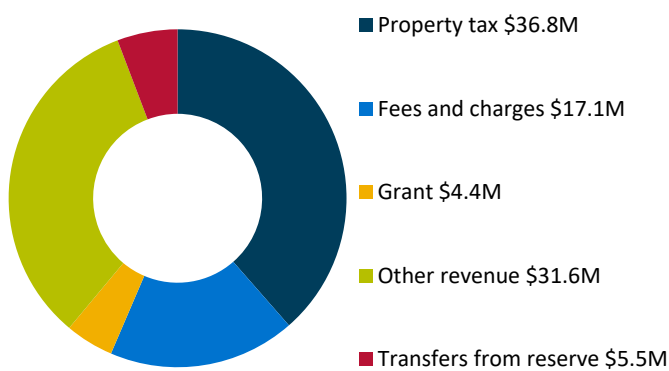


Operating budget needed to achieve results (\$ thousands):

Note: Totals may not add due to rounding

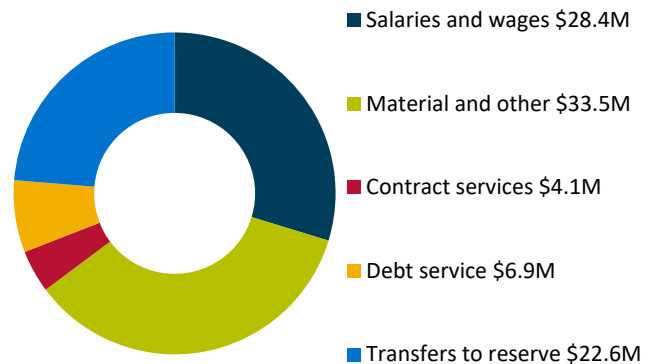
	Actual 2022	Revised 2023	Annualized Budget	Maintaining Service	Enhancing Service	Preliminary 2024
Revenue budget:						
Property tax	45,693	34,593	2,086	204	(64)	36,819
Fees and charges	16,538	14,265		2,834		17,099
Grant	5,345	4,513	(82)			4,431
Other revenue	32,495	31,878	(315)	(33)	105	31,634
Transfers from reserve	12,471	7,233	(3,587)	1,304	578	5,528
Total revenue budget	112,541	92,482	(1,898)	4,309	618	95,511
Expenditure budget:						
Salaries and wages	25,888	26,031	150	1,947	283	28,411
Material and other	33,734	33,037	(3,587)	3,143	879	33,473
Contract services	3,038	3,637		447		4,083
Debt service	8,238	6,662	232	28		6,922
Transfers to reserve	41,643	23,116	1,307	(1,256)	(544)	22,622
Enabling allocation						0
Total Expenditure budget	112,541	92,482	(1,898)	4,309	618	95,511
Operating FTE positions:						
Management	80.4	84.7	1.1	1.2	1.0	88.0
Union hourly	42.9	39.9	0.5	(1.1)	0.5	39.8
Union salary	118.0	129.7	1.0	2.0	1.0	133.7
Total operating FTE positions	241.3	254.3	2.6	2.1	2.5	261.5

Funding strategy



Total \$95.5M

Expenditure by type



Total \$95.5M

Note: Totals may not add due to rounding

2024 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Enabling Services - Priority 1										
271	Maintain	Strategic Land Development Projects	OT	100,000	(100,000)	0	0	0	0	0
271	Maintain	Building Routine Maintenance Materials & Supplies Increase	OG	300,000	0	0	0	0	0	(300,000)
272	Maintain	Furniture & Equipment - City Hall & Police Services Building	OT	113,000	(73,000)	0	0	0	0	(40,000)
272	Maintain	Public Art Maintenance	OG	50,000	0	0	0	0	0	(50,000)
273	Maintain	Fleet Repair Garage - Hardy St. Facility Upgrades	OG	50,000	(50,000)	0	0	0	0	0
273	Maintain	Asset Management Program	OG	328,300	(268,300)	0	0	0	(11,400)	(48,600)
274	Maintain	Term Position to Full-Time Safety Advisor	OG	60,800	0	0	0	0	0	(60,800)
274	Maintain	Financial Services Internal Audit	OG	66,400	(66,400)	0	0	0	0	0
275	Maintain	Infrastructure Delivery	OG	55,800	0	0	0	0	0	(55,800)
275	Maintain	Term Position to Full-Time Health & Wellness Advisor	OG	51,600	0	0	0	0	0	(51,600)
276	Maintain	Administrative Clerk Position Change PT to FT	OG	32,300	0	0	0	0	0	(32,300)
276	Maintain	Bridge Rehabilitation and Inspections	OG	22,000	0	0	0	0	0	(22,000)
277	Maintain	Microsoft Solutions	OG	195,000	0	0	0	0	0	(195,000)
277	Maintain	Security Contract Increases & Inflation	OG	200,000	0	0	0	0	0	(200,000)
278	Maintain	Cyber Security and Disaster Recovery	OG	561,000	(350,000)	0	0	0	0	(211,000)
278	Maintain	Employee Development Scholarship Program	OG	20,000	0	0	0	0	0	(20,000)
279	Maintain	Artificial Intelligence (AI) Program	OG	360,000	(320,000)	0	0	0	0	(40,000)
279	Enhance	Strategic Land Development Manager Position	OG	68,000	0	0	0	0	0	(68,000)
280	Enhance	Legacy Application Replacement	OG	220,000	(100,000)	0	0	0	0	(120,000)
280	Enhance	UBC Centre of Excellence Partnership	OG	175,000	0	0	0	0	0	(175,000)
281	Enhance	Cook Rd Boat Launch Dredging	OG	150,000	(150,000)	0	0	0	0	0
281	Enhance	Building Planning Manager Position	OG	71,100	0	0	0	0	0	(71,100)
282	Enhance	Parks Masterplan	OT	75,000	(75,000)	0	0	0	0	0
282	Enhance	Front Line Service Staff - Trauma Informed/De-escalation Training	OG	10,000	0	0	0	0	0	(10,000)
283	Enhance	City Protection Officer Ongoing Full-Time Position	OG	127,800	(127,800)	0	0	0	0	0
283	Enhance	Diversity, Equity & Inclusion	OG	100,000	(70,000)	0	0	0	0	(30,000)
284	Enhance	Voice and Chatbot Testing and Integrations	OT	55,000	(55,000)	0	0	0	0	0
Service Area Priority 1 Total				3,618,100	(1,805,500)	0	0	0	(11,400)	(1,801,200)

The operating requests listed below are operating impacts linked to a capital request, and are presented with the associated capital request in the capital section.

Operating linked to capital Priority 1

Page	Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
328	Maintain	Growth Vehicles	OG	216,300	0	0	0	0	0	(216,300)
Operating linked to capital Priority 1 Total				216,300	0	0	0	0	0	(216,300)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Maintain 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.

Expected Completion: Dec 2024

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	100,000	(100,000)	0	0	0	0	0	0

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Building Routine Maintenance Materials & Supplies Increase		PRELIMINARY

Justification:

Additional budget is requested to better meet preventative maintenance objectives, reduce deferred maintenance, avoid costly renewals, and maintain service levels. The National Research Council recommends 1%-2% budget allocation for materials and supplies for ongoing routine maintenance and repair for public facilities.

2024 Base Budget: \$1.038M

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	300,000	0	0	0	0	0	0	(300,000)
2025	300,000	0	0	0	0	0	0	(300,000)
2026	300,000	0	0	0	0	0	0	(300,000)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Maintain ONE-TIME
Title:	Furniture & Equipment - City Hall & Police Services Building		PRELIMINARY

Justification:

Budget is requested for workstations and other furniture to support new staff positions in City Hall and Kelowna Police Services Building. With recent increases in RCMP officers and City support staff, the Kelowna Police Services Building has reached its current maximum capacity. A design study has identified additional workstations that can be achieved over the next five years in the existing building through minor reconfigurations, and this will meet the predicted growth demand over that period. A subsequent expansion of the Police Services Building is identified (as a P2) in the Ten-year Capital Plan. Budget is also requested to design a solution to some major operational, safety and ergonomic issues associated with the front counter in accordance with Police standards.

Expected Completion: Dec 2024

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	113,000	(73,000)	0	0	0	0	0	(40,000)

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Public Art Maintenance		PRELIMINARY

Justification:

The Public Art permanent collection contains 70 pieces across the City in a wide variety of media. The portfolio however does not have an annual maintenance budget, and has relied on other maintenance budgets. Budget is requested to establish a regular maintenance regime in order to protect the value of these assets.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	50,000	0	0	0	0	0	0	(50,000)
2025	50,000	0	0	0	0	0	0	(50,000)
2026	50,000	0	0	0	0	0	0	(50,000)

2024 Operating Request Details

Service Area: Enabling Services Priority: 1 Maintain ON-GOING

Title: Fleet Repair Garage - Hardy St. Facility Upgrades PRELIMINARY

Justification:

Budget is requested to fund facility upgrades to the aging Fleet Repair shop space. Upgrades will consist of safety and technology improvements, including shop lighting and ventilation systems. \$150,000 is requested over three years (2024-2026).

Expected Completion: Dec 2026

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	50,000	(50,000)	0	0	0	0	0	0
2025	50,000	(50,000)	0	0	0	0	0	0
2026	50,000	(50,000)	0	0	0	0	0	0

Service Area: Enabling Services Priority: 1 Maintain ON-GOING

Title: Asset Management Program PRELIMINARY

Justification:

The recently implemented corporate asset management system (Cityworks) has approximately 700 users from 28 business areas across the City who maintain the City's infrastructure assets valued at \$5B. Budget is requested for two Asset Management Coordinators and three-years of increased consulting services to enhance the use of this system. Coordinators will work with business areas to develop dashboards and system improvements that will improve operational efficiency and support data driven decisions and service-based budgeting. Costs will be shared between the Water and Wastewater Utilities, Solid Waste, the capital program, and the future redeployment of an existing position.

Strategic Direction: Digital Transformation - Data is used to inform decision making

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	328,300	(268,300)	0	0	0	0	(11,400)	(48,600)
2025	402,600	(286,300)	0	0	0	0	(22,400)	(93,900)
2026	402,600	(286,300)	0	0	0	0	(22,400)	(93,900)

2024 Operating Request Details

Service Area: Enabling Services Priority: 1 Maintain ON-GOING
 Title: Term Position to Full-Time Safety Advisor PRELIMINARY

Justification:

Budget is requested for a full-time Safety Advisor. This existing position has been funded for the last two years from the COR reserve and is essential to meet complex regulated occupational safety requirements and support the city management team in their efforts to reduce workplace injuries and occupational disease.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	60,800	0	0	0	0	0	0	(60,800)
2025	115,500	0	0	0	0	0	0	(115,500)
2026	115,500	0	0	0	0	0	0	(115,500)

Service Area: Enabling Services Priority: 1 Maintain ON-GOING
 Title: Financial Services Internal Audit PRELIMINARY

Justification:

The Financial Services Internal Audit branch delivers the value for money and continuous monitoring programs, both of which reduce financial risk and the potential for misappropriation of City assets. Increased investment in these programs is expected to provide significant value to the City of Kelowna. Budget is requested to add a two-year term Financial Analyst Internal Auditor position, and one-year increased training budget for internal audit staff to gain certification, to demonstrate this value. Staff will return to Council at the end of this trial to present results so Council can have confidence before approving the investment ongoing.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	66,400	(66,400)	0	0	0	0	0	0
2025	115,600	(115,600)	0	0	0	0	0	0
2026	0	0	0	0	0	0	0	0

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Infrastructure Delivery		PRELIMINARY

Justification:

Increased delivery of capital projects is a priority of Council and the Corporation, and the 10-Year Capital Plan is indicating a significant increase in building construction, replacement, renovation, retrofit and repair projects over the next ten years. To enable the successful delivery of these projects, budget is requested for the addition of one Senior Project Manager and one Project Technician for the Infrastructure Delivery team. The positions will be funded 80 per cent from capital projects and 20 per cent from operating projects.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	55,800	0	0	0	0	0	0	(55,800)
2025	54,800	0	0	0	0	0	0	(54,800)
2026	54,800	0	0	0	0	0	0	(54,800)

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Term Position to Full-Time Health & Wellness Advisor		PRELIMINARY

Justification:

Budget is requested for full-time a Health & Wellness Advisor. This existing position has been funded for the last two years from our CoR funding and has proved to be a necessity in supporting managers and staff with occupational and non-occupational absences. This position supports staff with workplace accommodations, return to work after illness/injury, and is our key liaison for claim adjudication for our staff, managers, and benefit providers.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	51,600	0	0	0	0	0	0	(51,600)
2025	102,400	0	0	0	0	0	0	(102,400)
2026	102,400	0	0	0	0	0	0	(102,400)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Administrative Clerk Position Change PT to FT		PRELIMINARY

Justification:

Increases in scope of base operations and more support for team members require more clerical hours.

Examples include:

- Increased Security demand, CCTV review and export, Security Card Access requests, etc.
- Increased incident/claim demands
- Increase in time-sensitive tasks (such as development and collaboration of Extreme Weather Response plans)

Budget is requested to change the position from current Part-Time Permanent to Full-Time Permanent.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	32,300	0	0	0	0	0	0	(32,300)
2025	32,300	0	0	0	0	0	0	(32,300)
2026	32,300	0	0	0	0	0	0	(32,300)

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Bridge Rehabilitation and Inspections		PRELIMINARY

Justification:

Additional funds are requested to ensure the safety and longevity of the City's 40 vehicle bridges and 69 pedestrian bridges. Many of these bridges are showing signs of age and decay. The most efficient way to reduce repair and replacement costs is to identify and remedy issues before they become serious. The recommended bridge inspection program provides inspections annually with detailed inspections every five years. For some bridges nearing end of life, detailed inspections are required more often.

2024 Base Budget: \$68k

Strategic Direction:	Transportation - Traffic safety management is increasing							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	22,000	0	0	0	0	0	0	(22,000)
2025	22,000	0	0	0	0	0	0	(22,000)
2026	22,000	0	0	0	0	0	0	(22,000)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Microsoft Solutions		PRELIMINARY

Justification:

The City is progressing in its efforts to use technology to find efficiencies and use data to make better more informed decisions, as well as expanding mobile offerings. Microsoft offers solutions to support these efforts. Safeguarding digital assets and information outside the physical office environment requires robust technology. To ensure compliance with regulations, records management, and to safeguard sensitive data, budget is requested for Microsoft specific licenses for security features that protect digital transformation. As the new digital world is cloud-based in its offering, budget is also requested to move to the Microsoft Cloud Data Centre. This change will reduce future hardware costs while continuing to provide IT infrastructure services as a required.

Strategic Direction: Digital Transformation - Digital tools make it easier to do business with the City

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	195,000	0	0	0	0	0	0	(195,000)
2025	235,000	0	0	0	0	0	0	(235,000)
2026	235,000	0	0	0	0	0	0	(235,000)

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Security Contract Increases & Inflation		PRELIMINARY

Justification:

Local labour market for security personnel has changed resulting in increased staffing costs. Additionally, the City of Kelowna is continuing to require higher level of service from our Security contractors resulting in more training and additional contract costs.

2024 Base Budget: \$1.1M

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	200,000	0	0	0	0	0	0	(200,000)
2025	200,000	0	0	0	0	0	0	(200,000)
2026	200,000	0	0	0	0	0	0	(200,000)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Cyber Security and Disaster Recovery		PRELIMINARY

Justification:

Cyber security and backup and disaster recovery are crucial for the City as they ensure the preservation and continuity of essential data and operations, as well as safeguarding web domains, databases, and cloud systems. These securities shields against data breaches, and malicious attacks, ensuring the integrity, confidentiality, and availability of digital assets. Budget is requested to adopt a service model for backup and disaster recovery that will provide expert guidance, access to cutting-edge technologies, and round-the-clock support from experienced professionals, ensuring that data is protected against unforeseen events. Budget is further requested for investment in cyber security software that provides proactive defense, vulnerability assessments, and encryption protocols to combat evolving cyber threats.

Strategic Direction:	Digital Transformation - Digital tools make it easier to do business with the City							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	561,000	(350,000)	0	0	0	0	0	(211,000)
2025	480,000	0	0	0	0	0	0	(480,000)
2026	480,000	0	0	0	0	0	0	(480,000)

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Employee Development Scholarship Program		PRELIMINARY

Justification:

The Employee Scholarship program is designed to encourage and provide partial funding to staff closing education gaps required for career path and succession planning positions. This program supports the City's engagement and succession planning practices while increasing staff retention. Since 2021 an average of 44 staff applies annually, and the annual funding amount requested is more than double the annual budget, which funds 50% or 75% of tuition costs. Education providers have increased costs in the past 5 years. This program aligns with our Corporate priority of Leadership Everywhere by supporting staff development on a wide variety of city business related education. Highly engaged staff service citizens better as indicated by engagement research.

Strategic Direction:	Our People - Employees in all positions have more opportunities to improve their leadership							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	20,000	0	0	0	0	0	0	(20,000)
2025	20,000	0	0	0	0	0	0	(20,000)
2026	20,000	0	0	0	0	0	0	(20,000)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Maintain ON-GOING
Title:	Artificial Intelligence (AI) Program		PRELIMINARY

Justification:

Automating the City's understanding process with AI is crucial for accelerated efficiency gains. Next-generation technologies like machine learning and data analytics enable swift analysis of vast amounts of data. Real-time data integration allows rapid decision-making, enhancing emergency response and public services. Budget is requested for implementation and organizational change management, as well as AI prompt training to empower staff to effectively collaborate with AI systems and utilize the capabilities. Training in these technologies will equip superusers with advanced artificial intelligence and cloud computing skills. This program fosters agility, accelerates digital transformation, and ensures the city remains at the forefront of technological advancements, driving positive outcomes for stakeholders.

Expected Completion: Dec 2024

Strategic Direction: Digital Transformation - Digital tools make it easier to do business with the City

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	360,000	(320,000)	0	0	0	0	0	(40,000)
2025	40,000	0	0	0	0	0	0	(40,000)
2026	0	0	0	0	0	0	0	0

Service Area:	Enabling Services	Priority: 1	Enhance ON-GOING
Title:	Strategic Land Development Manager Position		PRELIMINARY

Justification:

Staff actively pursue federal and provincial grants, including the Housing Accelerator Fund via CMHC. The fund is earmarked for \$15M to aid Kelowna in acquiring land for affordable housing. To manage increased work from this, budget is requested for a second Strategic Land Development Manager. This aids in land acquisition, leasing, and partnership management with housing operators.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	68,000	0	0	0	0	0	0	(68,000)
2025	132,700	0	0	0	0	0	0	(132,700)
2026	132,700	0	0	0	0	0	0	(132,700)

2024 Operating Request Details

Service Area: Enabling Services Priority: 1 Enhance ON-GOING
 Title: Legacy Application Replacement PRELIMINARY

Justification:

Retiring legacy applications and replacing them with modern legacy apps enhances cyber security by addressing outdated vulnerabilities, implementing current best practices, and ensuring compatibility with contemporary security tools. Modern applications leverage next-generation technologies, enabling seamless integration, increased security, improved performance, and enhanced user experiences. They enhance citizen services, streamline operations, and foster digital transformation. Projects in 2024 include the replacement of the Bylaw Records Management System to optimize City operations, enhance public service delivery, and contribute to a well-organized and secure urban environment.

Strategic Direction: Digital Transformation - Digital tools make it easier to do business with the City

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	220,000	(100,000)	0	0	0	0	0	(120,000)
2025	120,000	0	0	0	0	0	0	(120,000)
2026	120,000	0	0	0	0	0	0	(120,000)

Service Area: Enabling Services Priority: 1 Enhance ON-GOING
 Title: UBC Centre of Excellence Partnership PRELIMINARY

Justification:

Budget is requested to further leverage the City's partnership with the University of British Columbia Okanagan (UBCO) by delivering on a greater number of applied research projects, which will help achieve Council and Corporate Priorities. The existing City-UBCO Collaboration Committee has shown success with its existing model (5 current projects underway), and both parties wish to grow this opportunity by creating a Center for Excellence to achieve even greater success. Innovation, in four strategic theme areas will govern the work: (1) Waste Reduction/Management (2) Sustainable Urban Living (3) Climate Resiliency (4) Homelessness. This opportunity will be jointly funded and resourced with UBCO and funds will be further leveraged through external partnerships and grants.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	175,000	0	0	0	0	0	0	(175,000)
2025	175,000	0	0	0	0	0	0	(175,000)
2026	175,000	0	0	0	0	0	0	(175,000)

2024 Operating Request Details

Service Area: Enabling Services Priority: 1 Enhance
ON-GOING
 Title: Cook Rd Boat Launch Dredging PRELIMINARY

Justification:

Budget is requested for the dredging of the Cook Road boat launch. Costs have been submitted which reflect the actual contracted costs of the 2022/2023 dredging operations.

Strategic Direction: Climate & Environment - Protect and restore natural areas

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	150,000	(150,000)	0	0	0	0	0	0
2025	150,000	(150,000)	0	0	0	0	0	0
2026	150,000	(150,000)	0	0	0	0	0	0

Service Area: Enabling Services Priority: 1 Enhance
ON-GOING
 Title: Building Planning Manager Position PRELIMINARY

Justification:

The Building Planning department is responsible for directing the physical spaces of the organization and ensures they support its strategic goals. The department conducts long-term and short-term planning for the facilities, based on the current and projected needs of the organization. The department evaluates the feasibility, cost, and impact of various projects, and prioritizes them according to the available budget and resources. The department also coordinates with other departments and stakeholders to ensure that the facilities meet their requirements and expectations. The ten-year capital plan identifies a number of significant building projects that require greater attention of a dedicated manager to this area.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	71,100	0	0	0	0	0	0	(71,100)
2025	137,500	0	0	0	0	0	0	(137,500)
2026	137,500	0	0	0	0	0	0	(137,500)

2024 Operating Request Details

Service Area: Enabling Services Priority: 1 Enhance ONE-TIME
 Title: Parks Masterplan PRELIMINARY

Justification:

The Parks Masterplan is a multi-stage document prepared over several years, to plan the growth and development of a diverse parks portfolio to meet the needs of our growing community. An additional budget of \$75k is requested for the final phase, to cover increased costs incurred during that time. The final stage will be the implementation plan, costing and funding sources.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	75,000	(75,000)	0	0	0	0	0	0

Service Area: Enabling Services Priority: 1 Enhance ON-GOING
 Title: Front Line Service Staff - Trauma Informed/De-escalation Training PRELIMINARY

Justification:

Budget is requested for frontline staff who are subject to dealing with difficult and sensitive situations involving members of the public that are dealing with substance abuse or mental health conditions. This is a formal extension of the Supporting Frontline Staff project.

Strategic Direction: Homelessness - Reduce social impacts from poverty, substance use and mental health

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	10,000	0	0	0	0	0	0	(10,000)
2025	10,000	0	0	0	0	0	0	(10,000)
2026	10,000	0	0	0	0	0	0	(10,000)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Enhance ON-GOING
Title:	City Protection Officer Ongoing Full-Time Position		PRELIMINARY

Justification:

The City has piloted an in-house security resource to support staff safety and protection of assets. This position has already proven highly valuable, enabling staff to better perform their work in the field in a safer manner, as well as responding to security incidents involving City assets and property. Budget is requested to change the position to Full-Time Permanent. One vehicle is required for this position, purchase budget is included in this request and will be transferred to the capital program upon Council approval 2024.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	127,800	(127,800)	0	0	0	0	0	0
2025	97,100	0	0	0	0	0	0	(97,100)
2026	97,100	0	0	0	0	0	0	(97,100)

Service Area:	Enabling Services	Priority: 1	Enhance ON-GOING
Title:	Diversity, Equity & Inclusion		PRELIMINARY

Justification:

The City completed a Diversity, Equity and Inclusion Strategic plan in 2022. The plan includes 28 projects to be implemented over 5 years which will ensure the City has an equitable and inclusive work environment. The DEI Strategic Plan will help to ensure the City is able to attract and retain a diverse workforce that is representative of the citizens we serve. This budget is to fund Action Plan items including Policy Updates, communication, the development of an Employee Assistance Line and changes to the Corporate Training Strategy.

Strategic Direction:	Our People - Employees in all positions have more opportunities to improve their leadership							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	100,000	(70,000)	0	0	0	0	0	(30,000)
2025	30,000	0	0	0	0	0	0	(30,000)
2026	30,000	0	0	0	0	0	0	(30,000)

2024 Operating Request Details

Service Area:	Enabling Services	Priority: 1	Enhance ONE-TIME
Title:	Voice and Chatbot Testing and Integrations		PRELIMINARY

Justification:

Testing the artificial intelligence powered 311 service for the City is crucial. Rigorous testing ensures the solution's reliability, accuracy, and performance. Thoroughly examining different scenarios, data inputs, and user interactions helps identify and rectify potential issues. Integration testing validates seamless connectivity with existing systems and infrastructure. User acceptance testing ensures a smooth and intuitive experience for citizens. Load testing evaluates the solution's scalability and response times under heavy usage. By prioritizing comprehensive testing, the City can confidently deploy a robust and efficient 311 service, delivering accurate and timely assistance to its residents.

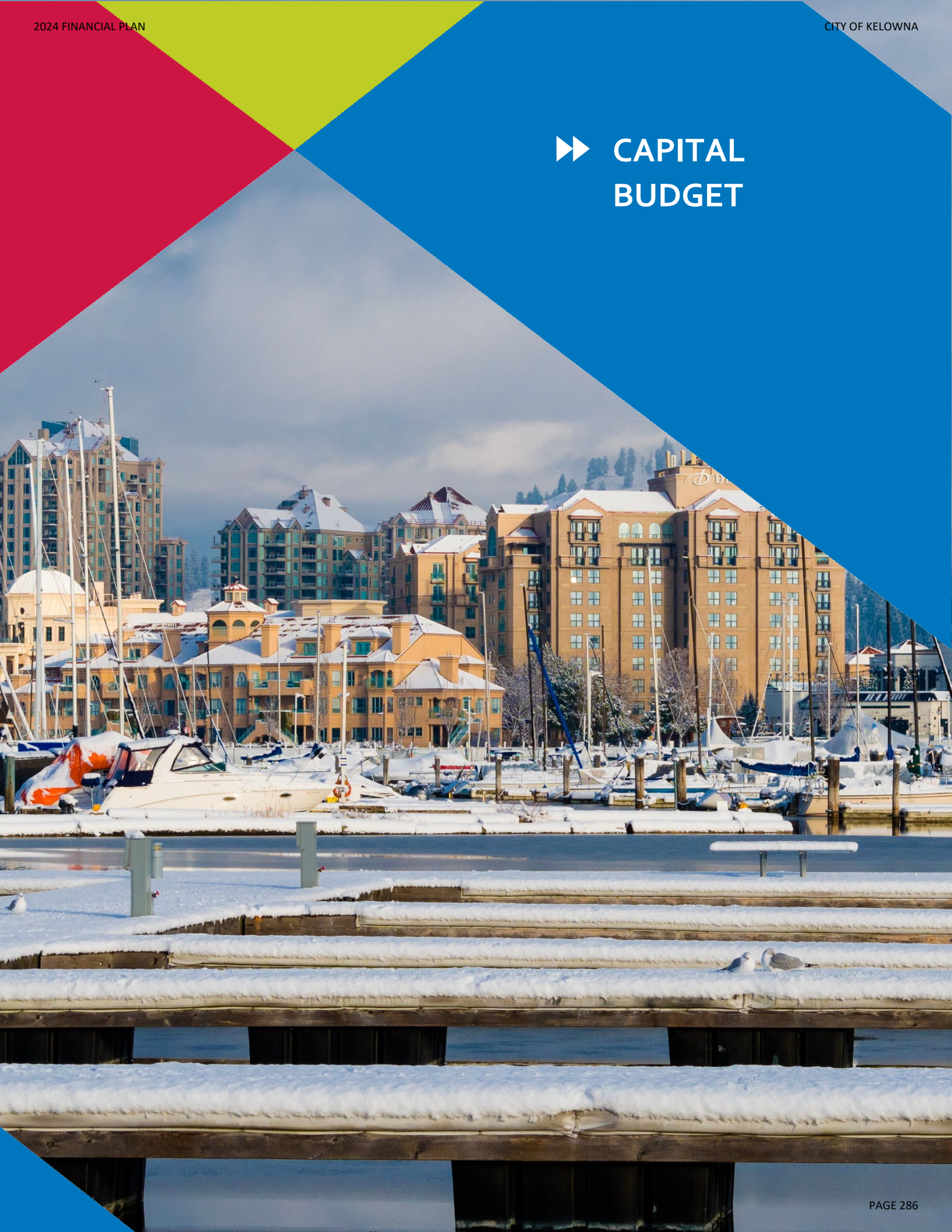
Expected Completion: Dec 2024

Strategic Direction:	Digital Transformation - Digital tools make it easier to do business with the City							
	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	55,000	(55,000)	0	0	0	0	0	0

2024 Operating Requests
Preliminary Budget
Summary - General Fund

Type	Description	Cat.	Cost	Reserve	Borrow	Grant	Revenue	Utility	Taxation
Enabling Services - Priority 2									
Enhance	Building Operator Position	OG	126,900	0	0	0	0	0	(126,900)
Service Area Priority 2 Total			126,900	0	0	0	0	0	(126,900)

▶▶ CAPITAL
BUDGET



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 2023 – 2032.

The City of Kelowna's capital structure includes twelve capital cost centres: Airport, Fire Equipment, Information Services, Real Estate & Parking, Buildings, Parks, Vehicles & 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.



At the top right-hand side of each 2024 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 will be transferred to the capital program upon Council approval.

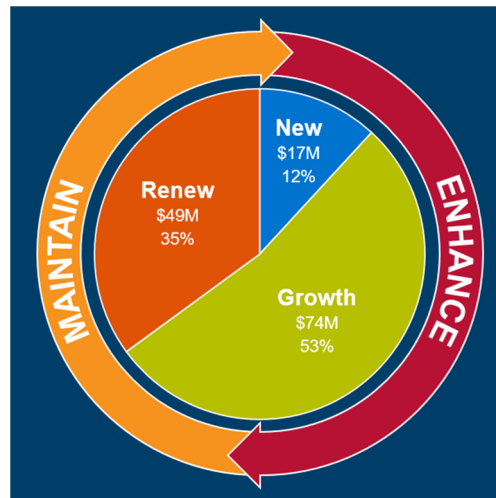
Capital investment focuses on renewing existing assets, meeting the needs of a growing community, and new infrastructure to support enhanced or improved services. Capital requests are divided into three categories: Renewal, Growth and New. The category assigned to each capital request can be found in the upper right corner of its justification.

The 2024 capital requests total \$140 million. Of this, growth-related projects total \$74 million or 53 per cent, asset renewal projects total \$49 million or 35 per cent, and new infrastructure projects total \$17 million or 12 per cent.

Capital by Infrastructure Cost Centre

Many times, Capital projects span multiple years as the project is planned, designed, and constructed. For 2024, the Capital Program is being presented including the expected future budget commitments in the following four years related to the 2024 projects as presented in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year. This presentation gives the reader a better understanding of full project costs and the anticipated delivery schedule.

The 2024 Capital Program is a \$549.6 million dollar plan of which \$140.1 million is being requested for in 2024. This includes all funds.



<i>\$ thousands</i>	2024	2025	2026	2027	2028	Total
Airport	9,805	3,410	0	0	0	13,215
Building	20,245	91,630	80,830	43,200	0	235,905
Fire	631	0	0	0	0	631
Information Services	1,133	0	0	0	0	1,133
Parks	27,849	33,950	22,200	8,200	0	92,199
Real Estate and Parking	3,146	0	0	0	0	3,146
Solid Waste	12,450	11,250	0	5,000	3,750	32,450
Storm Drainage	8,020	7,382	8,371	1,538	0	25,311
Transportation	20,199	31,997	18,294	4,200	0	74,691
Vehicle & Mobile Equipment	7,317	0	0	0	0	7,317
Wastewater	20,688	8,118	3,179	5,786	0	37,771
Water	8,628	6,859	0	0	0	15,487
Total priority 1 requests	140,111	194,596	132,874	67,924	3,750	539,255
Building	10,235	10,080	8,060	0	0	28,375
Parks	500	0	0	0	0	500
Total priority 2 requests	10,735	10,080	8,060	0	0	28,875

The following table provides a summary of the priority one and priority two 2024 capital requests by infrastructure cost centre, along with the funding sources, including taxation, reserves, borrowing, grant funding, external contributions and utility funds (user fees).

<i>\$ thousands</i>	Asset	Reserve	Borrow	Fed/Prov	Contribution	Utility	Taxation
Priority 1							
Airport	9,805	9,805	0	0	0	0	0
Building	20,245	12,803	3,878	0	0	0	3,564
Fire	631	631	0	0	0	0	0
Information Services	1,133	0	0	0	50	0	1,083
Parks	27,849	22,826	1,481	0	0	0	3,542
Real Estate & Parking	3,146	1,896	0.0	0	0	0	1,250
Solid Waste	12,450	12,450	0.0	0	0	0	0
Storm Drainage	8,020	4,021	0.0	2,680	0	0	1,319
Transportation	20,199	15,547	553.0	0	391	0	3,709
Vehicle & Mobile Equipment	7,317	7,076	0.0	0	0	241	0
Wastewater	20,688	10,856	0.0	0	56	9,777	0
Water	8,628	1,978	0.0	0	150	6,500	0
Total Priority 1	140,111	99,889	5,912	2,680	647	16,518	14,467
Priority 2							
Building	10,235	0	0	2,015	0	0	8,220
Parks	500	0	0	0	0	0	500
Total Priority 2	10,735	0	0	2,015	0	0	8,720
Total Requests	150,846	99,889	5,912	4,695	647	16,518	23,187

Note: Totals may not add due to rounding

General Fund

The 2024 Financial Plan includes 80 General Fund Priority one (P1) requests that total \$101M of which \$14.5M is requested to be funded from taxation. 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 4 Priority two (P2) General Fund requests that are included for Council's consideration totaling \$10.7M of which \$8.7M is requested from taxation. P2 requests are not included in summary totals.

Airport Fund

The number of passengers that fly through Kelowna International Airport is continuing to grow with an estimated 2 million passengers in 2023. The 2024 Airport capital ask totals \$9.8M and focuses on growth. There are no P2 capital requests for the Airport.

Water Fund

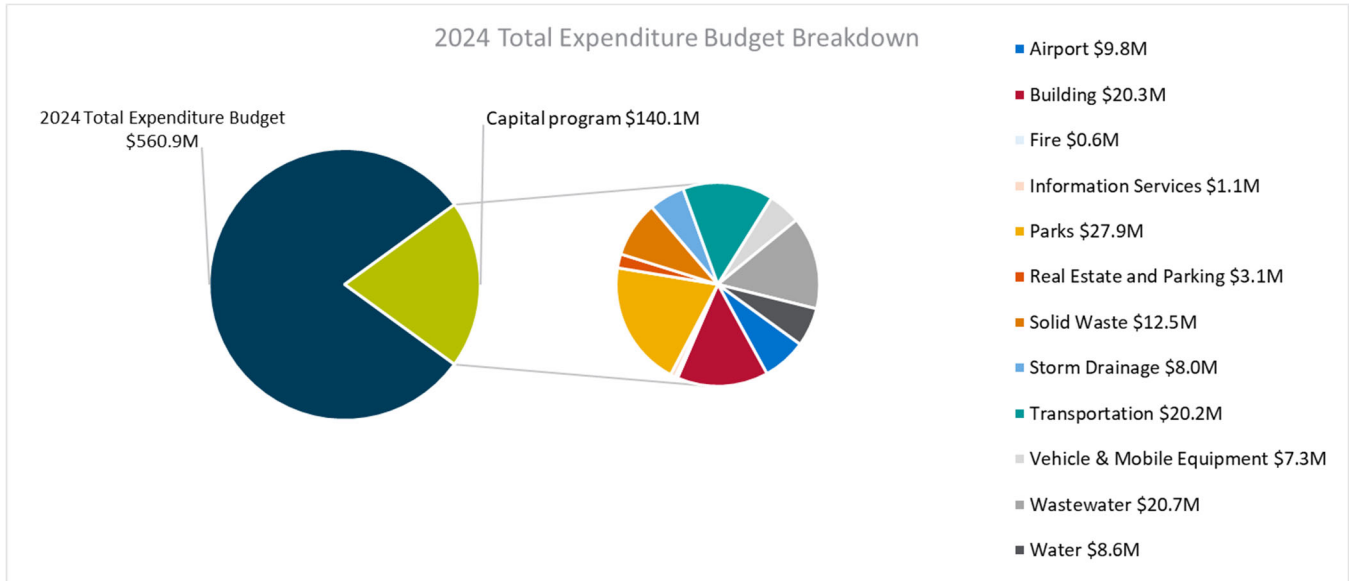
The City of Kelowna's Water Utility provides water to just over half of the Kelowna population. The 2024 capital program focuses on infrastructure renewal and growth and includes 14 requests for a total of \$8.6M funded by \$6.5M of utility revenue. There are no P2 capital requests for the Water Utility.

Wastewater Fund

The Wastewater Utility has 13 capital requests using \$20.7M of utility revenues to fund \$9.8M worth of projects, with the balance of funding from reserves. 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.

All funds expenditures – priority 1 (\$ millions)

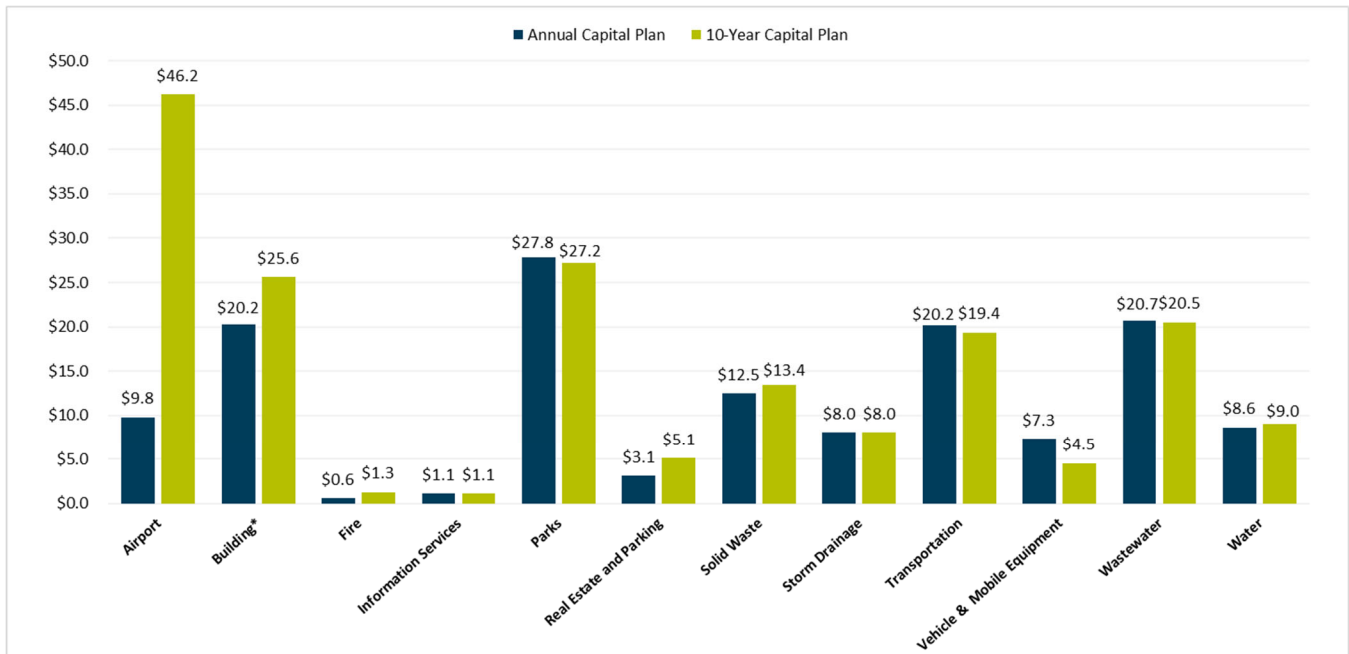
The City’s total expenditure budget is \$560.9 million of which \$140.1 million, or 25 per cent, is for the 2024 Capital Program. This pie chart provides a visual illustration of the capital portion of the City’s total expenditure budget, and further breaks down the information by the capital infrastructure cost centres.



Note: Totals may not add due to rounding

10-Year Capital Plan alignment (\$ millions)

The following table provides a comparison of priority one requests included in 2024 capital program versus the Council endorsed 10-Year Capital Plan. As the plan is updated each year, it is expected that there are only minor differences.



*The Building cost centre’s 10-Year Capital Plan amount for the Parkinson Recreation Centre redevelopment has been reduced to reflect the amount asked for in 2024 at \$12.1M across Buildings, Parks and Transportation to reflect the new annual capital plan presentation.

Operating Impact of capital investments – priority 1

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.

<i>\$ actuals</i>	2024	2025	2026
Parks			
Burne Park: <i>area maintenance (turf, beach, vegetation control)</i>	0	29,700	52,800
DCC Parkland Acquisition: <i>area maintenance (beach, vegetation control)</i>	59,000	69,000	69,000
Glenmore Recreation Park - Phases 4, 5: <i>maintenance (playground, furniture, parking lot)</i>	0	3,800	20,600
Knox Mountain Park - Improvements: <i>area maintenance (washroom, security, weed control)</i>	33,500	42,500	43,500
Park Infrastructure Renewal: <i>area maintenance (general, litter control)</i>	4,900	10,000	10,000
Urban Centers Beautification Initiative: <i>area maintenance (tree, litter control, event support)</i>	38,200	32,200	32,200
Total Parks	135,600	187,200	228,100
Transportation			
Bicycle Network Improvement Program: <i>maintenance (sweeping, road marking)</i>	1,700	3,500	3,500
Local Street Urbanization Program: <i>maintenance (sweeping, weed control)</i>	800	1,500	1,500
Pedestrian Network: <i>maintenance (snow and ice control, sweeping, traffic signals)</i>	9,300	11,800	11,800
Rail Trail to Greenway DCC, ATC: <i>area maintenance (turf, road markings, snow and ice control)</i>	7,700	28,000	28,000
Roadway Urbanization: <i>maintenance (sweeping)</i>	600	1,200	1,200
Rutland Park & Ride, Mobility Hub, Operations Facility: <i>maintenance (snow and ice, road marking)</i>	0	800	1,700
Safety and Operational Improvements: <i>maintenance (weed control, sweeping, road marking)</i>	4,500	9,000	9,000
Traffic Signals and Roundabouts DCC: <i>maintenance (sweeping, road marking, lighting)</i>	6,100	22,900	22,900
Transit - Bus Stop and Amenity Improvements: <i>maintenance (bus stop repair)</i>	500	1,000	1,000
Total Transportation	31,200	79,700	80,600
Vehicle & Mobile Equipment			
Growth Vehicles: <i>internal equipment costs for infrastructure delivery, maintenance, and safety</i>	233,100	466,200	466,200
Total Vehicle & Mobile Equipment Total	233,100	466,200	466,200
Total operating impacts from Capital Investment	399,900	733,100	774,900

2024 Capital Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Information Services Capital - Priority 1									
299	Renew	Front Office Equipment	454,800	0	0	0	0	0	(454,800)
		I1 - Front Office Equipment	454,800	0	0	0	0	0	(454,800)
299	Renew	Server and Data Storage Equipment	60,000	0	0	0	0	0	(60,000)
		I2 - Server & Data Storage	60,000	0	0	0	0	0	(60,000)
300	Renew	Major Systems Projects	431,900	0	0	0	0	0	(431,900)
		I3 - Major System Projects	431,900	0	0	0	0	0	(431,900)
300	Renew	Communications Networks Upgrades	136,500	0	0	0	0	0	(136,500)
301	New	Fibre Optic Service Line	50,000	0	0	0	(50,000)	0	0
		I4 - Communications Systems	186,500	0	0	0	(50,000)	0	(136,500)
Cost Center Total			1,133,200	0	0	0	(50,000)	0	(1,083,200)

Real Estate & Parking Capital - Priority 1

304	New	General Land, Acquisition	2,107,400	(1,000,000)	0	0	0	0	(1,107,400)
		L1 - General Land	2,107,400	(1,000,000)	0	0	0	0	(1,107,400)
304	New	Road & Sidewalk, Land Acquisition	142,600	0	0	0	0	0	(142,600)
		L2 - Road and Sidewalk Land Acquisition	142,600	0	0	0	0	0	(142,600)
305	Renew	Parking Equipment and Facilities	291,000	(291,000)	0	0	0	0	0
305	Renew	Downtown Parkades-Major Maintenance	205,000	(205,000)	0	0	0	0	0
306	New	Electric Vehicle Infrastructure and Strategic Initiatives	150,000	(150,000)	0	0	0	0	0
		L3 - Parking Infrastructure	646,000	(646,000)	0	0	0	0	0
306	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 Total			3,146,000	(1,896,000)	0	0	0	0	(1,250,000)

Buildings Capital - Priority 1

310	Renew	Building Stronger Kelowna - Parkinson Rec Centre Redevelopment	9,000,000	(6,922,000)	(2,078,000)	0	0	0	0
		B1 - Parks and Recreation Buildings	9,000,000	(6,922,000)	(2,078,000)	0	0	0	0
310	Growth	Building Stronger Kelowna - Community Activity Centres	1,800,000	0	(1,800,000)	0	0	0	0
		B2 - Community and Cultural Buildings	1,800,000	0	(1,800,000)	0	0	0	0
311	Growth	North Glenmore Fire Hall (Stn #5) - Construction	3,000,000	(3,000,000)	0	0	0	0	0
		B3 - Civic/Protective Service Buildings	3,000,000	(3,000,000)	0	0	0	0	0
311	New	Capital Opportunities & Partnership Fund	500,000	0	0	0	0	0	(500,000)
		B6 - Capital Opportunities and Partnerships	500,000	0	0	0	0	0	(500,000)
312	Renew	Critical & Core Building Infrastructure Renewal (Level 3)	5,000,000	(1,935,600)	0	0	0	0	(3,064,400)
312	Renew	Facility Energy Modernization Renewal	250,000	(250,000)	0	0	0	0	0
313	Renew	Kelowna Community Theatre - Equipment Improvements	695,000	(695,000)	0	0	0	0	0
		B7 - Renewal, Rehabilitation & Infra.	5,945,000	(2,880,600)	0	0	0	0	(3,064,400)
Cost Center Total			20,245,000	(12,802,600)	(3,878,000)	0	0	0	(3,564,400)

Parks Capital - Priority 1

318	Growth	DCC Parkland Acquisition	18,386,600	(18,386,600)	0	0	0	0	0	O & M
		P1 - DCC Parkland Acquisition	18,386,600	(18,386,600)	0	0	0	0	0	
318	Growth	Burne Park	2,738,500	(1,708,900)	0	0	0	0	(1,029,600)	O & M
		P3 - Neighbourhood Park Development	2,738,500	(1,708,900)	0	0	0	0	(1,029,600)	
319	Growth	Building Stronger Kelowna - Parkinson Rec Park Field Realignment	2,062,000	(1,031,000)	(1,031,000)	0	0	0	0	
319	Growth	Building Stronger Kelowna - Rutland Recreation Field Realignment	450,000	0	(450,000)	0	0	0	0	
320	Renew	Elks Stadium Batter's Eye	50,000	(50,000)	0	0	0	0	0	
320	Growth	Glenmore Recreation Park - Phases 4, 5	1,200,000	(1,200,000)	0	0	0	0	0	O & M
321	Growth	Mission Recreation - Youth Park, Plaza, & Trail System	215,500	(127,900)	0	0	0	0	(87,600)	
		P5 - Recreation Park Development	3,977,500	(2,408,900)	(1,481,000)	0	0	0	(87,600)	
321	Renew	City Park - Improvements, Waterfront Promenade Phase 3	400,000	0	0	0	0	0	(400,000)	
322	Growth	Manhattan Point Park DCC	100,000	(21,400)	0	0	0	0	(78,600)	
		P6 - City-wide Park Development	500,000	(21,400)	0	0	0	0	(478,600)	

322	Renew	Knox Mountain Park - Improvements	402,700	0	0	0	0	0	(402,700)	O & M
		P7 - Linear/Natural Area Park Development	402,700	0	0	0	0	0	(402,700)	
323	Renew	Irrigation Renewal	708,500	0	0	0	0	0	(708,500)	
323	New	Park Infrastructure Renewal	218,000	(163,500)	0	0	0	0	(54,500)	O & M
324	New	Kelowna Memorial Cemetery - Improvements	137,000	(137,000)	0	0	0	0	0	
		P8 - Renewal, Rehabilitation & Infra	1,063,500	(300,500)	0	0	0	0	(763,000)	
324	New	Capital Opportunities & Partnership Fund	500,000	0	0	0	0	0	(500,000)	
		P9 - Capital Opportunities Partnership	500,000	0	0	0	0	0	(500,000)	
325	Renew	Art Walk Furniture and Paver Surfaces Replacement	130,000	0	0	0	0	0	(130,000)	
325	New	Urban Centers Beautification Initiative	150,000	0	0	0	0	0	(150,000)	O & M
		P10 - Urban Streetscape, Centres Dev, Renewal	280,000	0	0	0	0	0	(280,000)	
Cost Center Total			27,848,800	(22,826,300)	(1,481,000)	0	0	0	(3,541,500)	

Vehicles Capital - Priority 1

329	Growth	Growth Vehicles	2,327,000	(2,085,900)	0	0	0	0	(241,100)	0	O & M
		V1 - Additional Vehicles / Equipment	2,327,000	(2,085,900)	0	0	0	0	(241,100)	0	
329	Renew	Vehicle/Equipment Renewal	4,990,000	(4,990,000)	0	0	0	0	0	0	
		V2 - Vehicle / Equipment Renewal	4,990,000	(4,990,000)	0	0	0	0	0	0	
Cost Center Total			7,317,000	(7,075,900)	0	0	0	0	(241,100)	0	

Transportation Capital - Priority 1

333	Growth	Building Stronger Kelowna - Transportation Upgrades	1,038,000	(485,000)	(553,000)	0	0	0	0	0	
333	Growth	McCulloch Area DCC (KLO/Hall/Spiers)	465,000	(353,400)	0	0	0	0	0	(111,600)	
334	Growth	Major Intersection Capacity Improvements DCC	240,000	(126,100)	0	0	0	0	0	(113,900)	
334	Growth	Burtch 3 DCC (Glenmore - Springfield), RD	436,300	(318,900)	0	0	0	0	0	(117,400)	
335	Growth	Road Safety Improvements DCC	500,000	(456,000)	0	0	0	0	0	(44,000)	
335	Growth	Traffic Signals and Roundabouts DCC	750,000	(696,000)	0	0	0	0	0	(54,000)	O & M
336	Growth	Lakeshore 5 DCC (Richter - Cook), RD	300,000	(214,400)	0	0	(30,000)	0	0	(55,600)	
336	Growth	Stewart 3 DCC (Crawford-Swamp), Road	930,000	(820,000)	0	0	0	0	0	(110,000)	
337	Growth	Gordon 1 DCC (Frost - South Perimeter)	200,000	(200,000)	0	0	0	0	0	0	
337	Growth	Frost DCC (Killdeer - Chute Lake)	437,400	(437,400)	0	0	0	0	0	0	
		T1 - DCC Roads	5,296,700	(4,107,200)	(553,000)	0	(30,000)	0	0	(606,500)	
338	Growth	Rail Trail to Greenway DCC, ATC	3,950,000	(3,717,400)	0	0	0	0	0	(232,600)	O & M
338	Growth	Abbott DCC (Rose - Gyro), ATC	75,000	(26,200)	0	0	0	0	0	(48,800)	
339	Growth	Bertram 1 DCC (Sutherland - Cawston), ATC	543,700	(535,900)	0	0	(6,900)	0	0	(900)	
339	Growth	Lakeshore 3 DCC (Lexington - Old Meadows), ATC	130,000	(95,600)	0	0	(4,000)	0	0	(30,400)	
		T2 - DCC Roads - Active Transportation	4,698,700	(4,375,100)	0	0	(10,900)	0	0	(312,700)	
340	Growth	Local Street Urbanization Program	180,000	(90,000)	0	0	0	0	0	(90,000)	O & M
340	Growth	Roadway Urbanization	350,000	0	0	0	(350,000)	0	0	0	O & M
		T3 - Non-DCC Roads	530,000	(90,000)	0	0	(350,000)	0	0	(90,000)	
341	Renew	KLO Rd Mission Creek Bridge Replacement	1,224,100	(1,224,100)	0	0	0	0	0	0	
341	Renew	Transportation System Renewal	1,241,900	(725,000)	0	0	0	0	0	(516,900)	
342	Renew	Road Renewal Program	4,928,900	(4,189,200)	0	0	0	0	0	(739,700)	
		T4 - Transportation System Renewal	7,394,900	(6,138,300)	0	0	0	0	0	(1,256,600)	
342	Growth	Bicycle Network Improvement Program	500,000	(250,000)	0	0	0	0	0	(250,000)	O & M
343	Growth	Neighbourhood Bikeway Program	120,000	0	0	0	0	0	0	(120,000)	
		T5 - Bicycle Network	620,000	(250,000)	0	0	0	0	0	(370,000)	
343	Growth	Pedestrian Network	460,000	(230,000)	0	0	0	0	0	(230,000)	O & M
		T6 - Sidewalk Network	460,000	(230,000)	0	0	0	0	0	(230,000)	
344	Renew	Safety and Operational Improvements	474,000	(135,000)	0	0	0	0	0	(339,000)	O & M
		T7 - Safety and Operational Improvements	474,000	(135,000)	0	0	0	0	0	(339,000)	
344	Growth	Rutland Park & Ride, Mobility Hub, Operations Facility	380,000	(35,000)	0	0	0	0	0	(345,000)	O & M
345	Growth	Transit - Bus Stop and Amenity Improvements	150,000	(75,000)	0	0	0	0	0	(75,000)	O & M
345	Growth	Rutland Network Restructure - Infrastructure	105,000	(41,300)	0	0	0	0	0	(63,700)	
346	Growth	Transit - Land Acquisition	45,000	(45,000)	0	0	0	0	0	0	
346	Growth	YLW Transit Hub	45,000	(25,000)	0	0	0	0	0	(20,000)	
		T9 - Transit Facilities	725,000	(221,300)	0	0	0	0	0	(503,700)	

Cost Center Total			20,199,300	(15,546,900)	(553,000)	0	(390,900)	0	(3,708,500)
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Wastewater Capital - Priority 1

349	Growth	Glenmore Connection - Glenmore Rd from Cross Rd to Scenic Rd	5,703,100	(5,172,700)	0	0	0	(530,400)	0
349	Growth	Byrns Baron Trunk Phase 2	1,059,600	(880,500)	0	0	0	(179,100)	0
350	Growth	Lakeshore Trunk - (Cook - Gyro)	500,000	(320,100)	0	0	0	(179,900)	0
		WW1 - DCC Pipes (Mains)	7,262,700	(6,373,300)	0	0	0	(889,400)	0
350	New	Water St Lift Station	4,000,000	(4,000,000)	0	0	0	0	0
351	Growth	Gyro Lift Station	287,600	(254,200)	0	0	0	(33,400)	0
		WW2 - DCC Lift Stations	4,287,600	(4,254,200)	0	0	0	(33,400)	0
351	New	Offsite & Oversize - Wastewater	200,000	(100,000)	0	0	0	(100,000)	0
		WW4 - DCC Oversize	200,000	(100,000)	0	0	0	(100,000)	0
352	Renew	WWTF Fermenter & Centrifuge Replacement	2,000,000	0	0	0	0	(2,000,000)	0
352	Renew	Burtch Trunk	1,250,000	0	0	0	0	(1,250,000)	0
353	Renew	Lift Station Renewal	1,040,000	0	0	0	0	(1,040,000)	0
353	Renew	Renewal - Wastewater mains and facilities	4,210,000	0	0	0	0	(4,210,000)	0
354	Renew	Commonage - Renewal Projects	170,000	0	0	0	(56,100)	(113,900)	0
		WW5 - Network and Facility Renewal	8,670,000	0	0	0	(56,100)	(8,613,900)	0
354	New	Belcarra Sewer Connection Area	128,000	(128,000)	0	0	0	0	0
355	New	Emerging Issues	140,000	0	0	0	0	(140,000)	0
		WW6 - Network and Facility Improvements	268,000	(128,000)	0	0	0	(140,000)	0
Cost Center Total			20,688,300	(10,855,500)	0	0	(56,100)	(9,776,700)	0

Storm Drainage Capital - Priority 1

358	New	Mill Creek Flood Protection	6,701,000	(4,020,600)	0	(2,680,400)	0	0	0
358	Renew	Frost and Frazer Lake Stormwater Improvements	750,000	0	0	0	0	0	(750,000)
		D1 - Hydraulic Upgrading Program	7,451,000	(4,020,600)	0	(2,680,400)	0	0	(750,000)
359	Growth	Containment Devices	349,100	0	0	0	0	0	(349,100)
		D2 - Storm Drainage Quality Program	349,100	0	0	0	0	0	(349,100)
359	Renew	Linear Asset Renewal Projects	220,000	0	0	0	0	0	(220,000)
		D3 - Storm Water Renewal	220,000	0	0	0	0	0	(220,000)
Cost Center Total			8,020,100	(4,020,600)	0	(2,680,400)	0	0	(1,319,100)

Water Capital - Priority 1

363	Growth	Royal View Transmission Main Upgrades	733,100	(427,200)	0	0	0	(305,900)	0
		W1 - DCC Pipes (Mains)	733,100	(427,200)	0	0	0	(305,900)	0
363	Growth	Summit Reservoir DCC	1,900,000	(551,000)	0	0	0	(1,349,000)	0
		W4 - DCC Reservoirs & Filling Stations	1,900,000	(551,000)	0	0	0	(1,349,000)	0
364	New	Offsite & Oversize - Water	200,000	(100,000)	0	0	0	(100,000)	0
		W5 - DCC Offsite & Oversize	200,000	(100,000)	0	0	0	(100,000)	0
364	Renew	Water Network and Facility Renewal	1,400,000	0	0	0	0	(1,400,000)	0
365	Renew	Water Meter Replacement Program	800,000	0	0	0	0	(800,000)	0
		W6 - Network and Facility Renewal	2,200,000	0	0	0	0	(2,200,000)	0
365	Renew	Eldorado Pump Station Chlorine Conversion	200,000	(200,000)	0	0	0	0	0
366	New	Bulk Fill Station	100,000	(100,000)	0	0	0	0	0
366	Renew	UV Treatment Systems Control Upgrade	500,000	(500,000)	0	0	0	0	0
367	Renew	Poplar Pump Station Electrical Upgrade	100,000	(100,000)	0	0	0	0	0
367	Renew	Existing Fireflow Upgrades and Infill Development Improvements	1,000,000	0	0	0	0	(1,000,000)	0
368	New	Water Meter - New Installations	150,000	0	0	0	(150,000)	0	0
		W7 - Network and Facility Improvements	2,050,000	(900,000)	0	0	(150,000)	(1,000,000)	0
368	Renew	Irrigation Mainline Renewal	1,000,000	0	0	0	0	(1,000,000)	0
369	New	PRV Upgrades - Non Potable	500,000	0	0	0	0	(500,000)	0
369	New	Hydrants	45,000	0	0	0	0	(45,000)	0
		W8 - Irrigation Network Improvements	1,545,000	0	0	0	0	(1,545,000)	0
Cost Center Total			8,628,100	(1,978,200)	0	0	(150,000)	(6,499,900)	0

Solid Waste Capital - Priority 1

373	Growth	Automated Collection Curbside Carts	450,000	(450,000)	0	0	0	0	0
		SW1 - Equipment	450,000	(450,000)	0	0	0	0	0
373	Growth	Landfill Liner and Lift Station Design and Construction - Area 3	8,600,000	(8,600,000)	0	0	0	0	0
374	Growth	General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
		SW2 - Site Improvement	8,700,000	(8,700,000)	0	0	0	0	0

374	Growth	Landfill Gas & Leachate Recirculation Laterals	550,000	(550,000)	0	0	0	0	0
375	Growth	Landfill - East Gas Subheader Connections	450,000	(450,000)	0	0	0	0	0
SW3 - Gas Management			1,000,000	(1,000,000)	0	0	0	0	0
375	Growth	Stormwater Bypass System	250,000	(250,000)	0	0	0	0	0
SW5 - Drainage & Groundwater Management			250,000	(250,000)	0	0	0	0	0
376	Growth	Stockpiles and Reprocessing Areas Relocation	1,800,000	(1,800,000)	0	0	0	0	0
SW7 - Landfill Area Development			1,800,000	(1,800,000)	0	0	0	0	0
376	Growth	Progressive Closure	250,000	(250,000)	0	0	0	0	0
SW8 - Closure & Reclamation			250,000	(250,000)	0	0	0	0	0
Cost Center Total			12,450,000	(12,450,000)	0	0	0	0	0

Airport Capital - Priority 1

379	Renew	Security System Upgrades	245,000	(245,000)	0	0	0	0	0
379	Renew	Small Capital Projects	180,000	(180,000)	0	0	0	0	0
A1 - Airside			425,000	(425,000)	0	0	0	0	0
380	Growth	Groundside Infrastructure and Equipment	1,185,000	(1,185,000)	0	0	0	0	0
380	Growth	Mill Creek Realignment	215,000	(215,000)	0	0	0	0	0
A2 - Groundside			1,400,000	(1,400,000)	0	0	0	0	0
381	Renew	Airport Air Terminal Building Capital Replacement & Improvement	1,665,000	(1,665,000)	0	0	0	0	0
381	Renew	Carbon Neutral Initiatives	870,000	(870,000)	0	0	0	0	0
A3 - Terminal			2,535,000	(2,535,000)	0	0	0	0	0
382	Growth	Airport Soaring Beyond 2.5 Million Passengers AIF Program	5,445,000	(5,445,000)	0	0	0	0	0
A4 - Growth			5,445,000	(5,445,000)	0	0	0	0	0
Cost Center Total			9,805,000	(9,805,000)	0	0	0	0	0

Fire Capital - Priority 1

385	Renew	Self-Contained Breathing Apparatus & Cylinders	154,500	(154,500)	0	0	0	0	0
385	New	Fire Sprinkler Protection Unit	200,000	(200,000)	0	0	0	0	0
386	New	Digital Fire Training System - Additional Screen	26,100	(26,100)	0	0	0	0	0
F2 - Additional Vehicles / Equipment			380,600	(380,600)	0	0	0	0	0
386	Renew	Fire Department Management Software Replacement	250,000	(250,000)	0	0	0	0	0
F3 - Communications Systems			250,000	(250,000)	0	0	0	0	0
Cost Center Total			630,600	(630,600)	0	0	0	0	0

Total Priority 1			140,111,400	(99,887,600)	(5,912,000)	(2,680,400)	(647,000)	(16,517,700)	(14,466,700)
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*O & M denotes capital request has operating & maintenance impacts included in the request

2024 Capital Requests
Preliminary Budget
Summary - General Fund

Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Building Capital - Priority 2								
Growth	Community Activity Centres, Child Care	2,015,400	0	0	(2,015,400)	0	0	0
	B2 - Community and Cultural Buildings	2,015,400	0	0	(2,015,400)	0	0	0
Growth	Capital Opportunities & Partnership Fund	500,000	0	0	0	0	0	(500,000)
	B6 - Capital Opportunities and Partnerships	500,000	0	0	0	0	0	(500,000)
Renew	Critical & Core Building Infrastructure Renewal (Renewal Service Level 1 & 2)	7,720,000	0	0	0	0	0	(7,720,000)
	B7 - Renewal, Rehabilitation & Infra.	7,720,000	0	0	0	0	0	(7,720,000)
Cost Center Total		10,235,400	0	0	(2,015,400)	0	0	(8,220,000)
Parks Capital - Priority 2								
New	Capital Opportunities & Partnership Fund	500,000	0	0	0	0	0	(500,000)
	P9 - Capital Opportunities Partnership	500,000	0	0	0	0	0	(500,000)
Cost Center Total		500,000	0	0	0	0	0	(500,000)
Total Priority 2		10,735,400	0	0	(2,015,400)	0	0	(8,720,000)

▶ INFORMATION SERVICES CAPITAL

LED BY: DIVISIONAL DIRECTOR, CORPORATE STRATEGIC SERVICES

The information services capital infrastructure group is made up of four sections.

I1 – Front Office Equipment

Information Services have been utilizing a 5 year replacement cycle for desktop equipment which includes computers, printers, monitors, scanners and software. It also includes work group equipment such as large format plotters and copiers.



I2 - Server & Data Storage

To provide equipment and software in City Hall data centre to support the various systems in place for staff and includes equipment for the Fire Hall data centre. Included are servers, disk storage, tape backups and the related software.

I3 - Major System Projects

Major systems projects include Class Registration Software Replacement and Online Platform Redevelopment.

I4 - Communications Systems

To provide a networking environment that interconnects the various places and spaces used by City staff, this budget will support the expansion of the City's fibre optic ring which will reduce need for leased communication lines. Network components that have reached the end of their serviceable life will also be replaced.

2024 Program

The 2024 priority one budget investment for Information Services Capital totals \$1.1M, representing 0.8% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Front Office Equipment	I1	455	0	0	0	0	455
Server and Data Storage Equipment	I2	60	0	0	0	0	60
Major Systems Projects	I3	432	0	0	0	0	432
Communications Networks Upgrades	I4	137	0	0	0	0	137
Fibre Optic Service Line	I4	50	0	0	0	0	50
Total priority 1 requests		1,133	0	0	0	0	1,133



2024 Capital Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Information Services Capital - Priority 1									
299	Renew	Front Office Equipment	454,800	0	0	0	0	0	(454,800)
		I1 - Front Office Equipment	454,800	0	0	0	0	0	(454,800)
299	Renew	Server and Data Storage Equipment	60,000	0	0	0	0	0	(60,000)
		I2 - Server & Data Storage	60,000	0	0	0	0	0	(60,000)
300	Renew	Major Systems Projects	431,900	0	0	0	0	0	(431,900)
		I3 - Major System Projects	431,900	0	0	0	0	0	(431,900)
300	Renew	Communications Networks Upgrades	136,500	0	0	0	0	0	(136,500)
301	New	Fibre Optic Service Line	50,000	0	0	0	(50,000)	0	0
		I4 - Communications Systems	186,500	0	0	0	(50,000)	0	(136,500)
Cost Center Total			1,133,200	0	0	0	(50,000)	0	(1,083,200)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Information Services Capital 10 Yr Cap Plan Ref: 2024 I1 - \$454k
 Title: Front Office Equipment PRELIMINARY

Justification:

This capital program supports staff computers, devices, and meeting systems, ensuring smooth operations. As work patterns shift, a mobile-friendly setting for information workers is vital. This budget request includes software, Microsoft licensing, and cybersecurity. Old/out of date workstations can result in more incidents and lower service levels.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
454,800	0	0	0	0	0	(454,800)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Information Services Capital 10 Yr Cap Plan Ref: 2024 I2 - \$60k
 Title: Server and Data Storage Equipment PRELIMINARY

Justification:

The Server and Data Storage initiative funds data centre capital investments. Budget is requested to advance the implementation of disaster recovery infrastructure. This project also aids the cyber security program in safeguarding the City's digital assets.

Expected Completion: Dec 2024

Strategic Direction: Digital Transformation - Digital tools make it easier to do business with the City

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
60,000	0	0	0	0	0	(60,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Information Services Capital 10 Yr Cap Plan Ref: 2024 I3 - \$431k
 Title: Major Systems Projects PRELIMINARY

Justification:

Budget is requested for data analytics solutions and dashboards to assist with better decision-making. This request will also fund the continued effort to automate and digitize processes with the goal of providing a better staff and citizen experience. Projects will include the enabled of AI technologies to enable efficiencies.

Expected Completion: Dec 2024

Strategic Direction: Digital Transformation - Data is used to inform decision making

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
431,900	0	0	0	0	0	(431,900)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Information Services Capital 10 Yr Cap Plan Ref: 2024 I4 - \$136k
 Title: Communications Networks Upgrades PRELIMINARY

Justification:

Budget is requested to deploy and upgrade cyber security infrastructure, the City's phone system, and call center platforms. New equipment will be purchased to manage IoT (Internet of Things) networks.

Expected Completion: Dec 2024

Strategic Direction: Digital Transformation - Digital tools make it easier to do business with the City

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
136,500	0	0	0	0	0	(136,500)

2024 Capital Request Details

Department: Capital Projects Priority: 1 New
 Cost Center: Information Services Capital 10 Yr Cap Plan Ref: 2024 I4 - \$50k
 Title: Fibre Optic Service Line PRELIMINARY

Justification:

Budget is requested for the installation of fibre optic service lines for new customers. New customers will cover all costs associated with the installation.

Expected Completion: Dec 2024

Strategic Direction: Active Financial Management - Increase non-tax revenues to minimize the reliance on taxes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

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

▶ REAL ESTATE & PARKING CAPITAL

LED BY: DIVISIONAL DIRECTOR, PARTNERSHIPS & INVESTMENTS

The Real Estate & Parking Capital infrastructure group is made up of four sections:

L1 – General Land

Annual allocation for the purchase of land for general purposes. This may allow for acquiring properties at less than fair market value, creating land assembly opportunities, creating a revenue generating land bank and providing trade potential.

L2 - Road and Sidewalk Land Acquisition

To fund the purchase of land required for the widening of roads to accommodate road improvements and/or sidewalks.

L3 - Parking Infrastructure

Funding to renew parking infrastructure and to invest in efficient parking management technology.

L4 - Strategic Land Redevelopment

Funding to redevelop City owned land to improve public benefit and encourage economic development.



2024 Program

The 2024 priority one budget investment for Real Estate & Parking totals \$3.1M, representing 2.2% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
General Land, Acquisition	L1	2,107	0	0	0	0	2,107
Road & Sidewalk, Land Acquisition	L2	143	0	0	0	0	143
Parking Equipment and Facilities	L3	291	0	0	0	0	291
Downtown Parkades-Major Maintenance	L3	205	0	0	0	0	205
Electric Vehicle Infrastructure and Strategic Initiatives	L3	150	0	0	0	0	150
Strategic Land Servicing Requirements	L4	250	0	0	0	0	250
Total priority 1 requests		3,146	0	0	0	0	3,146



2024 Capital Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Real Estate & Parking Capital - Priority 1									
304	New	General Land, Acquisition	2,107,400	(1,000,000)	0	0	0	0	(1,107,400)
		L1 - General Land	2,107,400	(1,000,000)	0	0	0	0	(1,107,400)
304	New	Road & Sidewalk, Land Acquisition	142,600	0	0	0	0	0	(142,600)
		L2 - Road and Sidewalk Land Acquisition	142,600	0	0	0	0	0	(142,600)
305	Renew	Parking Equipment and Facilities	291,000	(291,000)	0	0	0	0	0
305	Renew	Downtown Parkades-Major Maintenance	205,000	(205,000)	0	0	0	0	0
306	New	Electric Vehicle Infrastructure and Strategic Initiatives	150,000	(150,000)	0	0	0	0	0
		L3 - Parking Infrastructure	646,000	(646,000)	0	0	0	0	0
306	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 Total			3,146,000	(1,896,000)	0	0	0	0	(1,250,000)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2024 L1 - \$2.1M	
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 include: 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 Centre, Interior Health Authority, Ella site, and Central Green. 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.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,107,400	(1,000,000)	0	0	0	0	(1,107,400)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2024 L2 - \$142k	
Title:	Road & Sidewalk, Land Acquisition	PRELIMINARY	

Justification:

As documented by the Infrastructure Division, budget is requested to fund the acquisition of land necessary for the widening of roads and the expansion of the City's sidewalk network. Budget will also be used to fund road widenings in excess of the 20-meter width that is a requirement of the development approval process.

Acquisitions are targeted toward key missing connections in the City's existing road and sidewalk network and will be focused on the City's core.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
142,600	0	0	0	0	0	(142,600)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Real Estate and Parking Capital 10 Yr Cap Plan Ref: 2024 L3 - \$291k
 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 or to allow for expansion into new areas. Ongoing renewal of parking pay stations/meters, enforcement equipment, servers, asphalt maintenance and security cameras are included.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
291,000	(291,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Renew
 Cost Center: Real Estate and Parking Capital 10 Yr Cap Plan Ref: 2024 L3 - \$150k
 Title: Downtown Parkades-Major Maintenance PRELIMINARY

Justification:

Budget is requested to complete preventative maintenance items necessary to ensure maximum life expectancy of City owned parkades. Extensive flashing repair/replacement work is required at the Library and Chapman Parkades to improve waterproofing of these facilities. The total amount is \$55k higher than anticipated in the 10-year capital plan as planned work from 2022 could not be completed as bids received were higher than available budget.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
205,000	(205,000)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 New
 Cost Center: Real Estate and Parking Capital 10 Yr Cap Plan Ref: 2024 L3 - \$150k
 Title: Electric Vehicle Infrastructure and Strategic Initiatives PRELIMINARY

Justification:

Budget is requested to continue expanding the number of electric vehicle charging stations in City owned parking lots and parkade facilities. This may include an increase in the quantity of Level 1 & 2 chargers in existing facilities or the addition of new locations as identified in the electric vehicle infrastructure gap analysis. Staff will continue to pursue partnership and grant opportunities to maximize the value of these funds.

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Reduce corporate and community GHG emissions

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	(150,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New
 Cost Center: Real Estate and Parking Capital 10 Yr Cap Plan Ref: 2024 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. Budget is requested to fund several projects and properties that have been identified as having the potential to return social, economic, environmental and cultural benefits to the City.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

► BUILDING CAPITAL

LED BY: DIVISIONAL DIRECTOR, PARTNERSHIPS & INVESTMENTS

The buildings capital infrastructure group is made up of seven sections.

B1 – Parks and Recreation Buildings

An allocation for the development of new Parks and Recreation buildings as well as the redevelopment and expansion of existing ones in various locations throughout the City to keep pace with the increasing demand due to population growth and emerging trends. This category includes Parks Administration, Parks washrooms, field houses, arenas and pools.



B2 - Community and Cultural Buildings

An allocation for the development of new community and cultural buildings as well as the redevelopment, renewal and expansion of existing ones. This category includes the theaters, libraries, senior centres, community halls, art gallery, museums and the RCA.

B3 - Civic/Protective Service Buildings

Funding to support renewal, replacement and cost of new Protective Services buildings which include firehalls, police stations and City Hall.

B4 - Transportation and Public Works Buildings

Funding to support renewal, replacement and new construction of new Transportation and Public Works Buildings throughout the City to keep pace increasing demand due to population growth and emerging trends. This category includes Public Works Yard, parkades, cemetery and WWTF administration.

B5 - Heritage Buildings

Funding for the restoration of City-owned heritage buildings.

B6 - Capital Opportunities and Partnerships

Funding for special projects including partnerships with the School District on community space as part of new school construction as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.

B7 - Building Renewal, Rehabilitation & Infrastructure Upgrades

An allocation for major repairs or replacement of existing building infrastructure such as roofs, windows, mechanical systems, lighting, electrical and water services, hazardous material abatement, and other major maintenance items.



2024 Program

The 2024 priority one budget investment for Building Capital totals \$20.2M, representing 14.4% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Building Stronger Kelowna - Parkinson Rec Centre Redevelopment	B1	9,000	72,000	63,000	36,000	0	180,000
Building Stronger Kelowna - Community Activity Centres	B2	1,800	14,400	12,600	7,200	0	36,000
North Glenmore Fire Hall (Stn #5) - Construction	B3	3,000	5,230	5,230	0	0	13,460
Capital Opportunities & Partnership Fund	B6	500	0	0	0	0	500
Critical & Core Building Infrastructure Renewal (Level 3)	B7	5,000	0	0	0	0	5,000
Facility Energy Modernization Renewal	B7	250	0	0	0	0	250
Kelowna Community Theatre - Equipment Improvements	B7	695	0	0	0	0	695
Total priority 1 requests		20,245	91,630	80,830	43,200	0	235,905
Community Activity Centres, Child Care	B2	2,015	10,080	8,060	0	0	20,155
Capital Opportunities & Partnership Fund	B6	500	0	0	0	0	500
Critical & Core Building Infrastructure Renewal (Level 1 & 2)	B7	7,720	0	0	0	0	7,720
Total priority 2 requests		10,235	10,080	8,060	0	0	28,375

2024 Capital Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Buildings Capital - Priority 1									
310	Renew	Building Stronger Kelowna - Parkinson Rec Centre Redevelopment	9,000,000	(6,922,000)	(2,078,000)	0	0	0	0
B1 - Parks and Recreation Buildings			9,000,000	(6,922,000)	(2,078,000)	0	0	0	0
310	Growth	Building Stronger Kelowna - Community Activity Centres	1,800,000	0	(1,800,000)	0	0	0	0
B2 - Community and Cultural Buildings			1,800,000	0	(1,800,000)	0	0	0	0
311	Growth	North Glenmore Fire Hall (Stn #5) - Construction	3,000,000	(3,000,000)	0	0	0	0	0
B3 - Civic/Protective Service Buildings			3,000,000	(3,000,000)	0	0	0	0	0
311	New	Capital Opportunities & Partnership Fund	500,000	0	0	0	0	0	(500,000)
B6 - Capital Opportunities and Partnerships			500,000	0	0	0	0	0	(500,000)
312	Renew	Critical & Core Building Infrastructure Renewal (Level 3)	5,000,000	(1,935,600)	0	0	0	0	(3,064,400)
312	Renew	Facility Energy Modernization Renewal	250,000	(250,000)	0	0	0	0	0
313	Renew	Kelowna Community Theatre - Equipment Improvements	695,000	(695,000)	0	0	0	0	0
B7 - Renewal, Rehabilitation & Infra.			5,945,000	(2,880,600)	0	0	0	0	(3,064,400)
Cost Center Total			20,245,000	(12,802,600)	(3,878,000)	0	0	0	(3,564,400)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Building Capital 10 Yr Cap Plan Ref: 2024 B1 - \$180M
 Title: Building Stronger Kelowna - Parkinson Rec Centre Redevelopment PRELIMINARY

Justification:

Budget is requested for the redevelopment of the Parkinson Recreation Centre.

This is a multi-year project, with budget estimated at \$180M. Contractual commitments made in 2024 will be based on this budget plus \$72M budget in 2025, \$63M budget in 2026, and \$36M in 2027.

Expected Completion: Jun 2027

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
9,000,000	(6,922,000)	(2,078,000)	0	0	0	0

Department: Capital Projects Priority: 1 Growth
 Cost Center: Building Capital 10 Yr Cap Plan Ref: 2024 B2 - \$3.6M
 Title: Building Stronger Kelowna - Community Activity Centres PRELIMINARY

Justification:

Budget is requested for the public consultation, design and construction of activity centres of both Mission and Glenmore Recreation Parks to compliment the two existing activity centres at Rutland and Parkinson. Some Active Living & Culture programs are most effectively delivered through a distributed model of community activity centres. The design for both will be coordinated with current design work for both projects.

This is a multi-year project, total budget estimated at \$36M. Contractual commitments made in 2024 will be based on this budget plus \$14.4M budget in 2025, \$12.6M budget in 2026, and \$7.2M in 2027.

Expected Completion: Jul 2027

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,800,000	0	(1,800,000)	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Building Capital 10 Yr Cap Plan Ref: 2024 B3 - \$3M
 Title: North Glenmore Fire Hall (Stn #5) - Construction PRELIMINARY

Justification:

Budget for the design of a new firehall was identified in 2023, however the original identified site subsequently proved to be unsuitable. A revised site has been identified for a new fire hall to serve North Glenmore and areas of our City further north. Budget is requested for the construction of this fire hall as a priority to maintain adequate fire coverage for this part of the City. This is a multi-year project, total budget estimated at \$13.46m. Contractual commitments made in 2024 will be based on this budget plus \$5.23M budget in 2025, and \$5.23M budget in 2026.

Expected Completion: Dec 2026

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,000,000	(3,000,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New
 Cost Center: Building Capital 10 Yr Cap Plan Ref: 2024 B6 - \$500k
 Title: Capital Opportunities & Partnership Fund PRELIMINARY

Justification:

The City receives multiple unsolicited proposals for partnerships each year, often from community, sports or special interest groups. The focus of the Capital Opportunities and Partnership Fund is to leverage City funds through these partnerships, to achieve a much greater gain in community benefit that in most cases represents a significant multiplier of our investment. Budget is requested to fund both anticipated partnerships for the upcoming year as well as any high value grants or other unknown opportunities that may arise. Partnership agreements are vetted by staff and presented to Council for approval. This is a multi-year program. There is an equivalent budget request of \$500k for the Parks cost center.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	0	0	0	0	0	(500,000)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2024 B7 - \$5M	
Title:	Critical & Core Building Infrastructure Renewal (Level 3)		PRELIMINARY

Justification:

Budget is requested to fund the renewal of various end of life building system and improvement projects to meet service level 3. Service level three achieves: fire and life safety matters, heating systems reliability, and structural and roof integrity. Renewal work has been identified through condition assessments, energy studies, and accommodation studies. This is a multi-year program, including subsequent budget requests associated with some of the items identified.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
5,000,000	(1,935,600)	0	0	0	0	(3,064,400)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2024 B7 - \$250k	
Title:	Facility Energy Modernization Renewal		PRELIMINARY

Justification:

In support of Council priorities to reduce greenhouse gas (GHG) emissions and energy consumption, budget is requested to fund efforts to reduce energy use within City owned facilities. Work includes various energy loss retrofits and ability to leverage rebate and grant opportunities. This work will keep buildings operational while lowering operating costs over the life of the facilities.

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Reduce corporate and community GHG emissions

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Building Capital 10 Yr Cap Plan Ref: 2024 B7 - \$695k
 Title: Kelowna Community Theatre - Equipment Improvements PRELIMINARY

Justification:

Budget is requested for the replacement of fixtures and equipment at the Kelowna Community Theatre. These replacements include audio/visual equipment, drape panels, fire safety curtain on the mainstage, risers, chairs in the Black Box Theatre, and external signage. These purchases align with the capital improvement fee long term Capital Plan for equipment replacement.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
695,000	(695,000)	0	0	0	0	0

2024 Capital Requests**Preliminary Budget****Summary - General Fund**

Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Building Capital - Priority 2								
Growth	Community Activity Centres, Child Care - Construction	2,015,400	0	0	(2,015,400)	0	0	0
	B2 - Community and Cultural Buildings	2,015,400	0	0	(2,015,400)	0	0	0
Growth	Capital Opportunities & Partnership Fund	500,000	0	0	0	0	0	(500,000)
	B6 - Capital Opportunities and Partnerships	500,000	0	0	0	0	0	(500,000)
Renew	Critical & Core Building Infrastructure Renewal (Renewal Service Level 1 & 2)	7,720,000	0	0	0	0	0	(7,720,000)
	B7 - Renewal, Rehabilitation & Infra.	7,720,000	0	0	0	0	0	(7,720,000)
Cost Center Total		10,235,400	0	0	(2,015,400)	0	0	(8,220,000)

► PARKS CAPITAL

LED BY: DIVISIONAL DIRECTOR, PARTNERSHIPS & INVESTMENTS

The parks capital infrastructure group is made up of ten sections.

P1 – DCC Parkland Acquisition

Park acquisition program based on the residential growth in the City for the purchase of parkland (Neighbourhood, Community, Recreation and City-wide level parks) under the Development Cost Charge program (DCC). Funding is primarily allocated from developer revenue with general taxation covering both the assist factor and infill/conversion units and Land Use Contracts not required to pay DCC's.

P2 - Natural Area Parkland Acquisition

Park acquisition program for the purchase of Natural Areas not attributed to the DCC program.

P3 - Neighbourhood Park Development

An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.

P4 - Community Park Development

An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.

P5 - Recreation Park Development

An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.

P6 - City-wide Park Development

An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.

P7 - Linear/Natural Area Park Development

An allocation to cover the development of natural areas and linear parks/trails.

P8 - Park Renewal, Rehabilitation & Infrastructure Upgrades

An allocation for major repairs or replacement of existing park infrastructure such as sidewalks, hard-surfaced trails, parking lots, sport courts, lighting, electrical and water services, irrigation, fencing, bridges and other major structures.

P9 - Capital Opportunities Partnership

An allocation for various strategic investments into the park and open space system as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.

P10 - Urban Streetscape and Urban Centres Development and Renewal

An allocation for urban centre improvements, enhanced streetscapes and walkways, and other urban spaces that are not defined parks.



2024 Program

The 2024 priority one budget investment for Parks Capital totals \$27.8M, representing 19.9% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
DCC Parkland Acquisition	P1	18,387	0	0	0	0	18,387
Art Walk Furniture and Paver Surfaces Replacement	P1	130	0	0	0	0	130
Urban Centers Beautification Initiative	P1	150	0	0	0	0	150
Burne Park	P3	2,739	0	0	0	0	2,739
Building Stronger Kelowna - Parkinson Rec Park Field Realignment	P5	2,062	16,500	14,400	8,200	0	41,162
Building Stronger Kelowna - Rutland Recreation Field Realignment	P5	450	4,050	0	0	0	4,500
Elks Stadium Batter's Eye	P5	50	0	0	0	0	50
Glenmore Recreation Park - Phases 4, 5	P5	1,200	7,800	7,800	0	0	16,800
Mission Recreation - Youth Park, Plaza, & Trail System	P5	216	3,100	0	0	0	3,316
City Park - Improvements, Waterfront Promenade Phase 3	P6	400	2,500	0	0	0	2,900
Manhattan Point Park DCC	P6	100	0	0	0	0	100
Knox Mountain Park - Improvements	P7	403	0	0	0	0	403
Irrigation Renewal	P8	709	0	0	0	0	709
Park Infrastructure Renewal	P8	218	0	0	0	0	218
Kelowna Memorial Cemetery - Improvements	P8	137	0	0	0	0	137
Capital Opportunities & Partnership Fund	P9	500	0	0	0	0	500
Total priority 1 requests		27,849	33,950	22,200	8,200	0	92,199
Capital Opportunities & Partnership Fund	P9	500	0	0	0	0	500
Total priority 2 requests		500	0	0	0	0	500

2024 Capital Requests
Preliminary Budget
Parks - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation	
Parks Capital - Priority 1										
318	Growth	DCC Parkland Acquisition	18,386,600	(18,386,600)	0	0	0	0	0	0 O & M
		P1 - DCC Parkland Acquisition	18,386,600	(18,386,600)	0	0	0	0	0	
318	Growth	Burne Park	2,738,500	(1,708,900)	0	0	0	0	(1,029,600)	O & M
		P3 - Neighbourhood Park Development	2,738,500	(1,708,900)	0	0	0	0	(1,029,600)	
319	Growth	Building Stronger Kelowna - Parkinson Rec Park Field Realignment	2,062,000	(1,031,000)	(1,031,000)	0	0	0	0	
319	Growth	Building Stronger Kelowna - Rutland Recreation Field Realignment	450,000	0	(450,000)	0	0	0	0	
320	Renew	Elks Stadium Batter's Eye	50,000	(50,000)	0	0	0	0	0	
320	Growth	Glenmore Recreation Park - Phases 4, 5	1,200,000	(1,200,000)	0	0	0	0	0	O & M
321	Growth	Mission Recreation - Youth Park, Plaza, & Trail System	215,500	(127,900)	0	0	0	0	(87,600)	
		P5 - Recreation Park Development	3,977,500	(2,408,900)	(1,481,000)	0	0	0	(87,600)	
321	Renew	City Park - Improvements, Waterfront Promenade Phase 3	400,000	0	0	0	0	0	(400,000)	
322	Growth	Manhattan Point Park DCC	100,000	(21,400)	0	0	0	0	(78,600)	
		P6 - City-wide Park Development	500,000	(21,400)	0	0	0	0	(478,600)	
322	Renew	Knox Mountain Park - Improvements	402,700	0	0	0	0	0	(402,700)	O & M
		P7 - Linear/Natural Area Park Development	402,700	0	0	0	0	0	(402,700)	
323	Renew	Irrigation Renewal	708,500	0	0	0	0	0	(708,500)	
323	New	Park Infrastructure Renewal	218,000	(163,500)	0	0	0	0	(54,500)	O & M
324	New	Kelowna Memorial Cemetery - Improvements	137,000	(137,000)	0	0	0	0	0	
		P8 - Renewal, Rehabilitation & Infra	1,063,500	(300,500)	0	0	0	0	(763,000)	
324	New	Capital Opportunities & Partnership Fund	500,000	0	0	0	0	0	(500,000)	
		P9 - Capital Opportunities Partnership	500,000	0	0	0	0	0	(500,000)	
325	Renew	Art Walk Furniture and Paver Surfaces Replacement	130,000	0	0	0	0	0	(130,000)	
325	New	Urban Centers Beautification Initiative	150,000	0	0	0	0	0	(150,000)	O & M
		P10 - Urban Streetscape, Centres Dev, Renewal	280,000	0	0	0	0	0	(280,000)	
Cost Center Total			27,848,800	(22,826,300)	(1,481,000)	0	0	0	(3,541,500)	

*O & M denotes capital request has operating & maintenance impacts included in the request

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2024 P1 - \$19.4M	
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.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
18,386,600	(18,386,600)	0	0	0	0	0

Operating Impact: DCC Parkland Acquisition

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	59,000	0	0	0	0	0	0	(59,000)
2025	69,000	0	0	0	0	0	0	(69,000)
2026	69,000	0	0	0	0	0	0	(69,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2024 P3 - \$2.7M	
Title:	Burne Park		PRELIMINARY

Justification:

The creation of a neighbourhood park on Burne Ave adjacent to Mill Creek has been a long-term goal for the City, and properties have been acquired over many years. A design budget of \$279k was assigned for 2023. Budget is now requested for the construction of Burne Park, which has been identified as the next priority within the DCC neighbourhood park program. Construction will be coordinated with the Mill Creek Linear Park design and flood mitigation works. Total project budget is \$3.0M.

Expected Completion: Jun 2025

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,738,500	(1,708,900)	0	0	0	0	(1,029,600)

Operating Impact: Burne Park

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	0	0	0	0	0	0	0	0
2025	29,700	0	0	0	0	0	0	(29,700)
2026	52,800	0	0	0	0	0	0	(52,800)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: Not included P5
 Title: Building Stronger Kelowna - Parkinson Rec Park Field Realignment PRELIMINARY

Justification:

Budget is requested to optimize Parkinson Recreation Park to include high-quality outdoor amenities, realign sports fields in a north-south orientation to enhance the City's ability to host competition, and to stay attuned to trends and best practices in the recreation sector. This project is essential for ensuring a superior user experience, fostering community well-being, and remaining competitive in a dynamic recreational landscape.

This is a multi-year project, with budget estimated at \$41.2M. Contractual commitments made in 2024 will be based on this budget plus \$16.5M budget in 2025, \$14.4M budget in 2026, and \$8.2M in 2027.

Expected Completion: Jun 2027

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,062,000	(1,031,000)	(1,031,000)	0	0	0	0

Department: Capital Projects Priority: 1 Growth
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2024 P5 - \$450k
 Title: Building Stronger Kelowna - Rutland Recreation Field Realignment PRELIMINARY

Justification:

Our current city inventory of multi-use fields is heavily subscribed and at capacity. A proposed realignment of the fields and other amenities will create an additional field, and add an artificial turf field. Budget is requested for the public consultation and design. A budget request for the construction of this field realignment and artificial turf field will be brought forward in 2025. Design is anticipated to be completed in 2024, and construction in 2025. The grass field would come into use in 2027 after a one-year growing season.

This is a multi-year project, total budget estimated at \$4.5M. Contractual commitments made in 2024 will be based on this budget plus \$4.05M budget in 2025.

Expected Completion: Jan 2027

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	0	(450,000)	0	0	0	0

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: Not included P5	
Title:	Elks Stadium Batter's Eye		PRELIMINARY

Justification:

Elks Stadium is Kelowna's premier baseball facility, home to several local teams including the Kelowna Falcons, Okanagan College Coyotes and Okanagan Athletics. According to team officials, the speed of balls being pitched, combined with reflections from the sun coming off of the downtown skyline has made it increasingly difficult for hitters to see and react to balls coming towards them. A split-second reaction can be the difference between getting hit by a pitch or not. Budget is requested to install a batter's eye, a solid-colored area beyond center field that is a visual backdrop directly in the line of sight of a baseball batter, while facing the pitcher and awaiting a pitch. This allows the batter to see the pitched ball against a sharply contrasted and uncluttered background to increase the safety of the hitter behind the plate.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

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

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2024 P5 - \$1.2M	
Title:	Glenmore Recreation Park - Phases 4, 5		PRELIMINARY

Justification:

Glenmore Recreation Park is the primary park project in the Parks Development DCC program, and will be constructed over multiple phases. The park also serves as an important community park space serving North Glenmore. The artificial turf field will be prioritized, to offset the disruption from forthcoming fields construction at Parkinson Recreation Park. \$550k budget was approved in 2022, and \$6.8M in 2023. Contractual commitments made in 2024 will be based on this budget plus \$7.8M budget in 2025 and \$7.8M budget in 2026. The total budget from 2022 is \$24.1M

Expected Completion: Jun 2025

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,200,000	(1,200,000)	0	0	0	0	0

Operating Impact: Glenmore Recreation Park - Phases 4, 5

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	0	0	0	0	0	0	0	0
2025	3,800	0	0	0	0	0	0	(3,800)
2026	20,600	0	0	0	0	0	0	(20,600)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2024 P5 - \$215k
 Title: Mission Recreation - Youth Park, Plaza, & Trail System PRELIMINARY

Justification:

The Mission Recreation Park master plan identifies a central plaza, youth park, children’s play as the heart and focal point of the park connected to the rest of the park with an enhanced trail system. Budget is requested for the design of these elements, which will be coordinated with the concurrent design of the adjacent activity center. Design work will be completed in 2024. This is a multi-year project, total budget estimated at \$3.3M. Contractual commitments will be based on this budget plus \$3.1M budget in 2025.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
215,500	(127,900)	0	0	0	0	(87,600)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2024 P6 - \$400k
 Title: City Park - Improvements, Waterfront Promenade Phase 3 PRELIMINARY

Justification:

Phase 2 of the City Park promenade renewal was completed in 2022. Budget is requested for the design of the final section from the Cold Sands washroom to the Sails. The intent is to also improve safety in this congested portion of the park by separating pedestrians and cyclists, where possible. The detailed design can only commence once approval has been received from the Province, but is currently anticipated to be completed ready for tender in Q1 2025. This is a multi-year project, total budget estimated at \$2.9M. Contractual commitments will be based on this budget plus \$2.5M budget in 2025.

Expected Completion: Mar 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	0	0	0	0	0	(400,000)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2024 P6 - \$207k	
Title:	Manhattan Point Park DCC		PRELIMINARY

Justification:

The pier, wharf and retaining walls at Manhattan Point were all badly damaged during the 2017 flooding, however they were ineligible for Provincial assistance funding. The park has been closed for safety reasons ever since. The pier and wharf were assessed as being beyond reasonable repair. Budget is requested for the public consultation and design of the new park and replacement pier. Design is anticipated to be complete in 2024, and a subsequent budget request for construction funding will be submitted in 2025, subject to receiving Provincial approvals.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
100,000	(21,400)	0	0	0	0	(78,600)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2024 P7 - \$318k	
Title:	Knox Mountain Park - Improvements		PRELIMINARY

Justification:

Knox Mountain Park continues to be one of the City's most popular parks, however it is a delicate ecosystem and the increasing numbers of users puts a heavy strain on the existing park infrastructure. The updated Knox Mountain Park Management Plan was endorsed by Council in 2022. Reflecting the heavy and increasing demands on the park, the update includes a ten-year development plan covering both capital and operational items. Budget is requested for traffic and accessibility improvements at the first lookout, new and replacement signage, and replacement of crib stairs. This is a multi-year program with capital budget requests identified each year.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
402,700	0	0	0	0	0	(402,700)

Operating Impact: Knox Mountain Park - Improvements

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	33,500	0	0	0	0	0	0	(33,500)
2025	42,500	0	0	0	0	0	0	(42,500)
2026	43,500	0	0	0	0	0	0	(43,500)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2024 P8 - \$708k
 Title: Irrigation Renewal PRELIMINARY

Justification:

Based on irrigation system audits, the life expectancy of the system, and the City's assessment criteria, budget is requested for the replacement of the entire irrigation systems at East Kelowna Ball Field and Ben Lee Park as well as continuing upgrade of irrigation controllers.

Expected Completion: Nov 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
708,500	0	0	0	0	0	(708,500)

Department: Capital Projects Priority: 1 New
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2024 P8 - \$218k
 Title: Park Infrastructure Renewal PRELIMINARY

Justification:

Budget is requested to further phase out older receptacles with high efficiency units in Stuart Park, Waterfront Park, Ben Lee Park and Rutland Rec Park. Parks Services manages over 1,200 waste receptacles throughout City parks. Data analytics from smart waste sensors report waste collection in many parks is required over five times per day in peak season due to low-capacity units. In 2023, staff installed 24 high efficiency waste receptacles in City Park, replacing 60+ smaller units. The high efficiency units had a cost avoidance, allowing funds to be used to supplement increased maintenance in downtown parks. Budget is also requested for other infrastructure upgrades within parks, playgrounds, and pathways.

Expected Completion: Mar 2024

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
218,000	(163,500)	0	0	0	0	(54,500)

Operating Impact: Park Infrastructure Renewal

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	4,900	0	0	0	0	0	0	(4,900)
2025	10,000	0	0	0	0	0	0	(10,000)
2026	10,000	0	0	0	0	0	0	(10,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 New
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2024 P8 - \$145k
 Title: Kelowna Memorial Cemetery - Improvements PRELIMINARY

Justification:

Budget is requested for improvements at the Kelowna Memorial Cemetery.

- Including research, masterplan, and marketing plan for sustainable interment protocol for new and existing sections of cemetery;
- Mountain scattering trail expansion with additional monument opportunities;
- Wayfinding Ph 1, signage coordinated with online mapping; and
- Scattering garden additional bronze plaques.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
137,000	(137,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2024 P9 - \$500k
 Title: Capital Opportunities & Partnership Fund PRELIMINARY

Justification:

The City receives multiple unsolicited proposals for partnerships each year, often from community, sports or special interest groups. The focus of the Capital Opportunities and Partnership Fund is to leverage City funds through these partnerships, to achieve a much greater gain in community benefit that in most cases represents a significant multiplier of our investment. Budget is requested to fund both anticipated partnerships for the upcoming year as well as any high value grants or other unknown opportunities that may arise. Partnership agreements are vetted by staff and presented to Council for approval. This is a multi-year program. There is an equivalent budget request of \$500k for the Buildings cost centre.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	0	0	0	0	0	(500,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: Not included P10
 Title: Art Walk Furniture and Paver Surfaces Replacement PRELIMINARY

Justification:

Budget is requested for components that are crucial for the enhancement of the art walk. This includes the replacement of furniture (garbage cans, benches and bollards) and the replacement of paver surfaces with new concrete. These items will reinforce the City's dedication to enhancing the art walk experience and promote Kelowna's downtown core as a vibrant cultural hub.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
130,000	0	0	0	0	0	(130,000)

Department: Capital Projects Priority: 1 New
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: Not included P10
 Title: Urban Centres Beautification Initiative PRELIMINARY

Justification:

Budget is requested to beautify the urban center areas of Kelowna. The work includes: 1) conversion to low voltage seasonal tree lighting upgrade along Bernard Ave; 2) renewal of seasonal decorations; 3) removal and replacement of deteriorating garbage cans; 4) purchase of additional hanging baskets and flower planters and 5) replacement of cultural and seasonal banners.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	0	0	0	0	0	(150,000)

Operating Impact: Urban Centers Beautification Initiative

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	38,200	0	0	0	0	0	0	(38,200)
2025	32,200	0	0	0	0	0	0	(32,200)
2026	32,200	0	0	0	0	0	0	(32,200)

2024 Capital Requests
Preliminary Budget
Summary - General Fund

Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Parks Capital - Priority 2								
New		500,000	0	0	0	0	0	(500,000)
	Capital Opportunities & Partnership Fund							
	P9 - Capital Opportunities Partnership	500,000	0	0	0	0	0	(500,000)
Cost Center Total		500,000	0	0	0	0	0	(500,000)

▶ VEHICLE & MOBILE EQUIPMENT CAPITAL

LED BY: GENERAL MANAGER, INFRASTRUCTURE

The vehicles & equipment capital infrastructure group is made up of two sections.

V1 – Additional Vehicles / Equipment

This budget supports the addition of new vehicles and equipment to the corporate fleet in response to increased service demand from population growth or additional services.

V2 - Vehicle / Equipment Renewal

As part of the City's vehicle replacement program, vehicles at the end of their service life cycles are replaced using funds from the equipment replacement reserve. Cars and light trucks have an average design life of 10 years.



2024 Program

The 2024 priority one budget investment for Vehicles & Equipment Capital totals \$7.3M, representing 5.2% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Growth Vehicles	V1	2,327	0	0	0	0	2,327
Vehicle/Equipment Renewal	V2	4,990	0	0	0	0	4,990
Total priority 1 requests		7,317	0	0	0	0	7,317



2024 Capital Requests

Preliminary Budget

Summary - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation	
Vehicles Capital - Priority 1										
329	Growth	Growth	2,327,000	(2,085,900)	0	0	0	(241,100)	0	O & M
Vehicles		V1 - Additional Vehicles / Equipment	2,327,000	(2,085,900)	0	0	0	(241,100)	0	
329	Renew	Vehicle/Equipment Renewal	4,990,000	(4,990,000)	0	0	0	0	0	
		V2 - Vehicle / Equipment Renewal	4,990,000	(4,990,000)	0	0	0	0	0	
Cost Center Total			7,317,000	(7,075,900)	0	0	0	(241,100)	0	

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Vehicle & Mobile Equipment 10 Yr Cap Plan Ref: 2024 V1 - \$996k
 Title: Growth Vehicles PRELIMINARY

Justification:

Budget is requested for additional equipment to support increased expectations for service and maintenance, growth, and regulatory requirements. Zero emission vehicles will be selected where viable/possible.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,327,000	(2,085,900)	0	0	0	(241,100)	0

Operating Impact: Growth Vehicles

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	233,100	(8,400)	0	0	0	0	(8,400)	(216,300)
2025	466,200	(16,800)	0	0	0	0	(16,800)	(432,600)
2026	466,200	(16,800)	0	0	0	0	(16,800)	(432,600)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Vehicle & Mobile Equipment 10 Yr Cap Plan Ref: 2024 V2 - \$3.5M
 Title: Vehicle/Equipment Renewal PRELIMINARY

Justification:

Budget is requested for the replacement of 37 units to support and maintain services delivered by various city departments. Unit replacement considers equipment type, seasonal use and equipment condition. Internal rental rates contribute to the equipment replacement reserve throughout the course of the vehicle/equipment service life. Electric of Zero Emission Vehicles will be selected where viable/possible.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,990,000	(4,990,000)	0	0	0	0	0

▶ TRANSPORTATION CAPITAL

LED BY: GENERAL MANAGER, INFRASTRUCTURE

The transportation capital infrastructure group is made up of nine sections.

T1 – DCC Roads

Allocation for design, land and construction costs associated with DCC Road projects.

T2 - DCC Roads - Active Transportation

Allocation for design, land and construction costs associated with DCC Active Transportation projects. General taxation to cover 77.7% Assist.

T3 - Non-DCC Roads

Infrastructure upgrades which are not part of the 20 Year Servicing Plan and Financing Strategy (collectors and local roads) and City initiated projects to upgrade streets to full urban standards including drainage, fillet paving, sidewalks and landscaped boulevards.

T4 - Transportation System Renewal

Allocation for overlay and other processes, including micro asphaltting, for rehabilitation of City roads. Also includes renewal of curb and gutter, bike paths, retaining walls, handrails and stairways.

T5 - Bicycle Network

Allocation for bike network system additions and improvements.

T6 - Sidewalk Network

Allocation required to complete the Non-DCC portion of the sidewalk network.

T7 - Safety and Operational Improvements

Allocation to cover field reviews and capital improvements for safety improvements or to improve operational efficiency. This will include projects such as left turn bays, traffic control changes, safety barriers, signs, markings, handicap access improvements and retrofit medians.

T8 - Traffic Control Infrastructure

This program is for construction of new traffic signal control infrastructure that is not part of the DCC program. This includes new traffic signals and pedestrian activated traffic signals, installation of new communication for the traffic signals system and where new development occurs install conduit for future traffic signals. Program also includes renewal of existing traffic signals.

T9 - Transit Facilities

Construction of new and renewal of existing transit facilities, bus pullouts and shelters.



2024 Program

The 2024 priority one budget investment for Transportation Capital totals \$20.2M, representing 14.4% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Building Stronger Kelowna - Transportation Upgrades	T1	1,038	8,300	7,300	4,200	0	20,838
McCulloch Area DCC (KLO/Hall/Spiers)	T1	465	5,686	0	0	0	6,151
Major Intersection Capacity Improvements DCC	T1	240	0	0	0	0	240
Burtch 3 DCC (Glenmore - Springfield), RD	T1	436	424	1,466	0	0	2,326
Road Safety Improvements DCC	T1	500	0	0	0	0	500
Traffic Signals and Roundabouts DCC	T1	750	0	0	0	0	750
Lakeshore 5 DCC (Richter - Cook), RD	T1	300	300	2,300	0	0	2,900
Stewart 3 DCC (Crawford-Swamp), Road	T1	930	0	0	0	0	930
Gordon 1 DCC (Frost - South Perimeter)	T1	200	0	0	0	0	200
Frost DCC (Killdeer - Chute Lake)	T1	437	4,843	0	0	0	5,280
Rail Trail to Greenway DCC, ATC	T2	3,950	0	0	0	0	3,950
Abbott DCC (Rose - Gyro), ATC	T2	75	775	260	0	0	1,110
Bertram 1 DCC (Sutherland - Cawston), ATC	T2	544	1,620	6,869	0	0	9,032
Lakeshore 3 DCC (Lexington - Old Meadows), ATC	T2	130	0	0	0	0	130
Local Street Urbanization Program	T3	180	0	0	0	0	180
Roadway Urbanization	T3	350	0	0	0	0	350
KLO Rd Mission Creek Bridge Replacement	T4	1,224	10,050	0	0	0	11,274
Transportation System Renewal	T4	1,242	0	0	0	0	1,242
Road Renewal Program	T4	4,929	0	0	0	0	4,929
Bicycle Network Improvement Program	T5	500	0	0	0	0	500
Neighbourhood Bikeway Program	T5	120	0	0	0	0	120
Pedestrian Network	T6	460	0	0	0	0	460
Safety and Operational Improvements	T7	474	0	0	0	0	474
Rutland Park & Ride, Mobility Hub, Operations Facility	T9	380	0	0	0	0	380
Transit - Bus Stop and Amenity Improvements	T9	150	0	0	0	0	150
Rutland Network Restructure - Infrastructure	T9	105	0	0	0	0	105
Transit - Land Acquisition	T9	45	0	0	0	0	45
YLW Transit Hub	T9	45	0	100	0	0	145
Total priority 1 requests		20,199	31,997	18,294	4,200	0	74,691

2024 Capital Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Transportation Capital - Priority 1									
333	Growth	Building Stronger Kelowna - Transportation Upgrades	1,038,000	(485,000)	(553,000)	0	0	0	0
333	Growth	McCulloch Area DCC (KLO/Hall/Spiers)	465,000	(353,400)	0	0	0	0	(111,600)
334	Growth	Major Intersection Capacity Improvements DCC	240,000	(126,100)	0	0	0	0	(113,900)
334	Growth	Burtch 3 DCC (Glenmore - Springfield), RD	436,300	(318,900)	0	0	0	0	(117,400)
335	Growth	Road Safety Improvements DCC	500,000	(456,000)	0	0	0	0	(44,000)
335	Growth	Traffic Signals and Roundabouts DCC	750,000	(696,000)	0	0	0	0	(54,000) O & M
336	Growth	Lakeshore 5 DCC (Richter - Cook), RD	300,000	(214,400)	0	0	(30,000)	0	(55,600)
336	Growth	Stewart 3 DCC (Crawford-Swamp), Road	930,000	(820,000)	0	0	0	0	(110,000)
337	Growth	Gordon 1 DCC (Frost - South Perimeter)	200,000	(200,000)	0	0	0	0	0
337	Growth	Frost DCC (Killdeer - Chute Lake)	437,400	(437,400)	0	0	0	0	0
T1 - DCC Roads			5,296,700	(4,107,200)	(553,000)	0	(30,000)	0	(606,500)
338	Growth	Rail Trail to Greenway DCC, ATC	3,950,000	(3,717,400)	0	0	0	0	(232,600) O & M
338	Growth	Abbott DCC (Rose - Gyro), ATC	75,000	(26,200)	0	0	0	0	(48,800)
339	Growth	Bertram 1 DCC (Sutherland - Cawston), ATC	543,700	(535,900)	0	0	(6,900)	0	(900)
339	Growth	Lakeshore 3 DCC (Lexington - Old Meadows), ATC	130,000	(95,600)	0	0	(4,000)	0	(30,400)
T2 - DCC Roads - Active Transportation			4,698,700	(4,375,100)	0	0	(10,900)	0	(312,700)
340	Growth	Local Street Urbanization Program	180,000	(90,000)	0	0	0	0	(90,000) O & M
340	Growth	Roadway Urbanization	350,000	0	0	0	(350,000)	0	0 O & M
T3 - Non-DCC Roads			530,000	(90,000)	0	0	(350,000)	0	(90,000)
341	Renew	KLO Rd Mission Creek Bridge Replacement	1,224,100	(1,224,100)	0	0	0	0	0
341	Renew	Transportation System Renewal	1,241,900	(725,000)	0	0	0	0	(516,900)
342	Renew	Road Renewal Program	4,928,900	(4,189,200)	0	0	0	0	(739,700)
T4 - Transportation System Renewal			7,394,900	(6,138,300)	0	0	0	0	(1,256,600)
342	Growth	Bicycle Network Improvement Program	500,000	(250,000)	0	0	0	0	(250,000) O & M
343	Growth	Neighbourhood Bikeway Program	120,000	0	0	0	0	0	(120,000)
T5 - Bicycle Network			620,000	(250,000)	0	0	0	0	(370,000)
343	Growth	Pedestrian Network	460,000	(230,000)	0	0	0	0	(230,000) O & M
T6 - Sidewalk Network			460,000	(230,000)	0	0	0	0	(230,000)
344	Renew	Safety and Operational Improvements	474,000	(135,000)	0	0	0	0	(339,000) O & M
T7 - Safety and Operational Improvements			474,000	(135,000)	0	0	0	0	(339,000)
344	Growth	Rutland Park & Ride, Mobility Hub, Operations Facility	380,000	(35,000)	0	0	0	0	(345,000) O & M
345	Growth	Transit - Bus Stop and Amenity Improvements	150,000	(75,000)	0	0	0	0	(75,000) O & M
345	Growth	Rutland Network Restructure - Infrastructure	105,000	(41,300)	0	0	0	0	(63,700)
346	Growth	Transit - Land Acquisition	45,000	(45,000)	0	0	0	0	0
346	Growth	YLW Transit Hub	45,000	(25,000)	0	0	0	0	(20,000)
T9 - Transit Facilities			725,000	(221,300)	0	0	0	0	(503,700)
Cost Center Total			20,199,300	(15,546,900)	(553,000)	0	(390,900)	0	(3,708,500)

*O & M denotes capital request has operating & maintenance impacts included in the request

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 B1 - \$62M	
Title:	Building Stronger Kelowna - Transportation Upgrades		PRELIMINARY

Justification:

The Parkinson Recreation Centre and Park is located in an area of the City that experiences high transportation impacts. The redevelopment of Parkinson Recreation Centre and Park provides an opportunity to improve the transportation network through thoughtful upgrades to infrastructure like the surrounding roads, alternative transportation corridors, and public transportation systems. This work will promote multimodal transportation thereby reducing the GHG emissions created by users accessing this site.

This is a multi-year project, with budget estimated at \$20.8M. Contractual commitments made in 2024 will be based on this budget plus \$8.3M budget in 2025, \$7.3M budget in 2026, and \$4.2M in 2027.

Expected Completion: Jun 2027

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,038,000	(485,000)	(553,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T1 - \$465k	
Title:	McCulloch Area DCC (KLO/Hall/Spiers)		PRELIMINARY

Justification:

The KLO bridge over Mission Creek is at the end of its service life. This project will upgrade approaches to the bridge including intersection improvements. Budget for 2024 is requested to complete the design, update cost estimates, undertake major utility relocates, and prework to support the replacement of the bridge in 2025. A separate budget request for major construction will be made in 2025. This project is coordinated with the KLO Rd Mission Creek Bridge Replacement project.

Expected Completion: Dec 2026

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
465,000	(353,400)	0	0	0	0	(111,600)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T1 - \$240k	
Title:	Major Intersection Capacity Improvements DCC		PRELIMINARY

Justification:

Budget is requested for the major intersection capacity improvements DCC program, which aims to expand vehicle capacity at key arterial intersections that have network-level impacts and are experiencing traffic growth due to development. Budget will advance pre-construction work for the Springfield and Dilworth intersection project, including completing design and advancing land acquisition. Option evaluation at other priority locations for the program will also be initiated. As traffic volumes grow, and intersections reach capacity, safety issues can also arise. In many cases, the capacity improvements will be coordinated with safety improvements.

Expected Completion: Dec 2025

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
240,000	(126,100)	0	0	0	0	(113,900)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T1 - \$436k	
Title:	Burtch 3 DCC (Glenmore - Springfield), RD		PRELIMINARY

Justification:

Budget is requested to advance design for the Burtch 3 DCC Project between Glenmore and to the south of Harvey. The Burtch 3 project is identified in the Transportation Master Plan and includes upgrades and widening to Bernard, Burtch, and intersections at Bernard/Glenmore, Bernard/Burtch, Burtch/Lawrence, and Burtch/Harvey. Active transportation improvements are also included in the project scope. Future timing of detailed design and construction will be coordinated with the redevelopment of the Parkinson Recreation Centre. Future budget requests will supplement funding from the Building Stronger Kelowna program.

Expected Completion: Dec 2025

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
436,300	(318,900)	0	0	0	0	(117,400)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T1 - \$500k	
Title:	Road Safety Improvements DCC		PRELIMINARY

Justification:

Budget is requested for the road safety improvements DCC program. This program aims to address safety issues at arterial road intersections that are experiencing safety performance issues related to growth in traffic volume and other road users. Budget will advance work at the intersection of Springfield/ Dilworth/ Benvoulin, including advancing design and early land acquisition. At Springfield/ Dilworth/ Benvoulin funding for safety and capacity improvements will be combined to address issues concurrently. In addition, an evaluation of priority locations will be undertaken to develop a listing of potential future projects.

Expected Completion: Dec 2025

Strategic Direction: Transportation - Traffic safety management is increasing

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	(456,000)	0	0	0	0	(44,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T1 - \$1.9M	
Title:	Traffic Signals and Roundabouts DCC		PRELIMINARY

Justification:

Budget is requested for this ongoing program to construct traffic signals or roundabouts at major road intersections that require traffic control. This budget will be used to complete design, acquire land and construct a traffic signal at Rio Dr and Clifton Rd. This site meets national warrants for a traffic signal, has seen traffic volume growth due to development in Wilden and North Clifton areas and receives service requests for improved pedestrian crossings of Clifton Rd. A roundabout was considered at this location but is not likely to be recommended due to land and re-grading impacts. Construction is projected to be complete mid 2025.

Expected Completion: Jun 2025

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
750,000	(696,000)	0	0	0	0	(54,000)

Operating Impact: Traffic Signals and Roundabouts DCC

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	6,100	0	0	0	0	0	0	(6,100)
2025	22,900	0	0	0	0	0	0	(22,900)
2026	22,900	0	0	0	0	0	0	(22,900)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T1 - \$300k	
Title:	Lakeshore 5 DCC (Richter - Cook), RD	PRELIMINARY	

Justification:

Budget is requested for the lakeshore 5 DCC project between Swordy Rd and Barrera Rd. This work will advance opportunities to coordinate street improvements with upcoming utility replacements. This budget will be used to advance design and initiate land acquisition. The timing of future construction will be coordinated with utilities.

Expected Completion: Dec 2024

Strategic Direction: Transportation - More trips by alternative transportation modes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(214,400)	0	0	(30,000)	0	(55,600)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T1 - \$4.9M	
Title:	Stewart 3 DCC (Crawford-Swamp), Road	PRELIMINARY	

Justification:

Supplemental budget is requested to construct alignment, intersection, and cross-section improvements along Stewart Rd W (north of Saucier Rd), at the intersection of Stewart Rd W and Bedford Rd, Bedford Rd between Stewart Rd W and DeHart roads, and the intersection of DeHart/Casorso/Bedford roads. Construction costs reflect updated designs and cost estimates completed in 2023. Construction completion is anticipated in mid-2025, dependent on land acquisition and ALR approvals.

Expected Completion: Jul 2025

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
930,000	(820,000)	0	0	0	0	(110,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T1 - \$200k
 Title: Gordon 1 DCC (Frost - South Perimeter) PRELIMINARY

Justification:

Budget is requested to complete the final pavement lift on Gordon Dr from Frost Rd to Ponds Ave. When Gordon Dr was originally constructed the top layer of pavement was deferred to reduce the impact of utility cuts and road tie-ins. With the opening of South Perimeter Way the top lift of asphalt is now required to support arterial traffic.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(200,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Growth
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T1 - \$437k
 Title: Frost DCC (Killdeer - Chute Lake) PRELIMINARY

Justification:

Budget is requested to complete detailed design and start land negotiations for the Frost Rd extension from Killdeer Rd eastward towards Chute Lake Rd including a new controlled intersection (roundabout) at Frost/Chute Lake/Okaview. This will provide a major road connection between Chute Lake Rd and Gordon Dr, connecting the Kettle Valley and Ponds neighbourhoods. In 2023 preliminary design and intersection options evaluation was completed. Detailed design and land acquisition will support future construction requests.

Expected Completion: Dec 2024

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
437,400	(437,400)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T2 - \$4.0M
 Title: Rail Trail to Greenway DCC, ATC PRELIMINARY

Justification:

Budget is requested for the construction of the rail trail to greenway Active Transportation Corridor (ATC) on Leckie Rd. This project will fill a gap in the all-ages and abilities bicycling network, linking the Okanagan Rail Trail with the Mission Creek Greenway. The ATC crosses Highway 97 and will require Ministry of Transportation Infrastructure approval. Improved access from Springfield to the Mission Creek Greenway will be coordinated with the Regional District of Central Okanagan.

Expected Completion: Dec 2024

Strategic Direction: Transportation - More trips by alternative transportation modes

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,950,000	(3,717,400)	0	0	0	0	(232,600)

Operating Impact: Rail Trail to Greenway DCC, ATC

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	7,700	0	0	0	0	0	0	(7,700)
2025	28,000	0	0	0	0	0	0	(28,000)
2026	28,000	0	0	0	0	0	0	(28,000)

Department: Capital Projects Priority: 1 Growth
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T2 - \$850k
 Title: Abbott DCC (Rose - Gyro), ATC PRELIMINARY

Justification:

Budget is requested to advance the Abbott ATC between Meikle Rd and Gyro Beach Park. Delivery of this segment of the Abbott ATC will be lead by the development at 3340 Lakeshore Rd. Development requirements include the construction of protected bike lanes between Gyro Beach Park and just south of Meikle Rd. Adjacent sidewalk will be constructed by the developer concurrently but funded by the City. This funding will support completion and review of the developer's design and land acquisitions. Construction funding will be requested under a separate future request. Construction timing is dependent on development scheduling but is anticipated in 2025.

Expected Completion: Dec 2025

Strategic Direction: Transportation - More trips by alternative transportation modes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
75,000	(26,200)	0	0	0	0	(48,800)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T2 - \$543k	
Title:	Bertram 1 DCC (Sutherland - Cawston), ATC		PRELIMINARY

Justification:

Budget is requested to undertake detailed design for the Bertram Active Transportation Corridor (ATC) north-south through downtown from the Cawston to the Sutherland ATC. The Bertram ATC was identified in the 2040 Transportation Master Plan as a new protected bike lane connection through downtown to support continued growth & development - including the new UBCO campus. The route will link downtown to surrounding ATC facilities including the Okanagan Rail Trail, Cawston, Leon/Lawrence (future), the Bertram Multiuse Overpass and Sutherland. This project will inform current and future development applications and future budget requests for construction. This process will include stakeholder consultation.

Expected Completion: Dec 2025

Strategic Direction: Transportation - More trips by alternative transportation modes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
543,700	(535,900)	0	0	(6,900)	0	(900)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T2 - \$130k	
Title:	Lakeshore 3 DCC (Lexington - Old Meadows), ATC		PRELIMINARY

Justification:

Budget is required for the preliminary design of the Lakeshore 3 (Lexington Dr to Old Meadows Rd) Active Transportation Corridor (ATC). Preliminary design and updated cost estimates will be used to inform and update the 10-Year Capital Plan. Construction of the Lakeshore 3 ATC is currently planned for 2028/29, however, the preliminary design will assess if quick build/interim improvements are viable over the shorter term.

Expected Completion: Dec 2024

Strategic Direction: Transportation - More trips by alternative transportation modes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
130,000	(95,600)	0	0	(4,000)	0	(30,400)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T3 - \$400k	
Title:	Local Street Urbanization Program		PRELIMINARY

Justification:

Budget is requested to advance the Morrison Ave local street urbanization pilot project in 2024 and complete design for Glenwood Ave. Redevelopment is occurring in core area neighbourhoods and is expected to accelerate under the current Official Community Plan creating a higher demand on local streets for walking, biking, parking and driving. This pilot will help confirm construction approach, costs, and resources to urbanize local streets in core area neighbourhoods. This supplemental budget will be combined with carryover from 2023 and deferred revenue from fronting parcels.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
180,000	(90,000)	0	0	0	0	(90,000)

Operating Impact: Local Street Urbanization Program

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	800	0	0	0	0	0	0	(800)
2025	1,500	0	0	0	0	0	0	(1,500)
2026	1,500	0	0	0	0	0	0	(1,500)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T3 - \$350k	
Title:	Roadway Urbanization		PRELIMINARY

Justification:

Budget is requested to deliver roadway urbanization projects in conjunction with the Offsite and Oversize Program. This program funds infrastructure extensions or fills gaps in street elements in coordination with nearby development.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
350,000	0	0	0	(350,000)	0	0

Operating Impact: Roadway Urbanization

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	600	0	0	0	0	0	0	(600)
2025	1,200	0	0	0	0	0	0	(1,200)
2026	1,200	0	0	0	0	0	0	(1,200)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T4 - \$1.2M
 Title: KLO Rd Mission Creek Bridge Replacement PRELIMINARY

Justification:

The KLO bridge over Mission Creek is at the end of its service life. This project will replace the existing bridge, accommodate the Mission Creek Greenway under the west abutment, accommodate updated flood levels and improve the safety of road approaches. Budget is requested to complete design, update cost estimates, undertake major utility relocates, and prework to support the replacement of the bridge in 2025. A separate budget request for bridge replacement construction will be made in 2025. This project is coordinated with the McCulloch Area DCC project.

Expected Completion: Dec 2026

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,224,100	(1,224,100)	0	0	0	0	0

Department: Capital Projects Priority: 1 Renew
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T4 - \$1.2M
 Title: Transportation System Renewal PRELIMINARY

Justification:

Budget is requested for the annual renewal program to replace existing transportation system equipment and infrastructure based on condition inspections and asset management plans. Lifecycle repairs and replacements ensure reliable and safe operation for travelers. Renewals included in this request are consistent with the Council endorsed 10-Year Capital Plan and include: the Bridge Rehabilitation and Renewal Program, the Sidewalk & Bikeway Renewal Program, the Street Lighting Renewal Program, and the Traffic Signals and Communications Renewal Program.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,241,900	(725,000)	0	0	0	0	(516,900)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T4 - \$4.0M	
Title:	Road Renewal Program	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, such as crack sealing and micro-surfacing. An increase in renewal funding in 2024 will offset lower projected funding next year. Pavement renewal is coordinated with other capital and development projects to maximize pavement life.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,928,900	(4,189,200)	0	0	0	0	(739,700)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T5 - \$500k	
Title:	Bicycle Network Improvement Program	PRELIMINARY	

Justification:

Budget is requested for this annual program to complete the design and construction of bike lanes to fill in gaps in the supporting cycling network as identified in the Pedestrian & Bicycle Master Plan (PBMP). The bike lane programs typically implement painted bike lanes; however, may consider small-scale cycling projects which improve rider safety and comfort. One of the planned projects for 2024 is the supporting infrastructure for the renewed DeHart Park and bike lanes on Lanfranco (Pandosy to Richter).

Expected Completion: Dec 2024

Strategic Direction: Transportation - More trips by alternative transportation modes

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	(250,000)	0	0	0	0	(250,000)

Operating Impact: Bicycle Network Improvement Program

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	1,700	0	0	0	0	0	0	(1,700)
2025	3,500	0	0	0	0	0	0	(3,500)
2026	3,500	0	0	0	0	0	0	(3,500)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T5 - \$80k	
Title:	Neighbourhood Bikeway Program		PRELIMINARY

Justification:

Budget is requested to advance a neighbourhood bikeway pilot project. Neighbourhood bikeways can provide lower-cost alternatives to protected bike lanes on major roads. They are generally located on quieter streets and typically include wayfinding signage, traffic calming to manage traffic speeds and volumes, and upgraded crossings at major roads. This pilot follows the completion of a neighbourhood bikeways study in 2023. In 2024 requested budget will complete design and cost estimates for the Rutland Neighbourhood bikeway.

Expected Completion: Dec 2025

Strategic Direction: Transportation - More trips by alternative transportation modes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
120,000	0	0	0	0	0	(120,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T6 - \$460k	
Title:	Pedestrian Network		PRELIMINARY

Justification:

Budget is requested for the annual program to upgrade existing and add new crosswalks and sidewalks. Improvements to crosswalks and sidewalks make walking a more viable, comfortable and safer travel option. Improvements include installation of pedestrian-activated warning flashers, median refuge islands, curb extensions, road markings/signage, lighting. This program also funds construction of new sidewalks to fill gaps in the walking network including new sidewalk segments as identified through the Safe Routes for Schools Program.

Expected Completion: Dec 2025

Strategic Direction: Transportation - Traffic safety management is increasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
460,000	(230,000)	0	0	0	0	(230,000)

Operating Impact: Pedestrian Network

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	9,300	0	0	0	0	0	0	(9,300)
2025	11,800	0	0	0	0	0	0	(11,800)
2026	11,800	0	0	0	0	0	0	(11,800)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T7 - \$474k	
Title:	Safety and Operational Improvements		PRELIMINARY

Justification:

Budget is requested for the Safety and Operational Improvements in a variety of project types as presented in 10-Year Capital Plan. Intelligent Transportation Systems projects include the update and coordination of signal operations for a number of City signals adjacent to Highway 97. The Neighbourhood Traffic Calming program responds to citizen's requests to improve safety and quality of life by moderating speeding and short-cutting on local neighbourhood streets. The Road Safety Partnerships with ICBC's Road Safety Improvement Program improves road safety performance at locations identified through intersection safety screening, service requests and operational reviews.

Expected Completion: Dec 2025

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
474,000	(135,000)	0	0	0	0	(339,000)

Operating Impact: Safety and Operational Improvements

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	4,500	0	0	0	0	0	0	(4,500)
2025	9,000	0	0	0	0	0	0	(9,000)
2026	9,000	0	0	0	0	0	0	(9,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T9 - \$380k	
Title:	Rutland Park & Ride, Mobility Hub, Operations Facility		PRELIMINARY

Justification:

Supplemental budget is requested to design and construct improvements at the Rutland transit exchange. Proposed improvements include an additional transit bay, shelter, operator washroom, secure bicycle parking & micro-mobility area, sidewalk tie-ins, and potential park-and-ride spaces. These changes will support future transit service from the Rutland Transit Restructuring Plan and advance the development of the Rutland Urban Centre. Costs for this project will be shared between the City (20%) and BC Transit / Federal ICIP grant program (80%). This budget request funds the City's share. Following grant confirmation, detailed design will start followed by construction planned for 2025.

Expected Completion: Dec 2025

Strategic Direction: Transportation - More trips by alternative transportation modes

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
380,000	(35,000)	0	0	0	0	(345,000)

Operating Impact: Rutland Park & Ride, Mobility Hub, Operations Facility

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	0	0	0	0	0	0	0	0
2025	800	0	0	0	0	0	0	(800)
2026	1,700	0	0	0	0	0	0	(1,700)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T9 - \$150k
 Title: Transit - Bus Stop and Amenity Improvements PRELIMINARY

Justification:

Budget is requested for this ongoing program to address capacity, accessibility, safety and other needs at transit stops and, to provide new stops associated with expanded or restructured transit services or in coordination with development.

Expected Completion: Dec 2025

Strategic Direction: Transportation - More trips by alternative transportation modes

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	(75,000)	0	0	0	0	(75,000)

Operating Impact: Transit - Bus Stop and Amenity Improvements

	Cost	Reserve	Borrow	Grant	Other	Revenue	Utility	Taxation
2024	500	0	0	0	0	0	0	(500)
2025	1,000	0	0	0	0	0	0	(1,000)
2026	1,000	0	0	0	0	0	0	(1,000)

Department: Capital Projects Priority: 1 Growth
 Cost Center: Transportation Capital 10 Yr Cap Plan Ref: 2024 T9 - \$105k
 Title: Rutland Network Restructure - Infrastructure PRELIMINARY

Justification:

Budget is requested to upgrade transit stops/infrastructure at several locations in Rutland. This multiyear project will upgrade transit stops in Rutland to reflect the outcomes of the 2023 Rutland Local Area Transit Plan. Improvements will be rolled out incrementally - coordinated with transit route changes. This initial year of the project will focus on design, with construction planned over the next five years through future budget requests.

Expected Completion: Dec 2024

Strategic Direction: Transportation - Capacity and traffic flow is enhanced on major road corridors

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
105,000	(41,300)	0	0	0	0	(63,700)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T9 - \$45k	
Title:	Transit - Land Acquisition	PRELIMINARY	

Justification:

Budget is requested for this ongoing program to initiate design and assess and address property impacts of transit stops associated with expanded or restructured transit services or in coordination with development.

Expected Completion: Dec 2025

Strategic Direction: Transportation - More trips by alternative transportation modes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
45,000	(45,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2024 T9 - \$45k	
Title:	YLW Transit Hub	PRELIMINARY	

Justification:

Budget is requested to continue the development of a concept for a transit hub at Kelowna International Airport. Development of a transit hub at YLW could support better transit access to the airport and surrounding employment centres. As air travel volumes rebound demand for better access to the airport is expected to grow. Development of a hub concept would strengthen the project's chances of accessing potential future senior government transit funding. Concept design of a transit hub concept is expected to occur over 2024/25.

Expected Completion: Dec 2025

Strategic Direction: Transportation - More trips by alternative transportation modes

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
45,000	(25,000)	0	0	0	0	(20,000)

▶ WASTEWATER CAPITAL

LED BY: GENERAL MANAGER, INFRASTRUCTURE

The wastewater capital infrastructure group is made up of six sections.

WW1 – DCC Pipes (Mains)

New wastewater mains to support growth.

WW2 - DCC Lift Stations

New wastewater lift stations to support growth.

WW3 - DCC Wastewater Treatment Facilities

New wastewater treatment facilities to support growth.

WW4 - DCC Oversize

The City's share of costs to oversize wastewater infrastructure and to do work in excess of the developer's own needs.

WW5 - Network and Facility Renewal

Renewal of existing wastewater mains, lift stations and existing treatment facilities that have reached the end of their service life.

WW6 - Network and Facility Improvements

Collection and facility improvements to meet current standards. Contributed assets that are needed to support development and are funded from development.



2024 Program

The 2024 priority one budget investment for Wastewater Capital totals \$20.7M, representing 14.8% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Glenmore Connection - Glenmore Rd from Cross Rd to Scenic Rd	WW1	5,703	0	0	0	0	5,703
Byrns Baron Trunk Phase 2	WW1	1,060	3,179	3,179	3,179	0	10,596
Lakeshore Trunk - (Cook - Gyro)	WW1	500	0	0	2,607	0	3,107
Water St Lift Station	WW2	4,000	0	0	0	0	4,000
Gyro Lift Station	WW2	288	2,787	0	0	0	3,075
Offsite & Oversize - Wastewater	WW4	200	0	0	0	0	200
WWTF Fermenter & Centrifuge Replacement	WW5	2,000	0	0	0	0	2,000
Burtch Trunk	WW5	1,250	1,000	0	0	0	2,250
Lift Station Renewal	WW5	1,040	0	0	0	0	1,040
Renewal - Wastewater Mains and Facilities	WW5	4,210	0	0	0	0	4,210
Commonage - Renewal Projects	WW5	170	0	0	0	0	170
Belcarra Sewer Connection Area	WW6	128	1,152	0	0	0	1,280
Emerging Issues	WW6	140	0	0	0	0	140
Total priority 1 requests		20,688	8,118	3,179	5,786	0	37,771



2024 Capital Requests**Preliminary Budget****Summary - Wastewater Fund**

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Wastewater Capital - Priority 1									
349	Growth	Glenmore Connection - Glenmore Rd from Cross Rd to Scenic Rd	5,703,100	(5,172,700)	0	0	0	(530,400)	0
349	Growth	Byrns Baron Trunk Phase 2	1,059,600	(880,500)	0	0	0	(179,100)	0
350	Growth	Lakeshore Trunk - (Cook - Gyro)	500,000	(320,100)	0	0	0	(179,900)	0
		WW1 - DCC Pipes (Mains)	7,262,700	(6,373,300)	0	0	0	(889,400)	0
350	New	Water St Lift Station	4,000,000	(4,000,000)	0	0	0	0	0
351	Growth	Gyro Lift Station	287,600	(254,200)	0	0	0	(33,400)	0
		WW2 - DCC Lift Stations	4,287,600	(4,254,200)	0	0	0	(33,400)	0
351	New	Offsite & Oversize - Wastewater	200,000	(100,000)	0	0	0	(100,000)	0
		WW4 - DCC Oversize	200,000	(100,000)	0	0	0	(100,000)	0
352	Renew	WWTF Fermenter & Centrifuge Replacement	2,000,000	0	0	0	0	(2,000,000)	0
352	Renew	Burtch Trunk	1,250,000	0	0	0	0	(1,250,000)	0
353	Renew	Lift Station Renewal	1,040,000	0	0	0	0	(1,040,000)	0
353	Renew	Renewal - Wastewater mains and facilities	4,210,000	0	0	0	0	(4,210,000)	0
354	Renew	Commonage - Renewal Projects	170,000	0	0	0	(56,100)	(113,900)	0
		WW5 - Network and Facility Renewal	8,670,000	0	0	0	(56,100)	(8,613,900)	0
354	New	Belcarra Sewer Connection Area	128,000	(128,000)	0	0	0	0	0
355	New	Emerging Issues	140,000	0	0	0	0	(140,000)	0
		WW6 - Network and Facility Improvements	268,000	(128,000)	0	0	0	(140,000)	0
Cost Center Total			20,688,300	(10,855,500)	0	0	(56,100)	(9,776,700)	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW1 - \$5.7M
 Title: Glenmore Connection - Glenmore Rd from Cross Rd to Scenic Rd PRELIMINARY

Justification:

Budget is requested to install 1,480m of 525mm trunk main from Snowsell St to Cross Rd. This DCC project is required to service anticipated growth in the North Glenmore area and make progress on completing connections from McKinley Beach, Wilden and areas further north.

Expected Completion: Dec 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
5,703,100	(5,172,700)	0	0	0	(530,400)

Department: Capital Projects Priority: 1 Growth
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW1 - \$1.1M
 Title: Byrns Baron Trunk Phase 2 PRELIMINARY

Justification:

Budget is requested to install 1,300m of 1050mm and 1200mm diameter trunk main sewer along Burtch Rd (at Byrns Rd) and connect to the existing 1200mm trunk main stubbed off at Raymer Av and Gordon Dr. This work completes this DCC project.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,059,600	(880,500)	0	0	0	(179,100)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2024 WW1 - \$500k	
Title:	Lakeshore Trunk - (Cook - Gyro)	PRELIMINARY	

Justification:

Budget is requested to complete sanitary sewer upgrades along the Hiawatha Development frontage. The Lakeshore sewer upgrade detailed design is currently underway for the section between Cook Rd to the Gyro Lift Station. Work will be coordinated with the transportation department and development.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
500,000	(320,100)	0	0	0	(179,900)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2024 WW2 - \$4M	
Title:	Water St Lift Station	PRELIMINARY	

Justification:

Budget is requested for the remaining funding to build a new Water Street Lift Station. This is a scope upgrade to the original DCC project estimate for a retrofit. After a detailed assessment, due to capacity, operational, and safety issues, along with the expected financials, it was determined that the downtown core would be better served by installing an entirely new lift station. The new station will fit on the existing site, but will be setback further from Mill Creek. The existing facility will remain operational until commissioning of the new station is complete.

Expected Completion: Dec 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
4,000,000	(4,000,000)	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW2 - \$287k
 Title: Gyro Lift Station PRELIMINARY

Justification:

Budget is requested for detailed design of required upgrades at the gyro lift station. The scope of work will focus on building rehabilitation, pump upgrades, installation of third pump, and the addition of a new odour control room.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
287,600	(254,200)	0	0	0	(33,400)

Department: Capital Projects Priority: 1 New
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW4 - \$200k
 Title: Offsite & Oversize - Wastewater PRELIMINARY

Justification:

Budget is requested for the City's annual share of costs to oversize sewer utilities and work in excess of the developer's own needs as a result of City requirements.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	(100,000)	0	0	0	(100,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW5 - \$2M
 Title: WWTF Fermenter & Centrifuge Replacement PRELIMINARY

Justification:

Budget is requested to address equipment renewal needs at the Wastewater Treatment Facility (WWTF). Work will focus on the required replacement of the fermenter and the centrifuge.

Expected Completion: Dec 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

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: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW5 - \$1.25M
 Title: Burtch Trunk PRELIMINARY

Justification:

Budget is requested to continue the lining and repair work for the Burtch Sanitary Trunk. In 2023, Phase 1 lined the trunk along Burtch Rd from Byrns Rd to Sutherland Ave. This project, Phase 2, will line the trunk from the northside of Highway 97 within the Parkinson Rec Centre property, across the highway to Sutherland Ave at Burtch Rd. This phase includes a significant required flow bypass.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,250,000	0	0	0	0	(1,250,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW5 - \$1M
 Title: Lift Station Renewal PRELIMINARY

Justification:

Budget is required for the capital requirements in 2024 for the sanitary lift station asset renewal program. Works in 2024 will focus primarily on renewal of the Farris (lower Mission) and Cassiar (Dilworth) lift stations. The works will include replacement of key mechanical, electrical and structural components of each facility, assuring seamless operation to route wastewater uphill to the City's gravity transmission mains. Each location will also be reviewed for additional backup power generation needs.

Expected Completion: Dec 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,040,000	0	0	0	0	(1,040,000)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW5 - \$4.2M
 Title: Renewal - Wastewater **M**ains and **F**acilities PRELIMINARY

Justification:

Budget is requested for annual infrastructure renewal to ensure levels of service are maintained and growth anticipated in core areas is accommodated. The work includes: planning and design of the Highland South Service Area north of Bernard Ave; the replacement of 400m of collector sewer main along the lane east of Richter St, upstream of the Birch Lift Station; and replacement of 370m of aging sewer main along Coronation Ave between Ethel St and Richter St to be coordinated the water utility renewal project to replace 100mm cast iron watermain. The remaining budget will be used to replace 46m of wood stave sewer main and 90m of asbestos cement sewer main along Ellis St near Rosemead Ave.

Expected Completion: May 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
4,210,000	0	0	0	0	(4,210,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: Not included WW5
 Title: Commonage - Renewal Projects PRELIMINARY

Justification:

Budget is requested for ongoing infrastructure renewal at the Regional Biosolids Composting Facility. In 2024 the budget will be used to replace failing asphalt that is needed to maintain the site's impermeable working surface. This project is funded 1/3 by the City of Vernon.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
170,000	0	0	0	(56,100)	(113,900)

Department: Capital Projects Priority: 1 New
 Cost Center: Wastewater Capital 10 Yr Cap Plan Ref: 2024 WW6 - \$128k
 Title: Belcarra Sewer Connection Area PRELIMINARY

Justification:

Budget is requested for detailed design of the Belcarra Sewer Connection Area to connect 42 lots connected to a dry sewer system and 19 lots with no fronting sewer. The Belcarra Sewer Connection Area is a high-priority sewer connection area in Kettle Valley. This project is part of the City's updated Sanitary Sewer Connection Area Program. Project costs will be recovered by a mix of latecomers (dry sewer lots) and Septic Removal Specified Area charges.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
128,000	(128,000)	0	0	0	0

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2024 WW6 - \$140k	
Title:	Emerging Issues	PRELIMINARY	

Justification:

Budget is requested to address unplanned scope that may arise as coordination with development and other capital cost centre projects (Water, Transportation, etc.).

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
140,000	0	0	0	0	(140,000)

► STORM DRAINAGE CAPITAL

LED BY: GENERAL MANAGER, INFRASTRUCTURE

The storm drainage capital infrastructure group is made up of three sections.

D1 – Hydraulic Upgrading Program

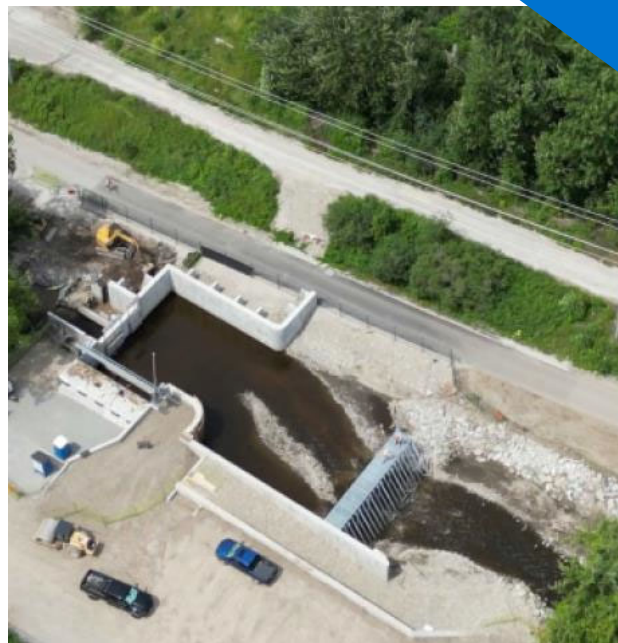
Estimated expenditures to cover hydraulic improvements to the storm drainage system. This non-exhaustive list of hydraulic capacity projects are selected based on grant availability, contributing area, support by studies, analyses, and/or reoccurring operational issues. Flood protection projects are also included in this category.

D2 - Storm Drainage Quality Program

This program includes stormwater quality projects that reduce urban and agricultural stormwater pollution throughout the City. Projects are selected based on contemporary water quality monitoring, higher risk subcatchments, and provincial outfall water quality targets. The 2040 Official Community Plan and the draft Area Based Water Management Plan identify relatively high risks and many opportunities for addressing stormwater quality in the City. These projects ultimately support the City's drinking water filtration deferral strategy supported by Interior Health. This category is expected to evolve regularly based on lessons learned, completed projects, and increases to stormwater quality levels of service.

D3 - Storm Water Renewal

This program provides for the renewal and replacement of pipes, outfalls, pump stations, treatment facilities, and stormwater ponds.



2024 Program

The 2024 priority one budget investment for Storm Drainage Capital totals \$8.0M, representing 5.7% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Mill Creek Flood Protection	D1	6,701	7,382	8,371	1,538	0	23,992
Frost and Frazer Lake Stormwater Improvements	D1	750	0	0	0	0	750
Containment Devices	D2	349	0	0	0	0	349
Linear Asset Renewal Projects	D3	220	0	0	0	0	220
Total priority 1 requests		8,020	7,382	8,371	1,538	0	25,311



2024 Capital Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Storm Drainage Capital - Priority 1									
358	New	Mill Creek Flood Protection	6,701,000	(4,020,600)	0	(2,680,400)	0	0	0
358	Renew	Frost and Frazer Lake Stormwater Improvements	750,000	0	0	0	0	0	(750,000)
		D1 - Hydraulic Upgrading Program	7,451,000	(4,020,600)	0	(2,680,400)	0	0	(750,000)
359	Growth	Containment Devices	349,100	0	0	0	0	0	(349,100)
		D2 - Storm Drainage Quality Program	349,100	0	0	0	0	0	(349,100)
359	Renew	Linear Asset Renewal Projects	220,000	0	0	0	0	0	(220,000)
		D3 - Storm Water Renewal	220,000	0	0	0	0	0	(220,000)
Cost Center Total			8,020,100	(4,020,600)	0	(2,680,400)	0	0	(1,319,100)

2024 Capital Request Details

Department: Capital Projects Priority: 1 New
 Cost Center: Storm Drainage Capital 10 Yr Cap Plan Ref: 2024 D1 - \$6.7M
 Title: Mill Creek Flood Protection PRELIMINARY

Justification:

Budget is requested to continue the seven year program that feeds a number of flood protection sub-projects. The 2024 request is consistent with long term grant scheduling, the 10 Year Capital Plan and priorities to fully access the \$22M of the Disaster Mitigation and Adaptation Fund (DMAF) federal grant. The sub-projects in development for 2024 include completion of outlet works for the diversion to Mission Creek, purchase of debris removal machinery, creek improvements at Parkinson Recreation Park, older crossing removals, and continued airport and industrial corridor investigations. The program considers a balanced approach for localized flows, flood protection, water quality improvements, and enhanced fish spawning.

Expected Completion: Dec 2027

Strategic Direction: Climate & Environment - Enhanced climate emergency planning and response programs

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
6,701,000	(4,020,600)	0	(2,680,400)	0	0	0

Department: Capital Projects Priority: 1 Renew
 Cost Center: Storm Drainage Capital 10 Yr Cap Plan Ref: 2024 D1 - \$750k
 Title: Frost and Frazer Lake Stormwater Improvements PRELIMINARY

Justification:

Budget is requested to design and construct storm network upgrades along Killdeer Road and Frost Road. The project addresses known local drainage issues along the existing and future alignment of Frost Road; and increases the storm system capacity to safely convey minor flows from the new Frazer Lake Dam outlet. The renewal components of this project will be funded in part by the Linear Stormwater Asset Renewal budget.

Expected Completion: Jun 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
750,000	0	0	0	0	0	(750,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Storm Drainage Capital 10 Yr Cap Plan Ref: 2024 D2 - \$349k
 Title: Containment Devices PRELIMINARY

Justification:

Budget is required for a concept design and location for a replacement Vac-Truck effluent dewatering facility. The scope includes a strategic plan for managing hydro-excavated waste while assuring poor quality water is managed. These facilities are important to for the safe dewatering and disposal of hydro-excavated materials from the City's stormwater separators, catch basins, general construction and the wastewater system.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
349,100	0	0	0	0	0	(349,100)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Storm Drainage Capital 10 Yr Cap Plan Ref: 2024 D3 - \$220k
 Title: Linear Asset Renewal Projects PRELIMINARY

Justification:

Budget is requested to support the annual replacement of storm drainage mains, pump stations, and treatment facilities. A number of stormwater mains are approaching the end of service life and will require renewal in order to continue providing a standard level of service. The projects identified for replacement in 2024 will supplement the renewal component of the Frost and Frazer Lake Stormwater Improvement Project, renew the functionality of the Southridge stormwater pond system by adding an overflow and decommissioning the existing telemetry-based system, replacing the aging culverts under Findlay Rd downstream of Chichester Wetland, and funding minor elements of the Miscellaneous Drainage Program.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
220,000	0	0	0	0	0	(220,000)

▶ WATER CAPITAL

LED BY: GENERAL MANAGER, INFRASTRUCTURE

The water capital infrastructure group is made up of eight sections.

W1 – DCC Pipes (Mains)

New water mains to accommodate growth.

W2 - DCC Booster Stations & PRVs

New booster stations & PRV's to accommodate growth.

W3 - DCC Water Treatment

New treatment capacity and facilities to accommodate growth.

W4 - DCC Reservoirs & Filling Stations

New reservoirs and filling stations to accommodate growth.

W5 - DCC Offsite & Oversize

The City's share of costs to oversize water infrastructure and to do work in excess of the developer's own needs.

W6 - Network and Facility Renewal

Renewal of existing water mains, booster stations, PRVs, water treatment systems, reservoirs and filling stations that has reached the end of its service life.

W7 - Network and Facility Improvements

Network and facility improvements to meet current standards. Contributed assets and water meters that are needed to support development and are funded from development.

W8 - Irrigation Network Improvements

Network and Facility Improvements to meet current standards. Fire protection, upper watershed infrastructure, well stations and transmission mains are all included in this irrigation network.



2024 Program

The 2024 priority one budget investment for Water Capital totals \$8.6M, representing 6.2% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Royal View Transmission Main Upgrades	W1	733	6,659	0	0	0	7,392
Summit Reservoir DCC	W4	1,900	0	0	0	0	1,900
Offsite & Oversize - Water	W5	200	0	0	0	0	200
Water Network and Facility Renewal	W6	1,400	0	0	0	0	1,400
Water Meter Replacement Program	W6	800	0	0	0	0	800
Eldorado Pump Station Chlorine Conversion	W7	200	0	0	0	0	200
Bulk Fill Station	W7	100	0	0	0	0	100
UV Treatment Systems Control Upgrade	W7	500	0	0	0	0	500
Poplar Pump Station Electrical Upgrade	W7	100	0	0	0	0	100
Existing Fireflow Upgrades and Infill Development Improvements	W7	1,000	0	0	0	0	1,000
Water Meter - New Installations	W7	150	0	0	0	0	150
Hydrants	W8	45	0	0	0	0	45
Irrigation Mainline Renewal	W8	1,000	0	0	0	0	1,000
PRV Upgrades - Non Potable	W8	500	0	0	0	0	500
Total priority 1 requests		8,628	6,659	0	0	0	15,287

2024 Capital Requests

Preliminary Budget

Summary - Water Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Water Capital - Priority 1									
363	Growth	Royal View Transmission Main Upgrades	733,100	(427,200)	0	0	0	(305,900)	0
		W1 - DCC Pipes (Mains)	733,100	(427,200)	0	0	0	(305,900)	0
363	Growth	Summit Reservoir DCC	1,900,000	(551,000)	0	0	0	(1,349,000)	0
		W4 - DCC Reservoirs & Filling Stations	1,900,000	(551,000)	0	0	0	(1,349,000)	0
364	New	Offsite & Oversize - Water	200,000	(100,000)	0	0	0	(100,000)	0
		W5 - DCC Offsite & Oversize	200,000	(100,000)	0	0	0	(100,000)	0
364	Renew	Water Network and Facility Renewal	1,400,000	0	0	0	0	(1,400,000)	0
365	Renew	Water Meter Replacement Program	800,000	0	0	0	0	(800,000)	0
		W6 - Network and Facility Renewal	2,200,000	0	0	0	0	(2,200,000)	0
365	Renew	Eldorado Pump Station Chlorine Conversion	200,000	(200,000)	0	0	0	0	0
366	New	Bulk Fill Station	100,000	(100,000)	0	0	0	0	0
366	Renew	UV Treatment Systems Control Upgrade	500,000	(500,000)	0	0	0	0	0
367	Renew	Poplar Pump Station Electrical Upgrade	100,000	(100,000)	0	0	0	0	0
367	Renew	Existing Fireflow Upgrades and Infill Development Improvements	1,000,000	0	0	0	0	(1,000,000)	0
368	New	Water Meter - New Installations	150,000	0	0	0	(150,000)	0	0
		W7 - Network and Facility Improvements	2,050,000	(900,000)	0	0	(150,000)	(1,000,000)	0
368	Renew	Irrigation Mainline Renewal	1,000,000	0	0	0	0	(1,000,000)	0
369	New	PRV Upgrades - Non Potable	500,000	0	0	0	0	(500,000)	0
369	New	Hydrants	45,000	0	0	0	0	(45,000)	0
		W8 - Irrigation Network Improvements	1,545,000	0	0	0	0	(1,545,000)	0
Cost Center Total			8,628,100	(1,978,200)	0	0	(150,000)	(6,499,900)	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Water Capital 10 Yr Cap Plan Ref: 2025 W1 - \$12.3M
 Title: Royal View Transmission Main Upgrades PRELIMINARY

Justification:

Budget is requested for the final design of the Royal View transmission main and the conceptual design of the Knox Mountain transmission main. The two projects are part of a larger transmission requirement for water from the Poplar Point intake and disinfection facility towards Dilworth Mountain. The Knox Mountain Transmission main construction is planned for 2028. This work is critical to mitigate future servicing issues associated with growth.

Expected Completion: Nov 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
733,100	(427,200)	0	0	0	(305,900)

Department: Capital Projects Priority: 1 Growth
 Cost Center: Water Capital 10 Yr Cap Plan Ref: 2024 W4 - \$1.9M
 Title: Summit Reservoir DCC PRELIMINARY

Justification:

Budget is requested for construction of a new cell at the Summit Reservoir to accommodate the anticipated development growth in the areas serviced by this existing reservoir. The scope includes increasing the level of service for fire flow to meet Bylaw 7900 requirements for commercial and multi-family buildings within the 525m pressure zone.

Expected Completion: Jun 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,900,000	(551,000)	0	0	0	(1,349,000)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2024 W5 - \$200k	
Title:	Offsite & Oversize - Water	PRELIMINARY	

Justification:

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. Every year the City partners with the development community to oversize/extend water infrastructure to accommodate future projected development. This saves construction costs and disruption by not having to upsize/extend infrastructure in the future when development occurs. 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.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	(100,000)	0	0	0	(100,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2024 W6 - \$1.4M	
Title:	Water Network and Facility Renewal	PRELIMINARY	

Justification:

Budget is requested for watermain and facility renewal projects throughout the city. Identified projects include the replacement of aging cast iron watermain on Raymer Ave to Mappin Court; completion of ultraviolet disinfection treatment system upgrades at multiple city pump stations; and the replacement of aging 150mm cast iron main on Glenwood Av and Stockwell Av in coordination with infill development.

Expected Completion: Jun 2025

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,400,000	0	0	0	0	(1,400,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Water Capital 10 Yr Cap Plan Ref: 2024 W6 - \$800k
 Title: Water Meter Replacement Program PRELIMINARY

Justification:

Budget is requested to replace existing water meters with new modernized units in the City. The meter replacement program started in 2020, and targets replacement of all meters in the City with new metering technology that improves measurement, informs individual owners of water use, and improves administration of City billing and servicing. The City uses this budget for the purchase, acquisition and installation of meters and their communications end points.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
800,000	0	0	0	0	(800,000)

Department: Capital Projects Priority: 1 Renew
 Cost Center: Water Capital 10 Yr Cap Plan Ref: Not included W7
 Title: Eldorado Pump Station Chlorine Conversion PRELIMINARY

Justification:

Budget is requested to upgrade the chlorine gas application at Eldorado Pump Station. The existing configuration is based on an aging 1970s system inherited from an improvement district. This chlorine station will be portable to facilitate the implementation of future chlorine upgrades at other stations.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	(200,000)	0	0	0	0

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: Not included W7	
Title:	Bulk Fill Station	PRELIMINARY	

Justification:

Budget is requested to install a bulk water fill station in the south end of the City to supply City water trucks, street sweepers and City contractors. This project includes installation of a water service, power supply and road access. The selected location is on southbound Lakeshore Rd where ample right of way is available to safely accommodate a tractor-trailer pull-out, in proximity to both a catch basin and power pole, and is located on a truck route.

Expected Completion: Jun 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

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

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: Not included W7	
Title:	UV Treatment Systems Control Upgrade	PRELIMINARY	

Justification:

Budget is requested for the installation of UV isolation control measures to protect the potable water distribution system in the event of a UV bulb failure. This will provide additional safety assurance of the City's drinking water supply.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
500,000	(500,000)	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Water Capital 10 Yr Cap Plan Ref: Not included W7
 Title: Poplar Pump Station Electrical Upgrade PRELIMINARY

Justification:

Budget is requested to update the electrical systems in the Poplar Point Pump Station to maintain an adequate level of service to the city's largest pressure zone, 419, as well as other upper pressure zones.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

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

Department: Capital Projects Priority: 1 Renew
 Cost Center: Water Capital 10 Yr Cap Plan Ref: 2024 W7 - \$1M
 Title: Existing Fireflow Upgrades and Infill Development Improvements PRELIMINARY

Justification:

Budget is requested for necessary network upgrades to undersized and aging watermains to improve fire flows within existing residential areas where increased density is proposed. Coronation Ave and Buck Rd areas will be the focus in 2024.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,000,000	0	0	0	0	(1,000,000)

2024 Capital Request Details

Department: Capital Projects Priority: 1 New
 Cost Center: Water Capital 10 Yr Cap Plan Ref: 2024 W7 - \$150k
 Title: Water Meter - New Installations PRELIMINARY

Justification:

Budget is requested for the 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.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

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: 2024 W8 - \$1M
 Title: Irrigation Mainline Renewal PRELIMINARY

Justification:

Budget is requested to increase capacity and improve adequate raw water supply and fire protection in sections of the non-potable distribution system in southeast Kelowna. Mainline renewal will focus on stabilizing the 1050mm steel transmission main east of Gallaghers, including adding new air valves and upgrading the Jaud Road connection to improve fire flow coverage.

Expected Completion: Dec 2024

Strategic Direction: Agriculture - Increased engagement and support for the agricultural industry

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,000,000	0	0	0	0	(1,000,000)

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2024 W8 - \$500k	
Title:	PRV Upgrades - Non Potable	PRELIMINARY	

Justification:

Budget is requested to upgrade two pressure reducing valves (PRV) on the non-potable water system that services agricultural properties. This work will include upgrades to mechanical components, entrance safety conditions and operability. In 2024, the City will focus on the two PRV's at McClain Rd and the design for the facility at Reekie Rd.

Expected Completion: Dec 2024

Strategic Direction: Agriculture - Increased engagement and support for the agricultural industry

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
500,000	0	0	0	0	(500,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2024 W8 - \$45k	
Title:	Hydrants	PRELIMINARY	

Justification:

Budget is requested for hydrant installation throughout the City that focuses on infill areas within core areas where insufficient residential needs exist. This typically represents two hydrant installations per year.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
45,000	0	0	0	0	(45,000)

► SOLID WASTE CAPITAL

LED BY: GENERAL MANAGER, INFRASTRUCTURE

The solid waste capital infrastructure group is made up of nine sections.

SW1 – Equipment

Funding for new equipment and replacement of existing equipment.

SW2 - Site Improvement

Funding for site improvements like buildings, roads, landscaping and fencing.

SW3 - Gas Management

Required for design, installation and extension of gas management system and utilization of gas to energy.

SW4 - Leachate Management

Required for installation and extension of leachate collection, treatment, recirculation network and pump facilities.

SW5 - Drainage & Groundwater Management

Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.

SW6 - Recycling & Waste Management

Facilities and infrastructure to support waste management and recycling including composting, waste separation and diversion, last chance mercantile, and curbside bins.

SW7 - Landfill Area Development

Required for planning, design and development of areas for filling to maximize available space.

SW8 - Closure & Reclamation

Required for design and construction of final cover system and closure infrastructure and reclamation of disturbed areas to natural state.

SW9 - Solid Waste Renewal

Renewal and replacement of site infrastructure and equipment.



2024 Program

The 2024 priority one budget investment for Solid Waste Capital totals \$12.5M, representing 8.9% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Automated Collection Curbside Carts	SW1	450	0	0	0	0	450
Landfill Liner and Lift Station Design and Construction - Area 3	SW2	8,600	2,000	0	2,500	850	13,950
General Site Works and Investigations	SW2	100	0	0	0	0	100
Landfill Gas & Leachate Recirculation Laterals	SW3	550	0	0	0	0	550
Landfill - East Gas Subheader Connections	SW3	450	0	0	0	0	450
Stormwater Bypass System	SW5	250	4,650	0	500	2,900	8,300
Stockpiles and Reprocessing Areas Relocation	SW7	1,800	3,800	0	0	0	5,600
Progressive Closure	SW8	250	800	0	2,000	0	3,050
Total priority 1 requests		12,450	11,250	0	5,000	3,750	32,450

2024 Capital Requests**Preliminary Budget****Summary - General Fund**

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Solid Waste Capital - Priority 1									
373	Growth	Automated Collection Curbside Carts	450,000	(450,000)	0	0	0	0	0
		SW1 - Equipment	450,000	(450,000)	0	0	0	0	0
373	Growth	Landfill Liner and Lift Station Design and Construction - Area 3	8,600,000	(8,600,000)	0	0	0	0	0
374	Growth	General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
		SW2 - Site Improvement	8,700,000	(8,700,000)	0	0	0	0	0
374	Growth	Landfill Gas & Leachate Recirculation Laterals	550,000	(550,000)	0	0	0	0	0
375	Growth	Landfill - East Gas Subheader Connections	450,000	(450,000)	0	0	0	0	0
		SW3 - Gas Management	1,000,000	(1,000,000)	0	0	0	0	0
375	Growth	Stormwater Bypass System	250,000	(250,000)	0	0	0	0	0
		SW5 - Drainage & Groundwater Management	250,000	(250,000)	0	0	0	0	0
376	Growth	Stockpiles and Reprocessing Areas Relocation	1,800,000	(1,800,000)	0	0	0	0	0
		SW7 - Landfill Area Development	1,800,000	(1,800,000)	0	0	0	0	0
376	Growth	Progressive Closure	250,000	(250,000)	0	0	0	0	0
		SW8 - Closure & Reclamation	250,000	(250,000)	0	0	0	0	0
Cost Center Total			12,450,000	(12,450,000)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Solid Waste Capital 10 Yr Cap Plan Ref: 2024 SW1 - \$350k
 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.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	(450,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Growth
 Cost Center: Solid Waste Capital 10 Yr Cap Plan Ref: 2024 SW2 - \$8.6M
 Title: Landfill Liner and Lift Station Design and Construction – Area 3 PRELIMINARY

Justification:

Budget is requested for the installation of impermeable liner and associated leachate management infrastructure in the northeast corner of the site referred to as Area 3. This scope and schedule is consistent with the Design, Operations and Closure Plan. The work will include a new lift station and force main that will connect to the existing leachate management system.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
8,600,000	(8,600,000)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Solid Waste Capital 10 Yr Cap Plan Ref: 2024 SW2 - \$100k
 Title: General Site Works and Investigations PRELIMINARY

Justification:

Budget is required for a number of smaller consulting projects required for compliance with the BC Landfill Guidelines and associate Regulations.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

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: 2024 SW3 - \$550k
 Title: Landfill Gas & Leachate Recirculation Laterals PRELIMINARY

Justification:

Budget is requested for the landfill gas laterals and leachate recirculation systems. This annual program installs landfill gas capture as required by Regulation in areas of the landfill that were filled with waste in the previous year.

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Reduce corporate and community GHG emissions

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
550,000	(550,000)	0	0	0	0	0

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: Not included SW3	
Title:	Landfill - East Gas Subheader Connections	PRELIMINARY	

Justification:

Budget is requested to address an emerging issue regarding excessive greenhouse gas emissions in one section of the landfill. To ensure landfill gas collection requirements are met an immediate expansion of the collection system is required. This will increase landfill gas collection efficiency and minimize potential for surface emissions of greenhouse gases.

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Reduce corporate and community GHG emissions

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	(450,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2024 SW5 - \$250k	
Title:	Stormwater Bypass System	PRELIMINARY	

Justification:

Budget is requested to complete detailed design of the first phase of the surface water bypass from John Hindle Drive to Brandt's Creek. The detailed design will lead to construction of the first phase of the bypass in 2025.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Solid Waste Capital 10 Yr Cap Plan Ref: 2024 SW7 - \$1.8M
 Title: Stockpiles and Reprocessing Areas Relocation PRELIMINARY

Justification:

Budget is requested to continue to move material receiving and processing areas from Area 3 to a receiving area being constructed west of the entrance. The work includes additional phases of construction of the receiving area and intersection improvements for traffic flow to support compost process as per the approved Landfill Design, Operations and Closure Plan. The secondary ASP compost pads will be phased in over the next decade as capacity expansion is required.

Expected Completion: Jan 2027

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,800,000	(1,800,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Growth
 Cost Center: Solid Waste Capital 10 Yr Cap Plan Ref: 2024 SW8 - \$250k
 Title: Progressive Closure PRELIMINARY

Justification:

Budget is required to initiate final design work and preparation for progressive closure of completed sub-areas of the landfill. Northern side slopes are reaching their final elevation and final cover is required to be installed. The closure activities consist of minor civil works and final cover preparations.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

▶ AIRPORT CAPITAL

LED BY: AIRPORT CHIEF EXECUTIVE OFFICER

The airport capital infrastructure group is made up of four sections.

A1 – Airside

Funding for East Lands roads and servicing, stormwater infrastructure, and other small capital projects.

A2 - Groundside

Funding for Airport roadways, hotel and parking development, rental car quick turnaround facility, land purchases, West Lands roads and servicing, and other small capital projects.

A3 - Terminal

Funding for Airport terminal building renovations, technology, bridge upgrades, and other small capital projects.

A4 – Airport Improvement Fee

Funding for the terminal expansion, Apron 1 South expansion, combined operations building, airside pavement rehabilitation, runway end safety area, airside equipment, and other capital projects.



2024 Program

The 2024 priority one budget investment for Airport Capital totals \$9.8M, representing 7.0% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Security System Upgrades	A1	245	0	0	0	0	245
Small Capital Projects	A1	180	0	0	0	0	180
Groundside Infrastructure and Equipment	A2	1,185	0	0	0	0	1,185
Mill Creek Realignment	A2	215	0	0	0	0	215
Airport Air Terminal Building Capital Replacement & Improvement	A3	1,665	2,270	0	0	0	3,935
Carbon Neutral Initiatives	A3	870	0	0	0	0	870
Airport Soaring Beyond 2.5 Million Passengers AIF Program	A4	5,445	1,140	0	0	0	6,585
Total priority 1 requests		9,805	3,410	0	0	0	13,215



2024 Capital Requests

Preliminary Budget

Summary - Airport Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Airport Capital - Priority 1									
379	Renew	Security System Upgrades	245,000	(245,000)	0	0	0	0	0
379	Renew	Small Capital Projects	180,000	(180,000)	0	0	0	0	0
		A1 - Airside	425,000	(425,000)	0	0	0	0	0
380	Growth	Groundside Infrastructure and Equipm	1,185,000	(1,185,000)	0	0	0	0	0
380	Growth	Mill Creek Realignment	215,000	(215,000)	0	0	0	0	0
		A2 - Groundside	1,400,000	(1,400,000)	0	0	0	0	0
381	Renew	Airport Air Terminal Building Capital R	1,665,000	(1,665,000)	0	0	0	0	0
381	Renew	Carbon Neutral Initiatives	870,000	(870,000)	0	0	0	0	0
		A3 - Terminal	2,535,000	(2,535,000)	0	0	0	0	0
382	Growth	Airport Soaring Beyond 2.5 Million Pas	5,445,000	(5,445,000)	0	0	0	0	0
		A4 - Growth	5,445,000	(5,445,000)	0	0	0	0	0
Cost Center Total			9,805,000	(9,805,000)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Airport Capital 10 Yr Cap Plan Ref: Not included A1
 Title: Security System Upgrades PRELIMINARY

Justification:

Budget is requested for security system upgrades to the Airside CCTV system to improve wildlife management and the lifecycle replacement of the Terminal building panel and control board.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
245,000	(245,000)	0	0	0	0

Department: Capital Projects Priority: 1 Renew
 Cost Center: Airport Capital 10 Yr Cap Plan Ref: 2024 A1 - \$187k
 Title: Small Capital Projects 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 the external defibrillator, boardroom audio visual equipment, and fuel monitoring systems.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
180,000	(180,000)	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Airport Capital 10 Yr Cap Plan Ref: 2024 A2 - \$152k
 Title: Groundside Infrastructure and Equipment PRELIMINARY

Justification:

Budget is requested for upgrades and additions to Groundside infrastructure and equipment, mainly consisting of the design and/or construction of the relocation of the ready lot, short-term parking lot access and shuttles, taxis and buses, and the addition of a temporary parking lot, which are enabling works for the hotel.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,185,000	(1,185,000)	0	0	0	0

Department: Capital Projects Priority: 1 Growth
 Cost Center: Airport Capital 10 Yr Cap Plan Ref: Not included A2
 Title: Mill Creek Realignment PRELIMINARY

Justification:

Budget is requested for design related to Mill Creek at the Airport, as part of the City of Kelowna's Mill Creek Flooding Mitigation plan.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
215,000	(215,000)	0	0	0	0

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2024 A3 - \$452k	
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. These improvements include design of the inbound and outbound oversized baggage areas and building monitoring systems, the replacement of air handling units, fan coils and roof top units, and the adoption of new technology.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,665,000	(1,665,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2024 A3 - \$117k	
Title:	Carbon Neutral Initiatives		PRELIMINARY

Justification:

Budget is requested for carbon neutral initiatives at the Airport, which are aligned with the Airport's goal of being carbon neutral by 2030, including phase 2 of the Airport's conversion from HID to LED lighting in the terminal building.

Expected Completion: Dec 2024

Strategic Direction: Climate & Environment - Reduce corporate and community GHG emissions

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
870,000	(870,000)	0	0	0	0

2024 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2024 A4 - \$2.66M	
Title:	Airport Soaring Beyond 2.5 Million Passengers AIF Program		PRELIMINARY

Justification:

The Airport is requesting budget to design, construct and make purchases for certain aspects of the Soaring Beyond 2.5 million Passengers AIF Program including airside pavement rehabilitation of Taxiway Charlie and Taxiway Delta, the construction of a connection between Apron 1 and Taxiway Delta, the rehabilitation design for Taxiway Echo, and associated airside pavement areas, and the purchase of airside equipment (light electric vehicle, loader, and wheel loader flail).

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
5,445,000	(5,445,000)	0	0	0	0

► FIRE EQUIPMENT CAPITAL

LED BY: DIVISIONAL DIRECTOR, CORPORATE & PROTECTIVE SERVICES

The storm drainage capital infrastructure group is made up of three sections.

F1 – Vehicle / Equipment Renewal

As part of the Fire Departments vehicle/equipment replacement program, vehicles and equipment at the end of their service life cycles are replaced using funds from the Fire Departments equipment replacement reserve.

F2 - Additional Vehicles / Equipment

This budget supports the addition of new vehicles and equipment to the Fire Department in response to increased service demand from population growth.

F3 - Communications Systems

To provide for radio system improvements or replacement, including dispatch requirements.



2024 Program

The 2024 priority one budget investment for Fire Capital totals \$631k, representing 0.5% of the total 2024 capital program. The table below lists the individual capital budget requests and the expected future budget commitments in the following four years related to the 2024 projects as projected in the Council endorsed 10-Year Capital Plan. Changes to future year budgets may occur as part of the 10-Year Capital Plan update that is completed each year.

<i>\$ thousands</i>		2024	2025	2026	2027	2028	Project Total
Self-Contained Breathing Apparatus & Cylinders	F2	155	0	0	0	0	155
Fire Sprinkler Protection Unit	F2	200	0	0	0	0	200
Digital Fire Training System - Additional Screen	F2	26	0	0	0	0	26
Fire Department Management Software Replacement	F3	250	0	0	0	0	250
Total priority 1 requests		631	0	0	0	0	631



2024 Capital Requests
Preliminary Budget
Summary - General Fund

Page	Type	Description	Cost	Reserve	Borrow	Grant	Other	Utility	Taxation
Fire Capital - Priority 1									
385	Renew	Self-Contained Breathing Apparatus & Cylinders	154,500	(154,500)	0	0	0	0	0
385	New	Fire Sprinkler Protection Unit	200,000	(200,000)	0	0	0	0	0
386	New	Digital Fire Training System - Additional Screen	26,100	(26,100)	0	0	0	0	0
F2 - Additional Vehicles / Equipment			380,600	(380,600)	0	0	0	0	0
386	Renew	Fire Department Management Software Replacement	250,000	(250,000)	0	0	0	0	0
F3 - Communications Systems			250,000	(250,000)	0	0	0	0	0
Cost Center Total			630,600	(630,600)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 Renew
 Cost Center: Fire Capital 10 Yr Cap Plan Ref: 2024 F2 - \$154k
 Title: Self-Contained Breathing Apparatus & Cylinders PRELIMINARY

Justification:

Budget is requested for the replacement of six sets of Self-Contained Breathing Apparatus (SCBA), eight packs and 15 air cylinders. The Fire department has developed a long-term replacement strategy to ensure SCBA units are replaced as they reach the end of useful life.

Expected Completion: Mar 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
154,500	(154,500)	0	0	0	0	0

Department: Capital Projects Priority: 1 New
 Cost Center: Fire Capital 10 Yr Cap Plan Ref: Not included F2 - \$0
 Title: Fire Sprinkler Protection Unit PRELIMINARY

Justification:

Budget is requested to purchase a trailer and equipment to set up a Type 2 Sprinkler Protection Unit (SPU). This will ensure the equipment needed is secured within the community. These units provide immediate protection in advance of a wildland urban interface (WUI) fire. A type 2 SPU is designed to protect approximately 25 homes.

In the past, the Fire Department has hosted a provincial SPU during the summer months. This unit may be deployed elsewhere, if needed, thus eliminating immediate access to the equipment.

Expected Completion: Dec 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: Minimal operation and maintenance impact accommodated within an existing operating budget

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(200,000)	0	0	0	0	0

2024 Capital Request Details

Department: Capital Projects Priority: 1 New
 Cost Center: Fire Capital 10 Yr Cap Plan Ref: 2024 F2 - \$25k
 Title: Digital Fire Training System - Additional Screen PRELIMINARY

Justification:

Budget is requested for additional screens for the ATTACK Digital Fire Training System (DFTS). The ATTACK DFTS combines digital flames, sound and smoke to create a range of fire conditions that respond directly to hose line application with water or laser in areas that would be water sensitive.

The DFTS allows training of new recruits in a safe environment by greatly reducing the exposure to heat and harmful carcinogens during training exercises for all fire suppression and training branch personnel. Further, there is a decreased environmental impact as this system drastically decreases the need for real live fires for training purposes.

Expected Completion: Jun 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
26,100	(26,100)	0	0	0	0	0

Department: Capital Projects Priority: 1 Renew
 Cost Center: Fire Capital 10 Yr Cap Plan Ref: 2024 F3 - \$250k
 Title: Fire Department Management Software Replacement PRELIMINARY

Justification:

Budget is requested to facilitate a department wide implementation of a new mobile record management system (RMS) for fire inspections and a fire data management (FDM) system. The current system is being discontinued and will no longer be supported. Responders in the field need timely, accurate access to maps and critical data related to emergency incidents and buildings.

Expected Completion: Jun 2024

Strategic Direction: Other - Supports Base Business

Operating Impact: There are no operation and maintenance budget impacts associated with this request

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

▶▶ APPENDIX



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 the Citizen Survey for the City in 2022, 2020, 2018, 2017, 2015 and 2012.

Full results can be found at kelowna.ca.



The latest Citizen Survey reports that:

- 90% of citizens have a good quality of life
- 80% of citizens are satisfied with the overall level and quality of City services
- 80% of citizens agree that the City is inclusive and accepting of all
- 81% of citizens feel safe in the community
- 81% of citizens were satisfied with the customer service they received
- 75% of citizens believe they receive good value for their tax dollars

Important issues for citizens include addressing social issues such as homelessness (57%), transportation (23%) and crime (12%).



Citizens' top three priorities for investment are addressing social issues, encouraging a diverse supply of housing, and traffic flow management.

While all evaluated services are important to citizens, the services most important to our residents in 2022 include:

- Drinking Water Quality
- Fire Services
- Community Cleanliness
- Road Maintenance
- Police Services

Areas of strength amongst City services include drinking water quality for City Water Utility customers, fire and police services, bike lanes, pedestrian sidewalks, parks and sports fields and community cleanliness.

Areas of improvement identified are road maintenance and snow removal, traffic flow management, city growth management, addressing climate change and public transit.

Citizens were also asked if they would prefer tax increases over service reductions:

Increase taxes to enhance services	28%
Increase taxes to maintain services	25%
Reduce services to maintain tax rate	24%
Reduce services to reduce taxes	12%

2040 OFFICIAL COMMUNITY PLAN

Our Kelowna as we Grow

Kelowna is one of Canada’s fastest growing cities, with another 45,000 citizens expected by 2040. This growth will bring both opportunities and challenges that require us to plan strategically to ensure Kelowna remains prosperous, vibrant and resilient in the years to come.

Our city’s approach to growth will be shaped by the recently adopted [2040 Official Community Plan \(OCP\)](#), a guiding document which sets a strategic course for the next two decades. An OCP provides a decision-making framework for Council with policies and objectives aimed at growth management and issues related to housing, transportation, infrastructure, parks, economic development, and the natural and social environment.

The 2040 OCP also strives to bring our community’s [Imagine Kelowna](#) vision of an equitable, inclusive, sustainable city to life. This will mean making smart choices about how and where we grow, protecting our 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.

Building on the goals laid out in *Imagine Kelowna*, the Plan contains the following 10 Pillars:



Prioritize sustainable transportation and shared mobility



Take action on climate



Focus investment in Urban Centres



Target growth along transit corridors



Stop planning new suburban neighbourhoods



Strengthen Kelowna as the region’s economic hub



Protect and restore our environment



Incorporate equity into city building



Promote more housing diversity



Protect agriculture

The 2040 OCP includes updated land uses, mapping and policies to reflect these Pillars and clearly signal where development will be prioritized and supported with infrastructure and amenities.

Now that the Plan has been adopted, putting it into action will require several key implementation actions throughout its lifespan. A comprehensive implementation table is being used to guide the timing and resourcing of OCP implementation actions, with due recognition of available budget and other work planning considerations.

2022 COMMUNITY TRENDS REPORT

A changing Kelowna: findings from the 2021 census

Each year the [Community Trends Report](#) explores themes that have far reaching roots and local impacts. The purpose of the annual Community Trends Report is to explore ideas, generate discussion, and consider a range of ways that the City could respond to emerging and pressing topics. The Community Trends Report does not make recommendations and does not establish preferred policy directions, but rather provides context about complex topics and their potential impacts on Kelowna. Previous reports have looked at topics such as new mobility technologies, the sharing economy, climate change, the infrastructure debt, housing, and pandemic impacts.

This current Community Trends Report takes a slightly different approach, exploring some of the ways that our City has changed over the past 20 years. Looking to the past shows us how much Kelowna has evolved in a relatively short period of time. It also gives us a glimpse into how our community might continue to change in the future. Additionally, the 2022 Community Trends Report provides commentary on how these changes impact and are impacted by activities that are currently underway in Kelowna.

The 2022 Community Trends Report explores change in Kelowna primarily through census data. Specifically, data from Statistics Canada's most recent census of population, conducted in 2021, is examined and compared to census data from the past 20 years.

Through this analysis, five themes have emerged:

1. *Kelowna's population is growing fast and it's getting younger.*
2. *The Indigenous population in Kelowna is growing even faster.*
3. *Immigration is driving population growth and increasing population diversity.*
4. *The types of jobs that Kelowna residents are working is changing, and incomes are going up – but not equally.*
5. *Kelowna is seeing smaller households, more renters, and more multiple dwelling units.*



STATISTICS

Top 10 corporate taxpayers

2023			2022		
Rank	Business (owner) name	Type of property	Rank	Business (owner) name	Type of property
1	FortisBC Inc	Electrical Utility	1	Al Stober Construction Ltd	Commercial Building
2	Orchard Park Shopping Centre	Shopping Mall	2	FortisBC Inc	Electrical Utility
3	Al Stober Construction Ltd	Commercial Building	3	Orchard Park Shopping Centre	Shopping Mall
4	DHL No 48 Holdings Ltd	Hotel & Convention Centre	4	McIntosh Properties Ltd	Shopping Mall
5	McIntosh Properties Ltd	Shopping Mall	5	Victor Projects Ltd	Shopping Mall
6	Aqua Resort Ltd	Commercial Building/Hotel	6	Inland Natural Gas Co Ltd	Gas Utility
7	RG Properties Ltd	Shopping Mall	7	Midwest Ventures Ltd	Multiple Types
8	4231 Investment Ltd	Multiple Types	8	Callahan Construction Company Ltd	Multiple Types
9	Victors Project Ltd	Residential/Commercial	9	Jabs Constructions Ltd	Multiple Types
10	Dilworth Shopping Centre Ltd	Shopping Centre	10	3752 Investments Ltd	Multiple Types

Tax comparison analysis – 2022 & 2023

<i>Business</i>	2022	2023	Difference	Change
Assessed value	1,958,300	2,302,400	344,100	17.57%

Municipal

General Tax Levy	12,827	13,312	485	3.79%
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School

General Tax Levy	6,893	7,031	138	2.00%
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Other Taxing Jurisdictions

Regional District Levy	996	1,137	142	14.24%
Hospital Levy	1,012	1,076	64	6.35%
Library Levy	540	551	11	2.11%
BC Assessment Levy	203	222	19	9.40%

Total Tax Levy	22,470	23,329	859	3.82%
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<i>Residential</i>	2022	2023	Difference	Change
Assessed value	888,420	1,009,350	120,930	13.61%

Municipal

General Tax Levy	2,286	2,350	64	2.78%
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Public Safety Levy		23	23	1.00%
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	2,286	2,373	86	3.78%
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Other Municipal User Fees

Garbage Collection/Waste Reduction	181	181	0	0.00%
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School

General Tax Levy	1,049	1,070	21	2.00%
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Homeowner Grant	-770	-770	0	
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	279	300	21	23.58%
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Other Taxing Jurisdictions

Regional District Levy	184	204	19	10.39%
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Hospital Levy	187	193	5	2.77%
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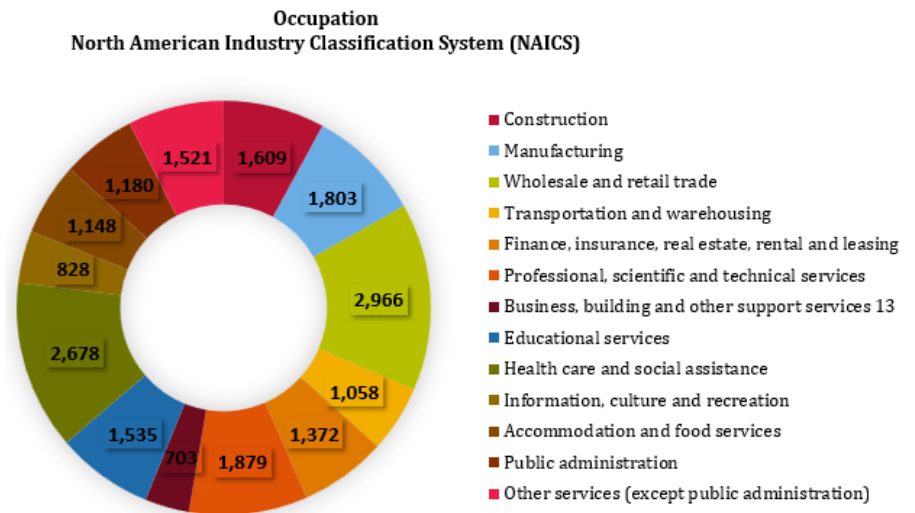
Library Levy	96	98	2	2.12%
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BC Assessment	31	34	3	9.38%
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Total Tax Levy	3,245	3,382	137	4.21%
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Local Economy

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.



Statistics Canada. Table 14-10-0355-01 Employment by industry, monthly, seasonally adjusted and unadjusted, and trend-cycle, last 5 months (x 1,000)

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

Commercial Land

The major commercial areas within Kelowna are the downtown, Highway 97, and Mission / South Pandosy districts. Kelowna’s [2040 Official Community Plan | City of Kelowna](#) projects the need for 193,100 square metres of retail commercial space between 2021 and 2040. We also anticipate the need for 119,450 square metres of office space over the same period. The OCP emphasizes land re-use and densification over continued expansion into greenfield areas.

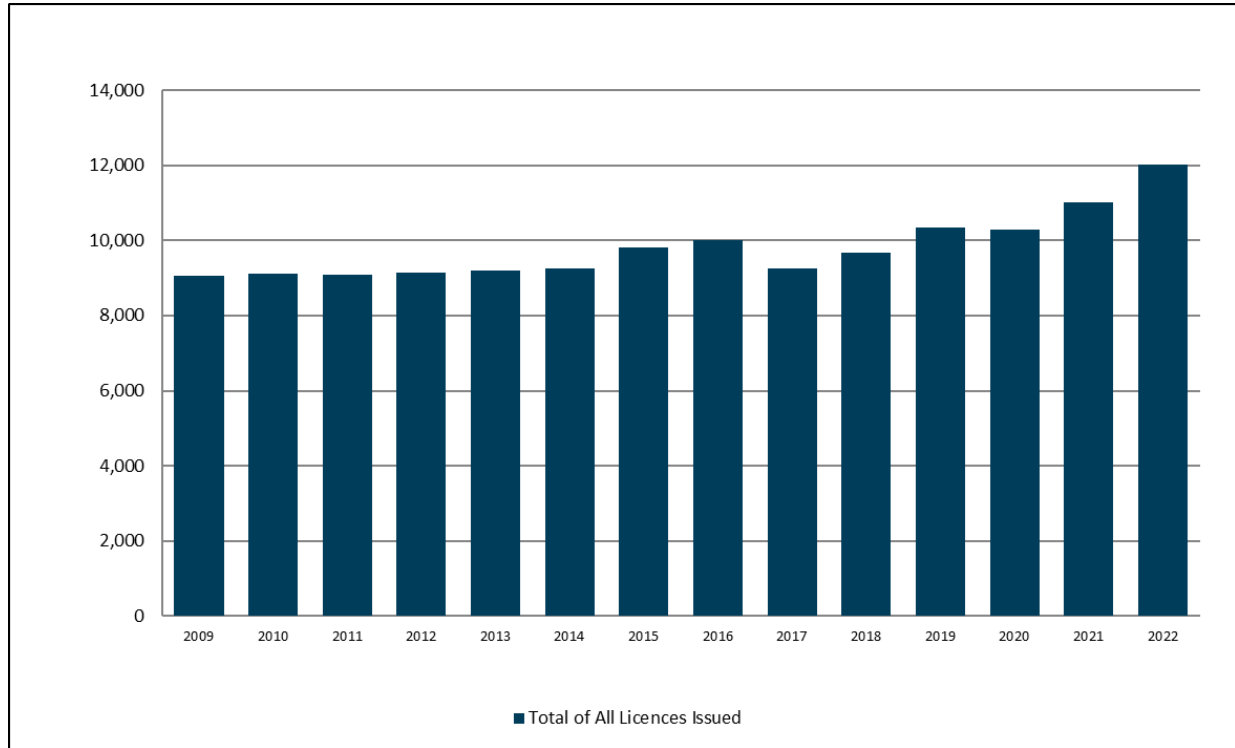
Industrial Land

There are 1,466 acres of existing zoned industrial land within Kelowna’s boundaries. Kelowna has also identified 1,867 acres of land designated for future industrial development in the [2040 Official Community Plan | City of Kelowna](#). 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: [Economic development | City of Kelowna](#)

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.

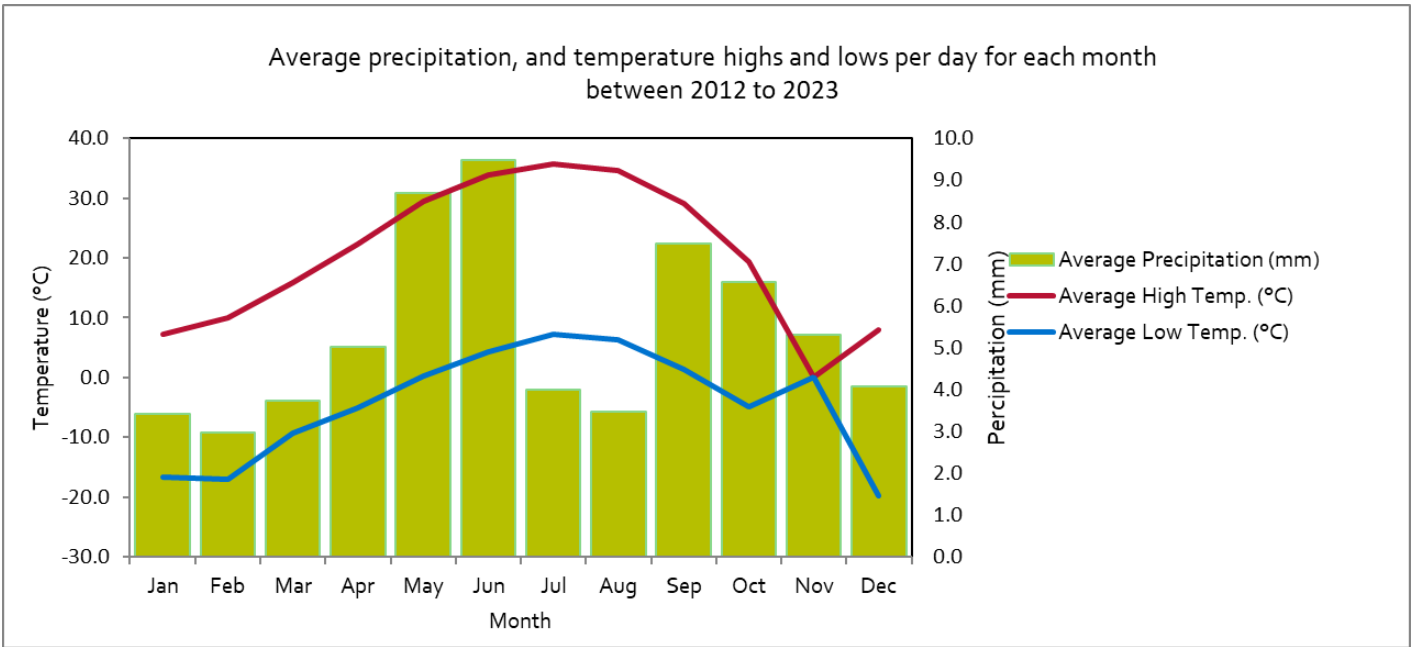
Distance (km) to Kelowna from:

- 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												
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
January	8.1		12.0		7.1		5.8	8.7	7.5	6.1	11.2	8.6
February	10.4		9.9	12.8	13.8				9.6	12.3	12.2	7.6
March	13.5	17.6		19.3	20.3			17.1	14.1		14.6	
April	25.8	22.6	22.7	25.8	27.4		25.4	17.5	19.1	24.6		27.6
May		30.3	25.1	29.5	28.4	31.8	31.9	30.5		29.5		32.2
June			31.2	38.7	35.7	32.8	33.3	33.9	27.5	44.6		33.6
July	34.7	36.6	37.1	37.6	35.7	33.9	36.8		34.6	38.9	38.8	36.3
August	36.3		34.7	37.8	33.5	34.0	36.8	36.1	37.7	36.7	35.3	38.3
September	27.7	30.7	27.3		28.7	35.6			31.5	27.2	34.2	29.5
October	20.7		18.1	19.5	12.5		17.1	17.6	22.7		25.3	17.9
November	15.4		15.2	14.3	16.6		14.0	11.9				
December	11.9	4.4	10.0	11.9	6.1		9.6					
Highest Temperature per year	36.3	36.6	37.1	38.7	35.7	35.6	36.8	36.1	37.7	44.6	38.8	38.3
Record highs by month	Jan 13 2014	Feb 27 2016	Mar 31 2016	Apr 29 2023	May 19 2023	Jun 29 2021	Jul 01 2021	Aug 15 2023	Sep 02 2017	Oct 03 2022	Nov 08 2016	Dec 01 2021
	12.0	13.8	20.3	27.6	32.2	44.6	38.9	38.3	35.6	25.3	16.6	18.0
Recorded Lows												
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
January	-20.5	-3.4	-15.6		-19.4	-24.8	-13.4	-10.2	-22.3	-12.8	-24.7	-14.9
February	-5.7		-21.3			-21.6	-20.7	-20.9		-21.0	-14.6	
March		-7.9	-7.4		-7.5	-8.6	-8.0	-20.0	-12.2	-9.5		-7.2
April	-3.7	-4.8	-4.0	-3.8		-4.4		-4.0	-9.9	-6.7	-7.4	-6.9
May	-2.7	-3.9	-2.8	-0.8	0.9	1.3		1.5		-1.9	0.2	
June	0.4	4.8	2.6	3.1	0.9	4.1	2.1	5.1	1.5	0.9		3.1
July	6.2	5.9	8.9	7.2	5.7	6.4	6.3	6.4	3.8			5.9
August	3.6	5.8		4.6	6.9	5.2	7.9	6.3	5.3	3.6	7.3	5.4
September	2.0		-1.2	-1.3	3.3	0.3	2.5		2.7	-0.4	0.1	
October	-5.7	-3.9		-3.8	0.9		-4.1	-10.9				-6.3
November	-9.5	-12.6	-19.4	-14.6		-14.5	-7.8	-11.4			-6.9	
December	-11.6	-18.3	-17.6	-18.0	-24.1	-19.9						
Lowest Temperature per year	-20.5	-18.3	-21.3	-18.0	-24.1	-24.8	-20.7	-20.9	-22.3	-21.0	-24.7	-14.9
Record lows by month	Jan 12 2017	Feb 8 2017	Mar 4 2019	Apr 2 2020	May 1 2013	Jun 7 2012	Jul 13 2020	Aug 28 2010	Sep 27 2015	Oct 11 2009	Nov 23 2010	Dec 22 2022
	-24.8	21.6	-20.0	-9.9	-3.9	0.4	3.8	2.4	-1.3	-11.6	-21.0	-32.8

Historic Precipitation (mm)												
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
January	6.3	9.7	11.1	8.1			7.3	7.8	18.9	4.9	15.2	1.9
February	19.6	5.1	4.4	19.8		5.0	10.9			2.0	13.1	
March	15.4	14.4	14.5	6.5	4.0	25.9	10.7	5.6	7.7	1.4	9.5	
April	36.9	17.4	27.4	1.5	6.0	16.5	8.5	3.9	8.0	8.6	2.9	3.3
May		40.3	19.3	26.3	19.6	26.1	22.1	1.2	57.4		16.3	
June	66.1	57.6	25.3	27.7	25.5	8.5	8.2	8.5	31.4		31.8	
July	28.5	4.9	5.8		20.9			26.6	15.7		8.7	4.5
August		17.4	2.9		23.4		2.3	13.1	10.1	20.8	6.3	7.8
September		55.2	23.5		8.9	1.7	16.6	28.0		12.4	6.6	
October	32.7		3.4		40.4	8.6	15.1	9.4		18.0	3.9	
November	16.4	36.3	23.5		21.4	11.4	13.8	14.7				
December	9.8	11.7	14.6		4.6	15.5	8.2	36.5				
Total Recorded Precipitation per year	159.8	239.5	290.7	183.5	96.5	174.7	119.2	125.3	108.0	149.2	149.2	149.2
Record Daily	Jan 04	Feb 28	Mar 13	Apr 26	May 17	Jun 20	Jul 22	Aug 2	Sep 16	Oct 22	Nov 2	Dec 31
Precipitation by month	8.8	11.9	9.5	19.6	22.7	23.4	10.9	16.8	17.9	16.5	18.7	16.8



Source: Government of Canada: Station Results - Almanac Averages and Extremes; Kelowna 15-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.

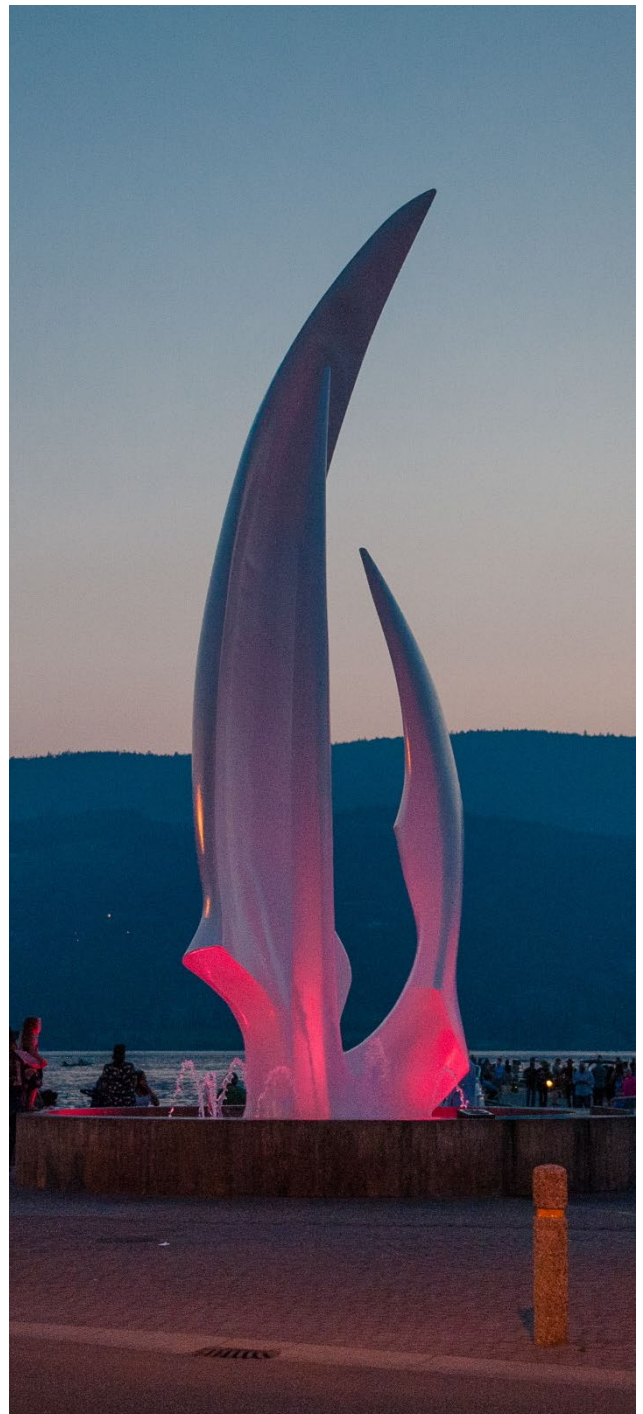
Working capital | The excess of current assets over current liabilities.



ACRONYMS & ABBREVIATIONS

AHLAS	Affordable Housing Land Acquisition Strategy	FOI	Freedom of Information
AI	Artificial Intelligence	FTE	Full-time Equivalent
AIF	Airport Improvement Fee	GAAP	Generally Accepted Accounting Principles
ALC	Active Living & Culture	GFOA	Government Finance Officers Association
ALR	Agricultural Land Reserve	GHG	Greenhouse Gas
AMCP	Asset Management and Capital Planning	GIS	Geographical Information Systems
AMS	Asset Management System	HAP	Heritage Application Permit
ASQ	Airport Service Quality	HR	Human Resources
ATC	Active Transportation Corridor	HVAC	Heating, Ventilation and Air Conditioning
BCA	BC Assessment	IAFF	International Association of Fire Fighters
BP	Building Permit	ICBC	Insurance Corporation of British Columbia
C&E	Climate and Environment	ICG	International Children's Games
C.C.	Community Charter	ICIP	Investing in Canada Infrastructure Program
CAC	Child Advocacy Centre	IHA	Interior Health Authority
CCTV	Closed-circuit television	IK	Imagine Kelowna
CLS	Corporate Land System	IoT	Internet of Things
CMHA	Canadian Mental Health Association	IS	Information Services
COJHS	Central Okanagan Journey Home Society	ITIL	Information Technology Infrastructure Library
COK	City of Kelowna	KCT	Kelowna Community Theatre
COVID-19	Coronavirus Disease 2019	KFD	Kelowna Fire Department
CPIC	Canadian Police Information Centre	KMMFA	Kelowna Major Men's Fastball Association
CPO	Community Policing Office	KPI	Key Performance Indicators
CPTED	Crime Prevention through Environmental Design	KSS	Kelowna Secondary School
CRTC	Canadian Radio-television and Telecommunications	LAS	Local Area Service
CSP	Corporate Strategy and Performance	LiDAR	Light Detection and Ranging
CUPE	Canadian Union of Public Employees	LOA	Lease and Operating Agreement
CWME	Capital Works Machinery & Equipment – statutory reserve fund	MBL	Multiple Bottom Line
DAR	Development Application Review	MEP	Major Events Program
DCC	Development Cost Charge	MFA	Municipal Finance Authority
DKA	Downtown Kelowna Association	MoTI	Ministry of Transportation and Infrastructure
DMAF	Disaster Mitigation Adaptation Fund	MOU	Memorandum of Understanding
DMAF	Disaster Mitigation and Adaption Fund	MUP	Multi-Use Path
DOCP	Design Operation and Closure Plan	NA	Neighbourhood Associations
DVP	Development Variance Permit	NG911	Next Generation 911 compliant equipment
EOC	Emergency Operating Centre	NPS	Net Promoter Score
ESS	Emergency Support Services	NRCan	Natural Resources Canada
EV	Electric Vehicle	OC	Okanagan College
FCA	Facility Condition Assessment	OCP	Official Community Plan
		ORT	Okanagan Rail Trail
		PAC	Performing Arts Centre

PAWS	Pre-Authorized Withdrawal System	VFD	Variable Frequency Drive
PBMP	Pedestrian & Bicycle Master Plan	WQA	Water Quality Advisory
PBMP	Pedestrian and Bicycle Master Plan	WWTF	Wastewater Treatment Facility
PCARD	Purchasing Card	YLW	Kelowna International Airport
PEOPLE	Paid Employment Opportunities for People with Lived Experiences		
PRC	Parkinson Recreation Centre		
PRV	Pressure Reducing Valve		
PSAB	Public Sector Accounting Board		
PSAS	Public Sector Accounting Standards		
Q1	First Quarter		
Q2	Second Quarter		
Q3	Third Quarter		
Q4	Fourth Quarter		
RCMP	Royal Canadian Mounted Police		
RDCO	Regional District of the Central Okanagan		
RFI	Request for Information		
RFP	Request for Proposal		
RIM	Records & Information Management		
ROI	Return on Investment		
RRFB	Rectangular Rapid Flashing Beacons		
S4L	Sport For Life		
SCA	Sewer Connection Area		
SCADA	Supervisory Control and Data Acquisition		
SCBA	Self Contained Breathing Apparatus		
SD23	School District No. 23		
SEK	Southeast Kelowna		
SEKID	Southeast Kelowna Irrigation District		
SMART	Specific, Measurable, Achievable, Relevant, Timely		
SMOR	Strategic Management Owned Report		
SOMID	South Okanagan Mission Irrigation District		
STPCO	Sustainable Transportation Partnership of the Central Okanagan		
TCA	Tangible Capital Assets		
TMP	Transportation Master Plan		
TWTF	Trade Waste Treatment Facility		
UBCM	Union of British Columbia Municipalities		
UBCO	University of British Columbia – Okanagan		
URBA	Uptown Rutland Business Association		
UTV	Utility Vehicle		





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