2024

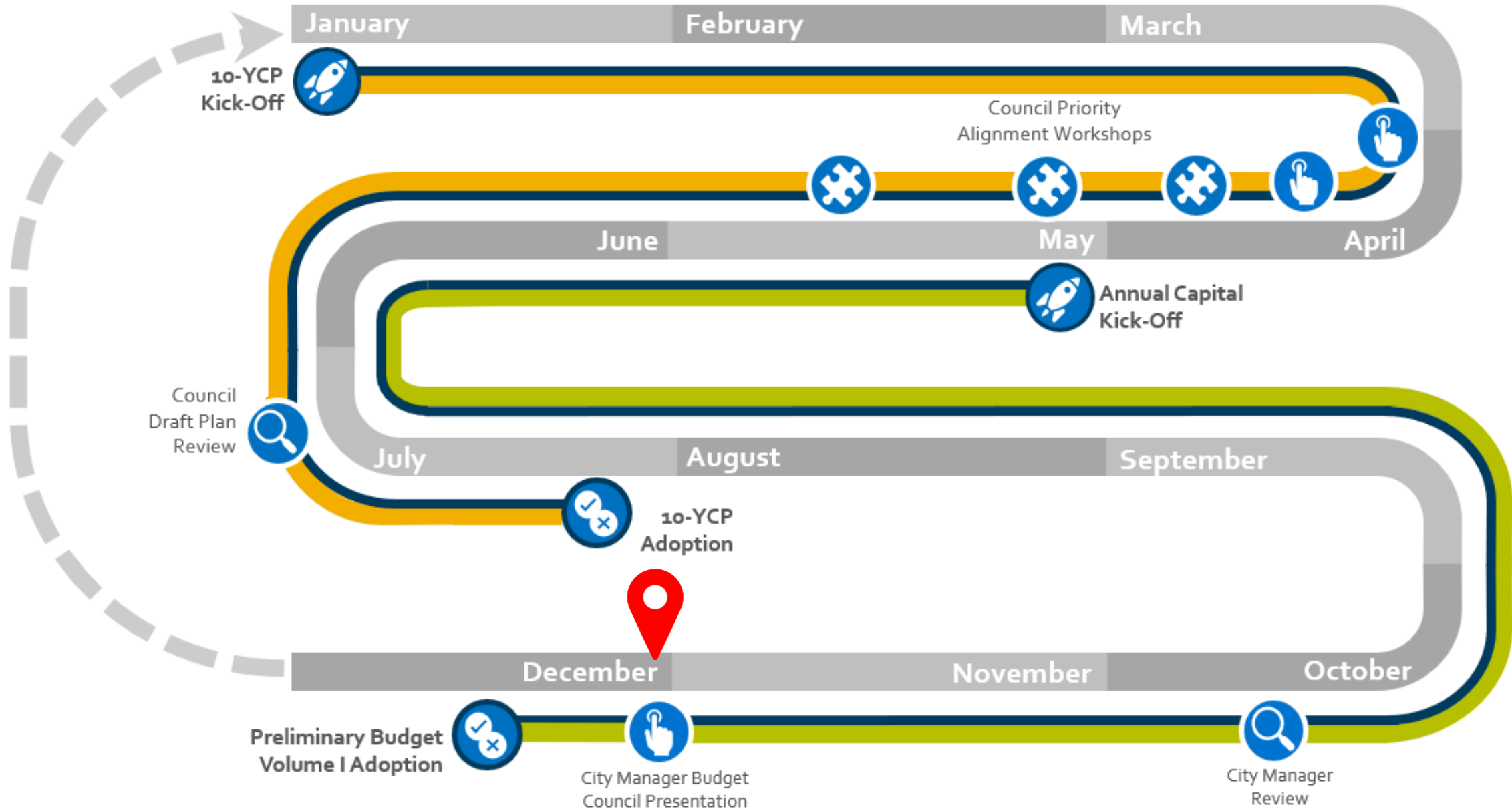## FINANCIAL PLAN

Capital Program
Overview

Building a City of the Future
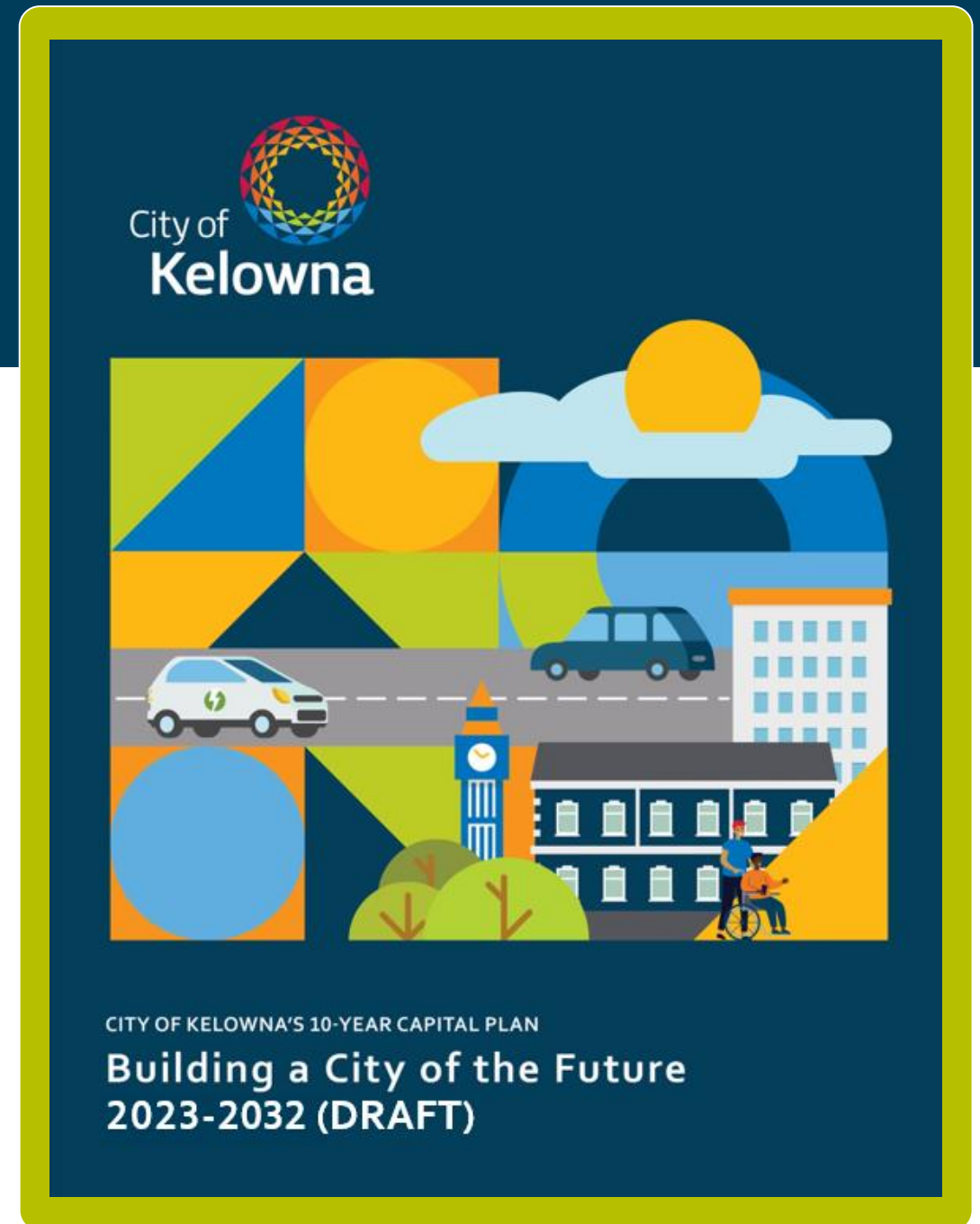
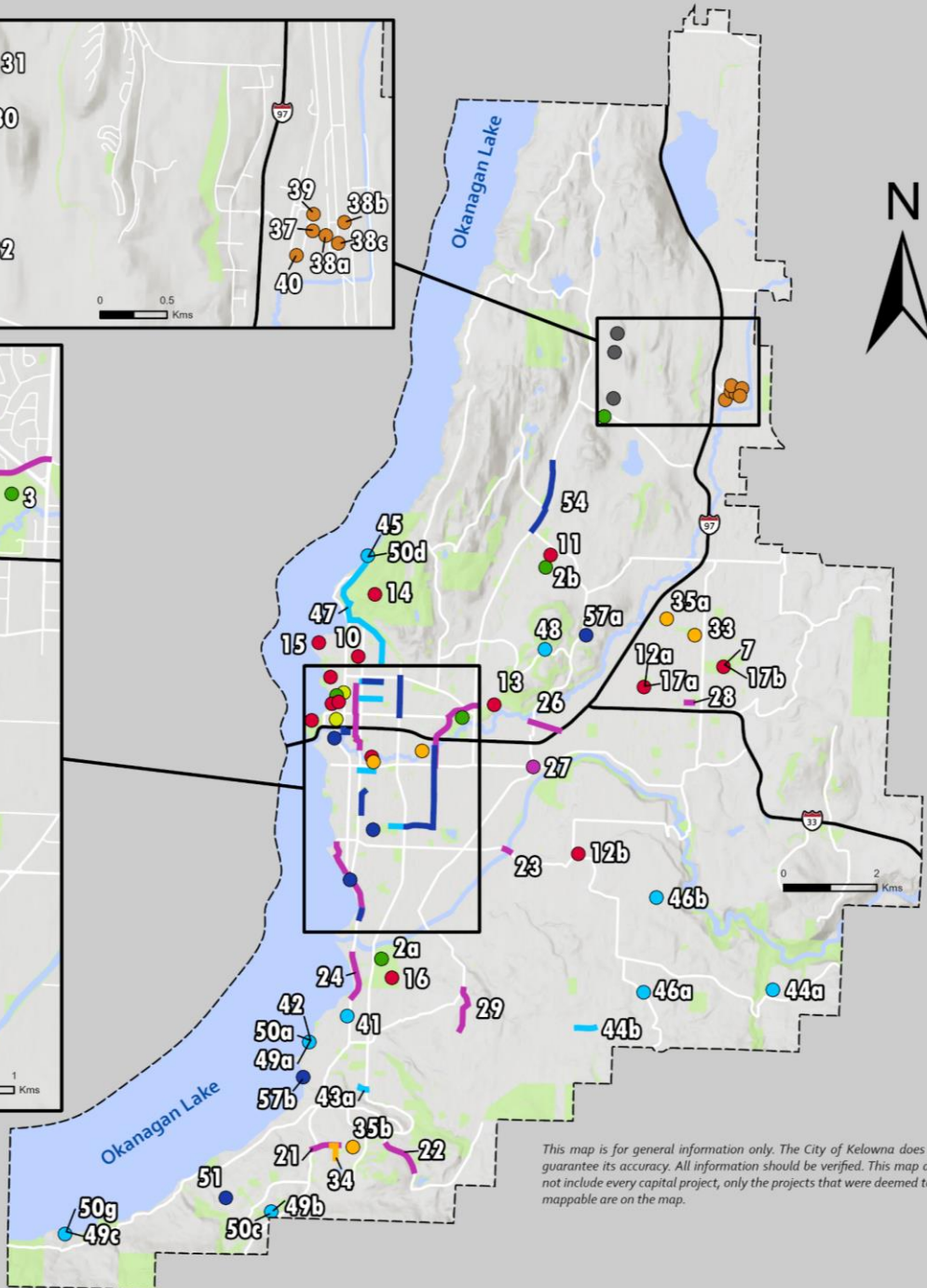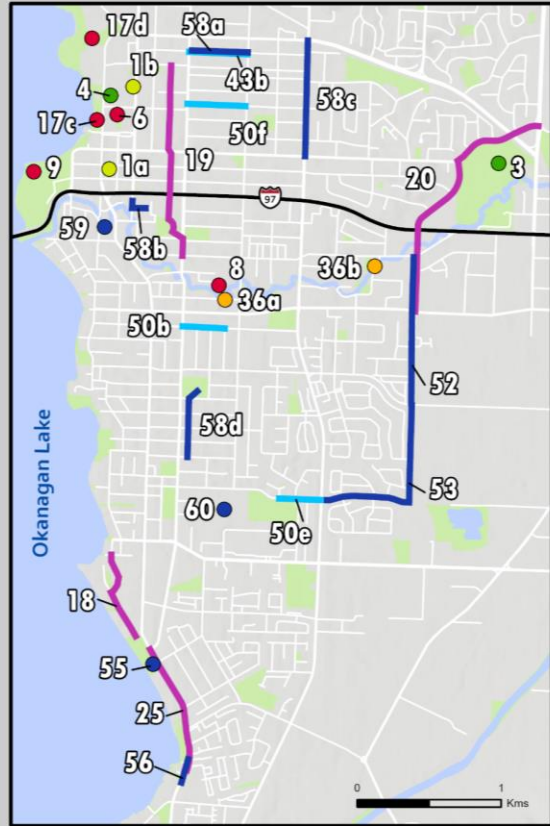# 2024 Capital Investment

- ▶ Guided by the 10-Year Capital Plan
- ▶ 12 Cost Centres
- ▶ 114 P1 Projects
- ▶ $140.1 M

City of **Kelowna**

CITY OF KELOWNA'S 10-YEAR CAPITAL PLAN

Building a City of the Future
2023-2032 (DRAFT)

Building a City of the Future

City of Kelowna

2024 Capital Projects

REAL ESTATE & PARKING
1. Downtown Parkades-Major Maintenance
   a. Chapman Parkade
   b. Library Parkade

BUILDINGS
2. Building Stronger Kelowna -
   Community Activity Centres
   a. Mission Rec Park
   b. Glenmore Rec Park
3. Building Stronger Kelowna -
   Parkinson Rec Centre Redevelopment
4. Kelowna Community Theatre -
   Equipment Improvements
5. North Glenmore Fire Hall (Stn #5) - Construction

PARKS
6. Art Walk Furniture & Paver
   Surfaces Replacement
7. Building Stronger Kelowna -
   Rutland Recreation Field Realignment
8. Burne Park
9. City Park - Improvements, Waterfront
   Promenade Phase 3
10. Elks Stadium Batter's Eye
11. Glenmore Recreation Park - Phases 4, 5
12. Irrigation Renewal
    a. Ben Lee Park
    b. East Kelowna Baseball Fields
13. Kelowna Memorial Cemetery - Improvements
14. Knox Mountain Park - Improvements
15. Manhattan Point Park DCC
16. Mission Recreation -
    Youth Park, Plaza, & Trail System
17. Park Infrastructure Renewal
    a. Ben Lee Park
    b. Rutland Rec Park
    c. Stuart Park
    d. Waterfront Park

TRANSPORTATION
18. Abbott DCC (Rose - Gyro), ATC
19. Bertram 1 DCC (Sutherland - Cawston), ATC
20. Burtch 3 DCC (Glenmore - Springfield), RD
21. Frost DCC (Killdeer - Chute Lake)
22. Gordon 1 DCC (Frost - South Perimeter)
23. KLO Rd Mission Creek Bridge Replacement
    & McCulloch Area DCC (KLO/Hall/Spiers)
24. Lakeshore 3 DCC
    (Lexington - Old Meadows), ATC
25. Lakeshore 5 DCC (Richter - Cook), RD
26. Rail Trail to Greenway DCC, ATC
27. Road Safety Improvements DCC
    Springfield/ Dilworth/ Benvoulin Intersection
28. Rutland Park & Ride, Mobility Hub,
    Operations facility
29. Stewart 3 DCC (Crawford-Swamp), Road

SOLID WASTE
30. Landfill - East Gas Subheader Connections
31. Landfill Liner & Lift Station Design &
    Construction – Area 3
32. Stockpiles & Reprocessing Areas Relocation

STORM DRAINAGE
33. Containment Devices
34. Frost and Frazer Lake Stormwater Improvements
35. Linear Asset Renewal Projects
    a. Findlay Rd Culvert
    b. Southridge Stormwater Pond System
36. Mill Creek Flood Protection
    a. Burne Ave
    b. Lindahl Park

AIRPORT
37. Airport Air Terminal Building
    Capital Replacement & Improvement
38. Airport Soaring Beyond
    2.5 Million Passengers AIF Program
    a. Pavement Rehab: Apron 1
    b. Pavement Rehab: Taxiway Charlie
    c. Pavement Rehab: Taxiway Delta
39. Carbon Neutral Initiatives -
    HID to LED Lighting
40. Groundside Infrastructure & Equipment -
    Enabling Works For Hotel

WATER
41. Bulk Fill Station
42. Eldorado Pump Station Chlorine Conversion
43. Existing Fireflow Upgrades
    & Infill Development Improvements
    a. Buck Rd
    b. Coronation Ave
44. Irrigation Mainline Renewal
    a. Gallaghers
    b. Jaud Rd
45. Poplar Pump Station Electrical Upgrade
46. PRV Upgrades - Non Potable
    a. McClain Rd
    b. Reekie Rd
47. Royal View Transmission Main Upgrades
48. Summit Reservoir DCC
49. UV Treatment Systems Control Upgrade
    a. Eldorado Pump Station
    b. Kettle Valley Pump Station
    c. Swick Pump Station
50. Water Network & Facility Renewal
    a. Eldorado Pump Station
    b. Glenwood Ave
    c. Kettle Valley Pump Station
    d. Poplar Point Pump Station
    e. Raymer Ave to Mappin Ct
    f. Stockwell Ave
    g. Swick Pump Station

WASTEWATER
51. Belcarra Sewer Connection Area
52. Burtch Trunk
53. Byrns Baron Trunk Phase 2
54. Glenmore Connection -
    Glenmore Rd from Cross Rd to Scenic Rd
55. Gyro Lift Station
56. Lakeshore Trunk - (Cook - Gyro)
57. Lift Station Renewal
    a. Cassiar Lift Station
    b. Farris Lift Station
58. Renewal - Wastewater mains & facilities
    a. Coronation Ave between Ethel St
       & Richter St
    b. Ellis St near Rosemead Ave
    c. Highland South Service Area
    d. Richter St, upstream of the
       Birch Lift Station
59. Water St Lift Station
60. WWTF Fermenter & Centrifuge Replacement

This map is for general information only. The City of Kelowna does not guarantee its accuracy. All information should be verified. This map does not include every capital project, only the projects that were deemed to be mappable are on the map.

Water, Wastewater, Storm & Solid Waste

Balancing future demands with regulations & a changing climate.

▶ Accommodate growth

▶ Renew existing infrastructure

▶ Bolster resiliency

▶ Protect the environment

Buildings, Parks & Real Estate & Parking

Facilities, parks & amenities for a growing community.

▶ Recreational, cultural, & protective services
- Building a Stronger Kelowna, North Glenmore Fire Hall, Community Theatre

▶ Building renewal & Downtown Parkade maintenance

▶ Park development
- Glenmore Rec Park, City Park, Burne Park

▶ General & park land acquisition

Transportation

Making it easier to get around by vehicle, transit, cycling & walking.

▶ Major road & safety improvements

- Burtch & Stewart Rd upgrades, Frost Rd extension

▶ Bridge Replacement

- KLO Rd Mission Creek

▶ Active transportation corridors

- Abbott, Bertram & Leckie

▶ Transit improvements

- Rutland Park & Ride, YLW Transit Hub

Vehicles, Information Services & Fire

Keeping pace with rapidly changing technology

▶ Modern & electrified fleet

▶ Digital transformation & AI

▶ Fire Department software & digital training system

Airport

Your Link to the World

▶ Carbon neutral initiatives

▶ Safety & efficiency improvements

- New taxiway
- Airside equipment purchase
- Airside pavement rehabilitation

▶ Commercial development enabling works

2024 Capital Plan Summary

$140 Million
investment in new, upgraded & renewed public infrastructure

63%
investment for Parks, Buildings, Wastewater & Transportation

33%
External Funding, DCCs, partnerships & grants

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

$ millions	$	%
Parks	27.8	20
Wastewater	20.7	15
Building	20.2	14
Transportation	20.2	14
Solid Waste	12.5	9
Airport	9.8	7
Water	8.6	6
Storm Drainage	8.0	6
Vehicle & Mobile Equipment	7.3	5
Real Estate & Parking	3.1	2
Information Services	1.1	1
Fire	0.6	1
Total	**140.1**	

Information Services Capital

$ thousands		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**

City of Kelowna

Real Estate & Parking Capital

$ thousands		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**

City of Kelowna

Buildings Capital

$ thousands		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

City of Kelowna

Buildings Capital – Priority 2

$ thousands		2024	2025	2026	2027	2028	Project Total
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**

City of Kelowna

Parks Capital

$ thousands		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**

Parks Capital – Priority 2

$ thousands		2024	2025	2026	2027	2028	Project Total
Capital Opportunities & Partnership Fund	P9	500	0	0	0	0	500
Total priority 2 requests		500	0	0	0	0	500

City of Kelowna

Vehicles & Equipment Capital

$ thousands		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

City of Kelowna

Transportation Capital

$ thousands		2024	2025	2026	2027	2028	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**

Wastewater Capital

$ thousands		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

Storm Drainage Capital

$ thousands		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**

City of Kelowna

Water Capital

$ thousands		2024	2025	2026	2027	2028	Project Total
Royal View Transmission Main Upgrades	W1	733	6,859	0	0	0	7,592
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**	**6,859**	**0**	**0**	**0**	**15,487**

Solid Waste Capital

$ thousands		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

City of Kelowna

Airport Capital

$ thousands		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**

City of Kelowna

Airport
Service budget overview

Airport

▶ 2023 Key Accomplishments

- YLW campus childcare centre
- Airport terminal building expansion
- Runway end safety area
- Air service

Airport

▶ 2023 and 2024 Continuous Improvement

- 2023 and 2024
  - Air terminal building renewal and expansion
  - Rehabilitation of airside pavement
  - Development of air service routes and destinations
  - Carbon reduction initiatives
- 2024
  - Combined operations building expansion

Airport
Performance Measures

PM#1: Optimization and transformation

PM#2: Financially responsible

PM#3: Financially responsible (non-aero revenue as percentage of total revenue)

Airport
Performance Measures

PM#4: Regional economic development (number of passengers)

PM#5: Driver of regional economic development (total economic output to BC)

PM#6: Accountable leadership (airport carbon accreditation level)

PM#7: Accountable leadership (% of safety reports that are proactive)

City of Kelowna

Airport
Expenditure Budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Airport, $62.8M

- Airport Finance & Corporate Services $9.3M
- Airport Improvement Fees $26.7M
- Airport Policing $0.2M
- Airside $5.3M
- Groundside $14.6M
- Terminal $6.6M
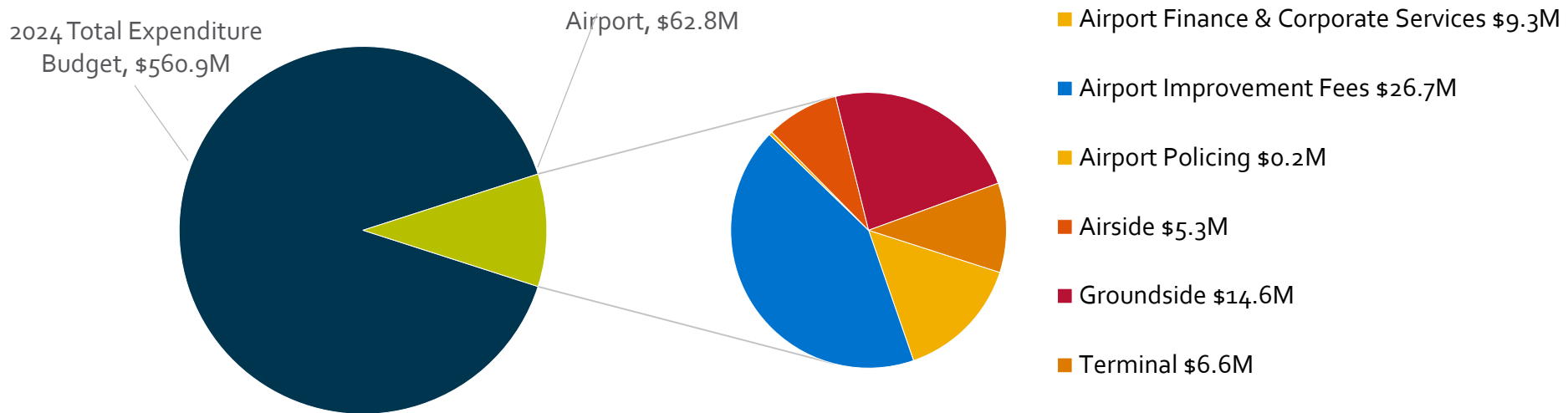
Note: Totals may not add due to rounding

Airport
Funding Strategy

Funding strategy

- Fees and charges $51.9M
- Grant $2.4M
- Other revenue $0.9M
- Transfers from reserve $7.6M
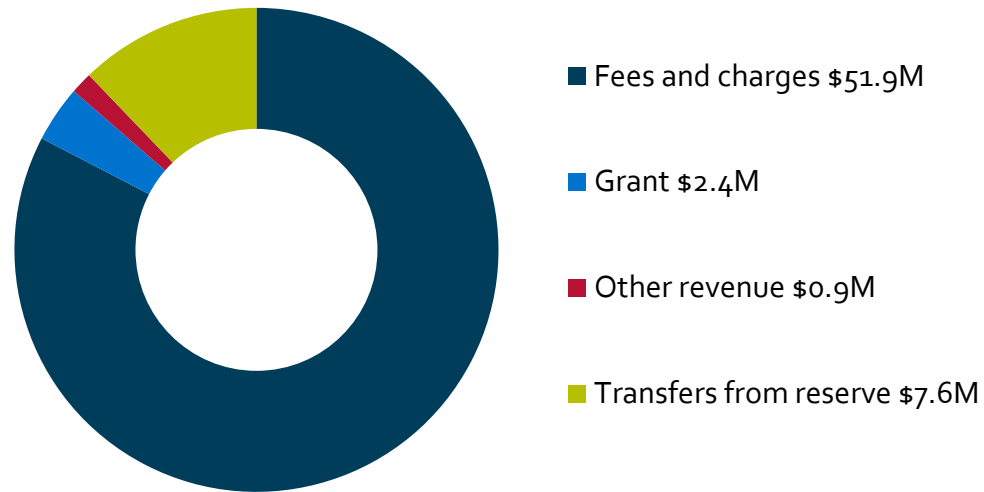
Total $62.8M

Note: Totals may not add due to rounding

Airport
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$56.891 M
2022 & 2023 Adjustments	($0.021) M
2024 Starting budget	**$56.870 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Airport
Budget overview

2024 Recommended budget

2024 Starting budget	$56.870 M
Service level – 2.1 million passengers	$5.889 M
	$62.759 M

▶ Drivers for change:
- Airside, Terminal, and Groundside operational changes
- Finance & Corporate services support cost increase

City of Kelowna

Airport
Operating requests

Community Safety & Bylaw
Service budget overview

Community Safety & Bylaw Services

▶ Key accomplishments

- Launched seven Community Safety Plan (CSP) - Actions Teams and presented Kelowna's first 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

Community Safety & Bylaw

▶ Continuous improvement

- 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

Community Safety & Bylaw
Performance Measures

PM#1: Citizen satisfaction with bylaw service

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

PM#2: # of files actioned by the property standards compliance team

# of Files

13 — 2022 Actuals
18 — 2023 Estimate
25 — 2024 Forecast
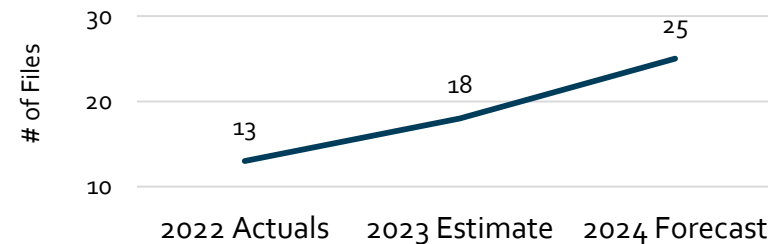
PM#3: Average number of days to close a bylaw service request

Average days

5.1 — 2022 Actuals
3 — 2023 Estimate
3 — 2024 Forecast
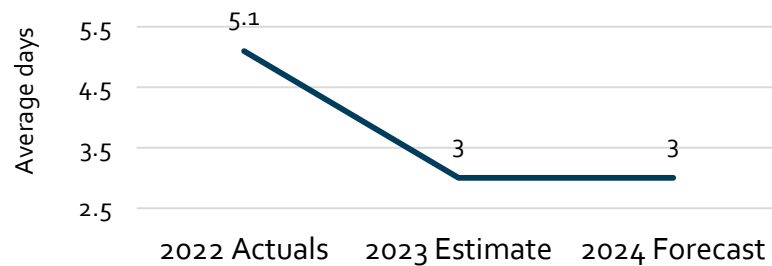
PM#4: # of bylaw service requests generated annually

# of Requests

15,912 — 2022 Actuals
16,700 — 2023 Estimate
17,500 — 2024 Forecast

City of Kelowna
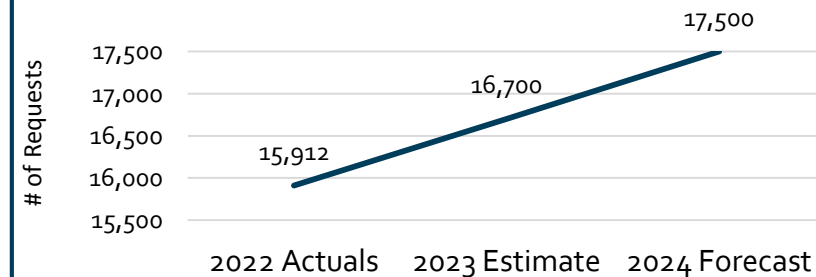
Community Safety & Bylaw
Expenditure budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Community Safety & Bylaw, $7.7M

- Bylaw Services $5.6M
- Community Safety $0.8M
- Community Safety Services $1.3M
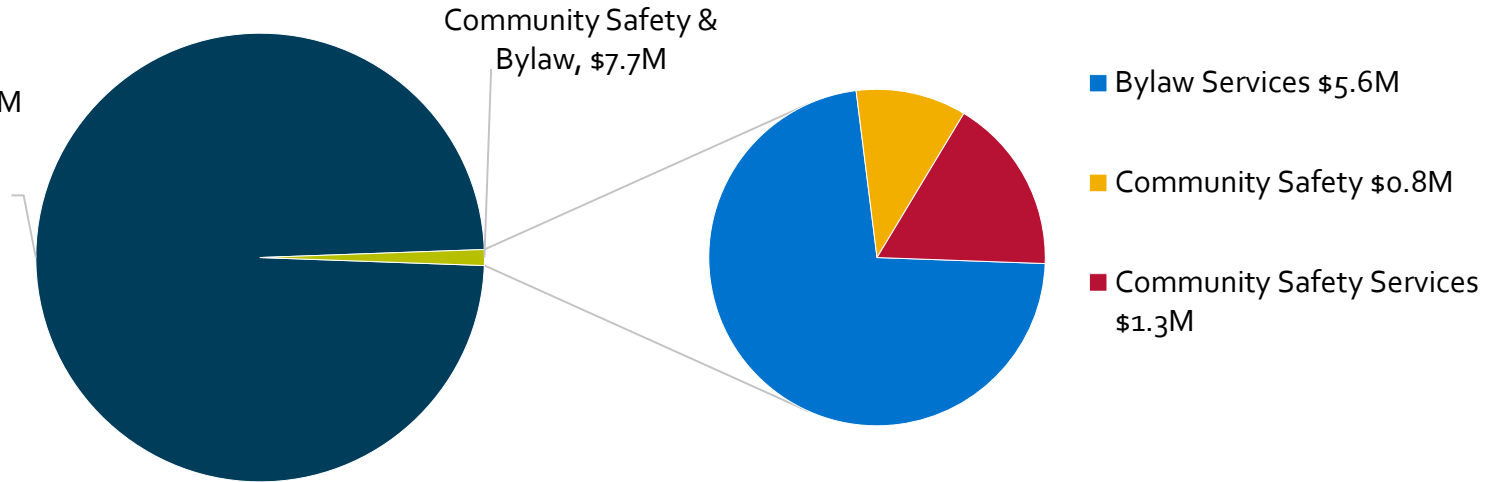
Note: Totals may not add due to rounding

Community Safety & Bylaw
Budget overview

Funding strategy

■ Property tax $7.4M

■ Fees and charges $0.2M
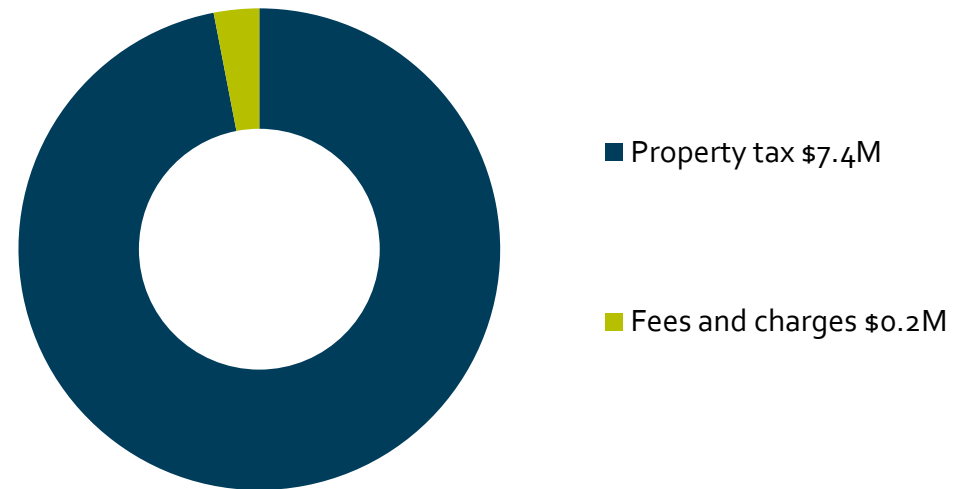
Total $7.7M

Note: Totals may not add due to rounding

City of Kelowna

Community Safety & Bylaw
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$9.153 M
2022 & 2023 Adjustments	($2.135) M
2024 Starting budget	$7.018 M

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Community Safety & Bylaw
Budget overview

<u>2024 Recommended budget</u>

2024 Starting budget	$7.018 M
Maintaining current service level	$0.123 M
	$7.141 M
Enhancing service level	$0.543 M
	$7.684 M

▶ Drivers for change:

- Agricultural Land Commission compliance and enforcement
- Supporting Council's Crime & Safety and Homelessness priorities

City of Kelowna

Community Safety & Bylaw
Operating requests

Police Services & RCMP

Service budget overview

Police Services & RCMP

▶ Key accomplishments
- Restabilized and resumed specialized policing units (i.e., Traffic)
- Launched and provincially leading the Repeat Violent Offending Intervention Initiative
- Improved resource deployment through "PinPoint" data-based analytics
- Improved cost recovery for Regional RCMP and Police resources

Police Services & RCMP

▶ Continuous improvement

- 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
- 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

Police Services & RCMP
Performance Measures

PM#1: Citizen satisfaction with police services

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

PM#2a: Police priority 1 response times (mins)
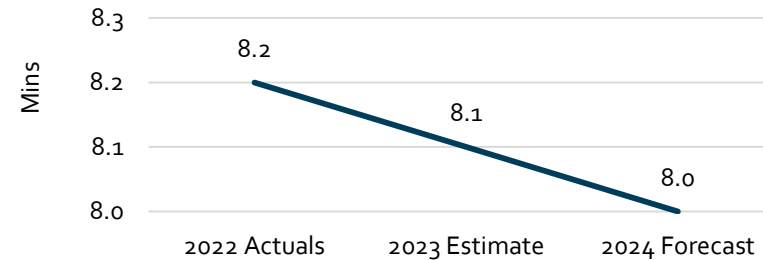
PM#2b: Police priority 2 response times (mins)
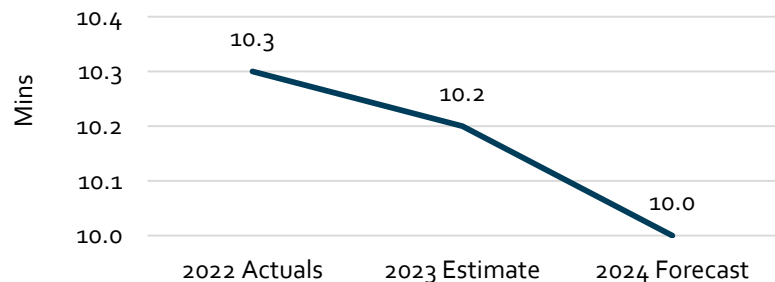
PM#2c: Police priority 3 response times (mins)

City of Kelowna

Police Services & RCMP
Performance Measures

PM#3: Perception of safety

PM#4: Citizen callbacks for police service calls (%)

PM#5: Traffic safety management

PM#6: Reports to crown - property offences (%)

City of Kelowna
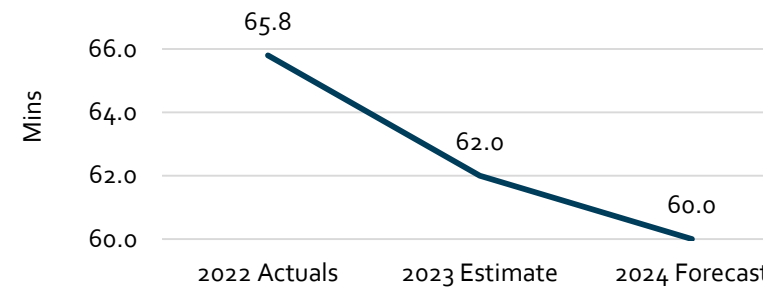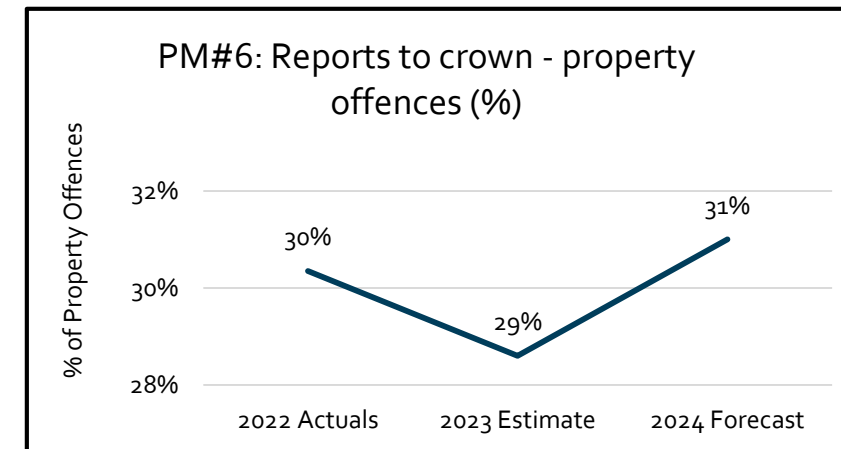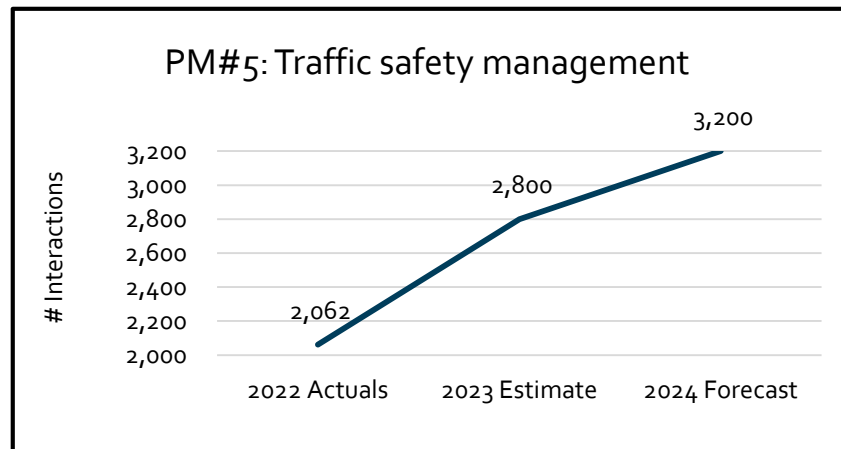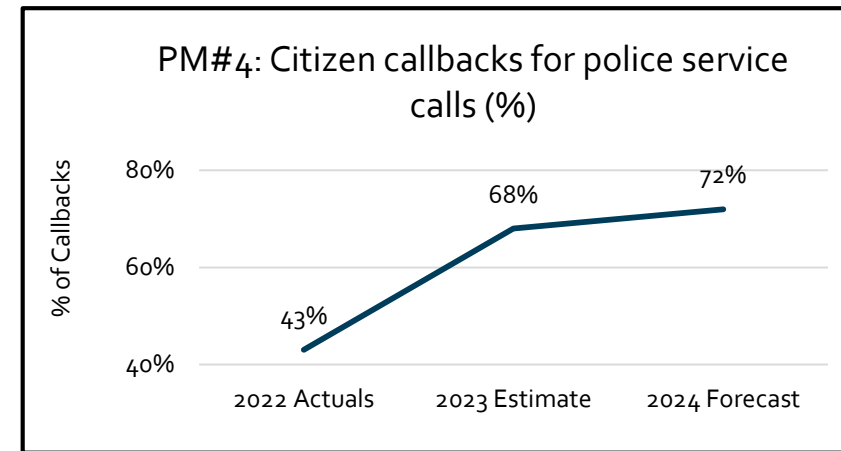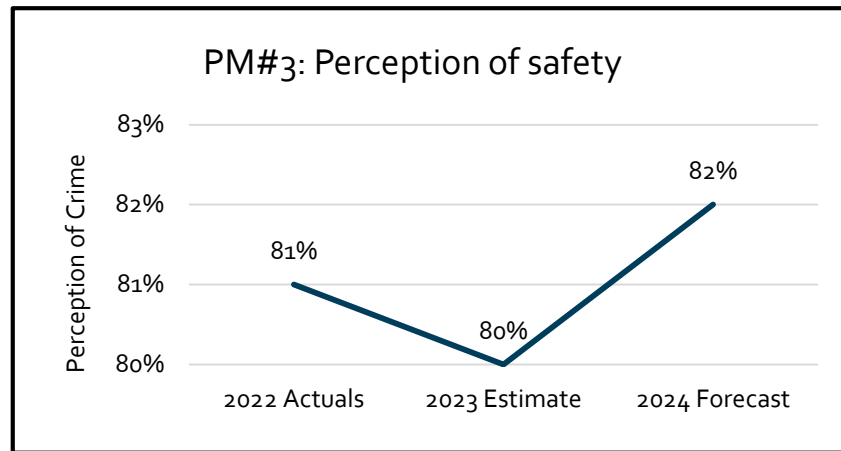
Police Services & RCMP
Expenditure budget
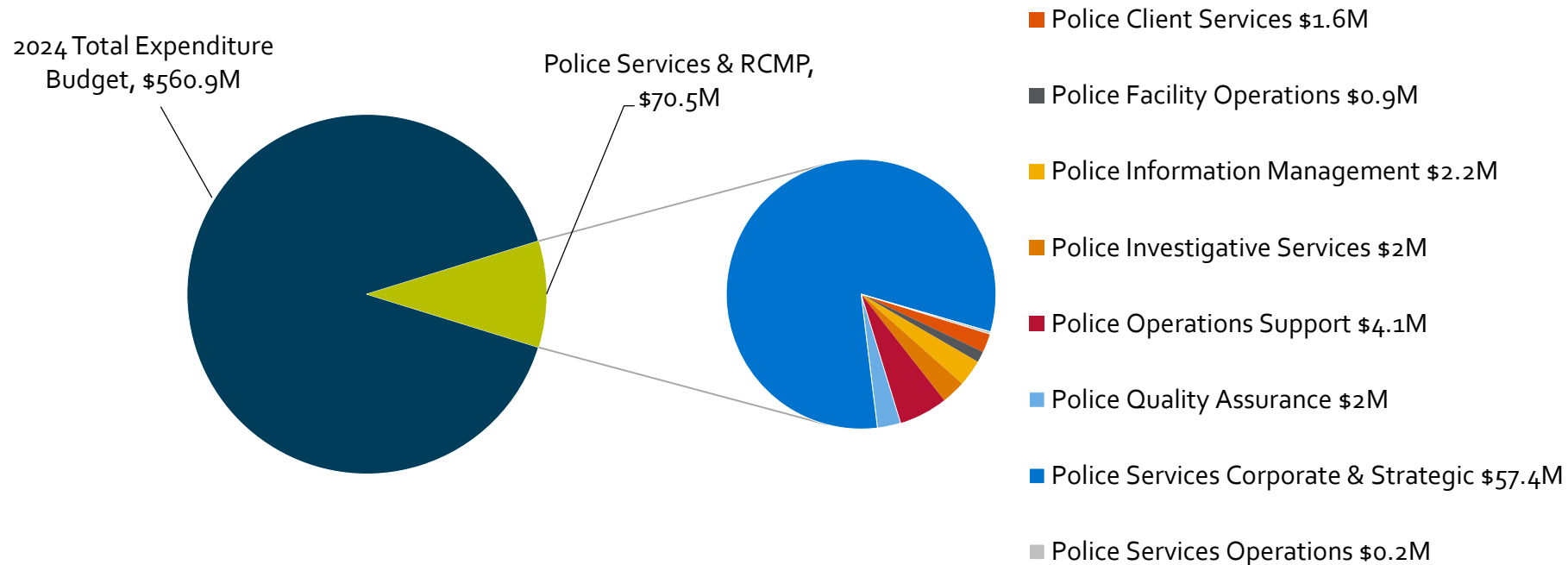
2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Police Services & RCMP, $70.5M

- Police Client Services $1.6M
- Police Facility Operations $0.9M
- Police Information Management $2.2M
- Police Investigative Services $2M
- Police Operations Support $4.1M
- Police Quality Assurance $2M
- Police Services Corporate & Strategic $57.4M
- Police Services Operations $0.2M

Note: Totals may not add due to rounding

Police Services & RCMP
Budget overview

Funding strategy

- Property tax $63.8M
- Fees and charges $0.6M
- Other revenue $6.1M

Total $70.5M
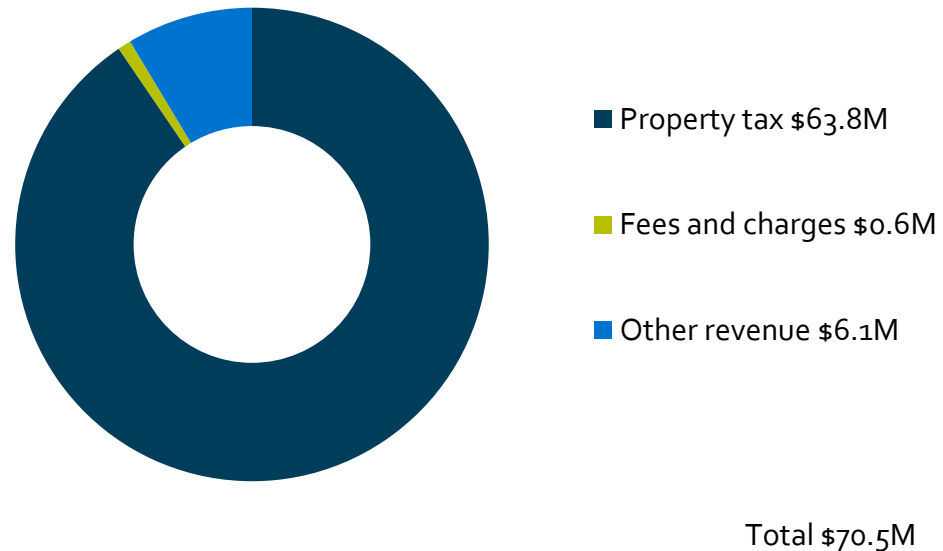
Note: Totals may not add due to rounding

Police Services & RCMP
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$74.330 M
2022 & 2023 Adjustments	($6.689) M
2024 Starting budget	**$67.641 M**

▶ Drivers for change:
- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Police Services & RCMP
Budget overview

2024 Recommended budget

2024 Starting budget	$67.641 M
Maintaining current service level	$2.470 M
	$70.111 M
Enhancing service level	$0.382 M
	$70.493 M

▶ Drivers for change:

- Contractual changes
- Launching of the new RCMP Auxiliary Program
- Increasing population and tourism growth
- Enhancing enforcement in priority areas

City of Kelowna

Police Services & RCMP

Operating requests

Fire Safety
Service budget overview

Fire Safety

▶ 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

- 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

Fire Safety

▶ Continuous improvement

- 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

Fire Safety
Performance Measures

PM#5: KFD training hours per year

(Line chart — Y-axis: Training Hours Yearly, ranging 18,500 to 21,500)
- 2022 Actuals: 18,591
- 2023 Estimate: 20,881
- 2024 Forecast: 21,000

City of Kelowna
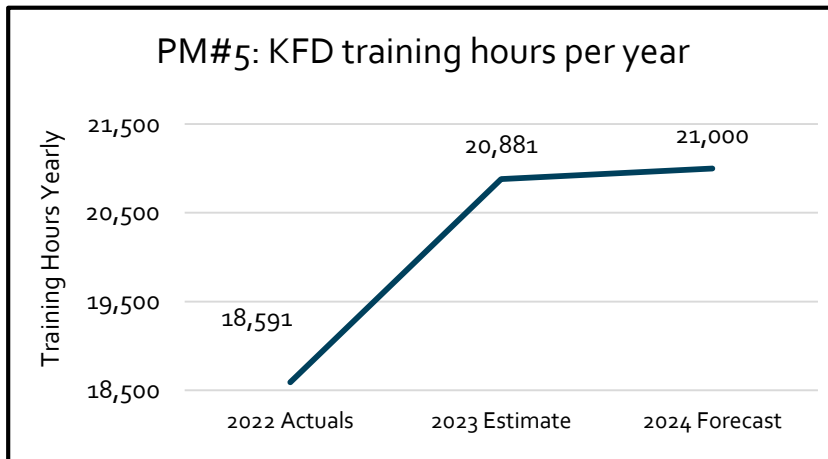
Fire Safety
Expenditure budget
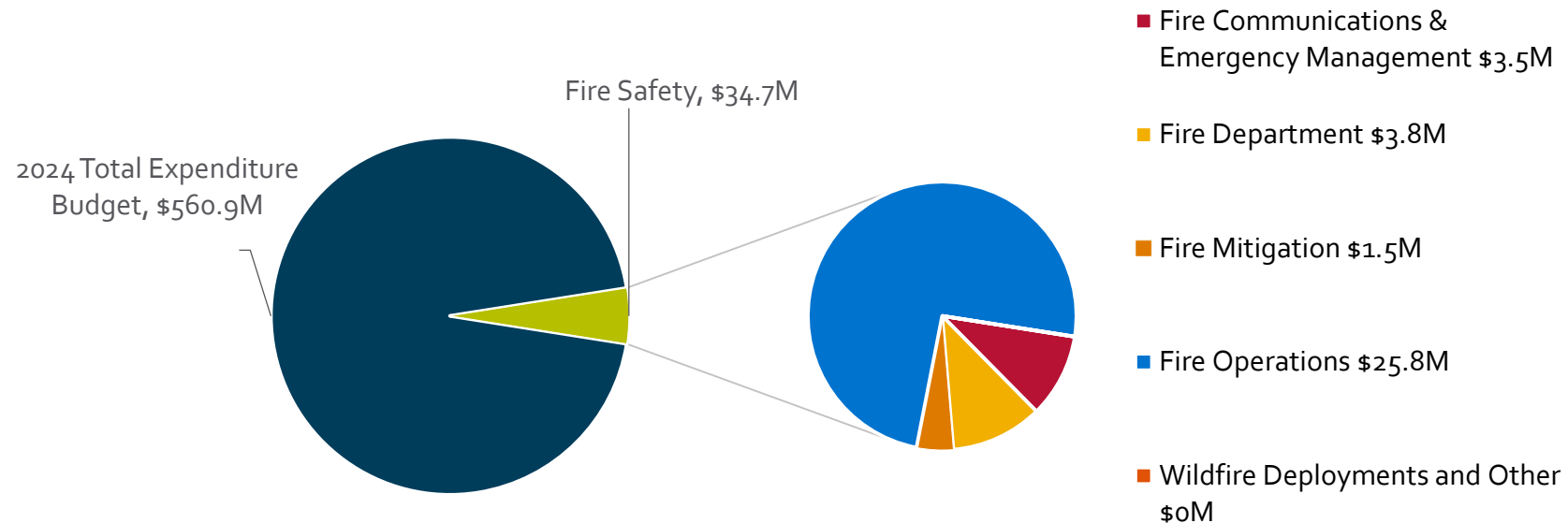
2024 Total Expenditure Budget Breakdown

Fire Communications & Emergency Management $3.5M

Fire Department $3.8M

Fire Mitigation $1.5M

Fire Operations $25.8M

Wildfire Deployments and Other $0M

Fire Safety, $34.7M

2024 Total Expenditure Budget, $560.9M

Note: Totals may not add due to rounding

Fire Safety
Budget overview

Funding strategy

- Property tax $31.5M
- Fees and charges $2.8M
- Grant $0M
- Other revenue $0.4M
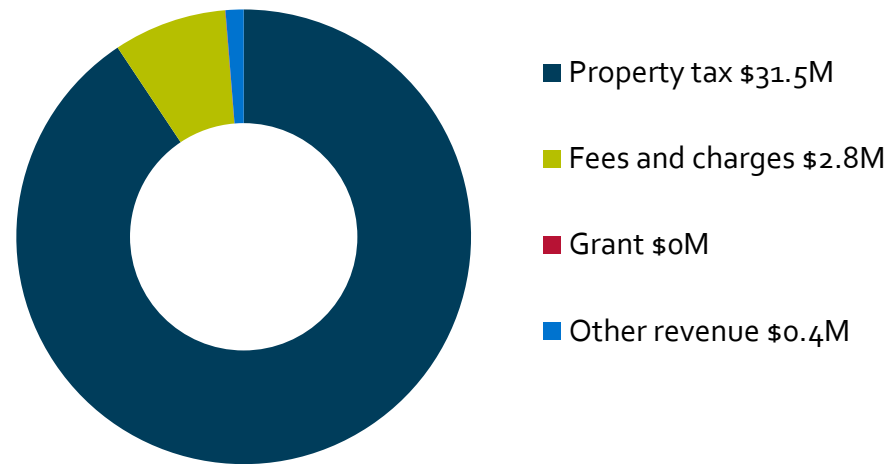
Total $34.7M

Note: Totals may not add due to rounding

Fire Safety
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$30.587 M
2022 & 2023 Adjustments	$0.153 M
2024 Starting budget	**$30.740 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Fire Safety
Budget overview

2024 Recommended budget

2024 Starting budget	$30.740 M
Maintaining current service level	$3.887 M
	$34.627 M
Enhancing service level	$0.086 M
	$34.713 M

▶ Drivers for change:

- Establishing a new station 2 rescue squad
- Investing in enhanced fire smart and fuel mitigation education and residential home assessment programs

City of Kelowna

Fire Safety
Operating requests

Fire Capital

$ thousands		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**

City of Kelowna

Wastewater Utility
Service budget overview

Wastewater Utility

▶ Key accomplishments
- Continued community outreach and educational to inform customers about wastewater collection, treatment and the direct impact of our actions on public health, and the environment.
- Operational projects on-track for completion.
- Environmental Operator Certified staff met all their Provincial Certification requirements
- Completed a Multi-year supervisor control and data acquisition (SCADA) project incl. replacement of end-of-life equipment.
- Delivered a lift station communications upgrade project (from line of sight to cell network), for increased stability and accessibility of data with the 43 wastewater lift stations.

Wastewater Utility

▶ Continuous improvement

- Continue to build knowledge levels and use outreach opportunities to keep in tune with the latest practice in collection, treatment, and disposal of wastewater liquid and solids.

- We are future focused, closely monitoring 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. Further exploration to address this issue are planned for 2024.
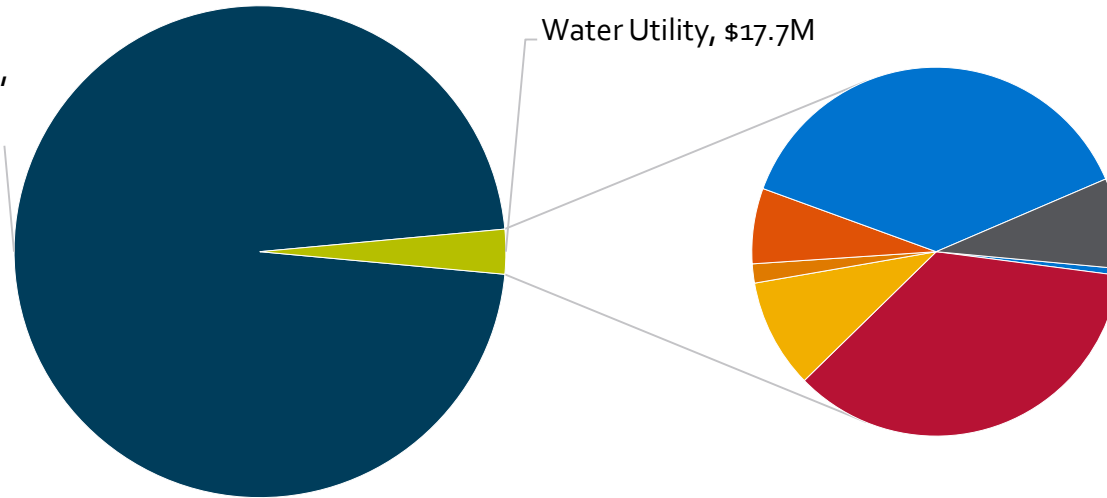
Wastewater Utility
Expenditure budget
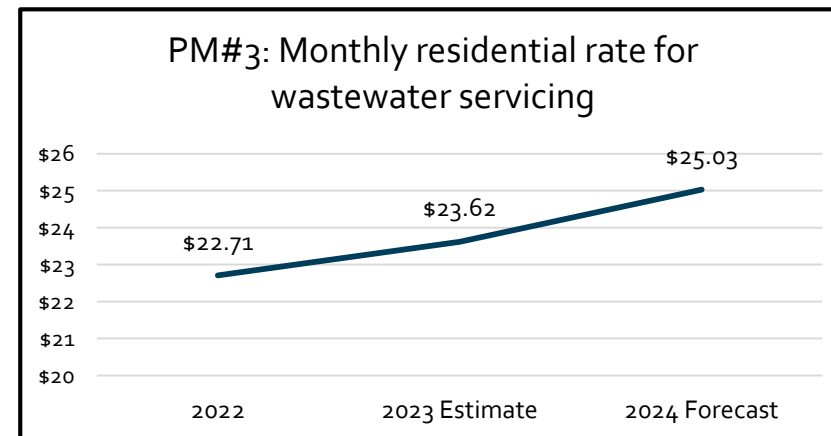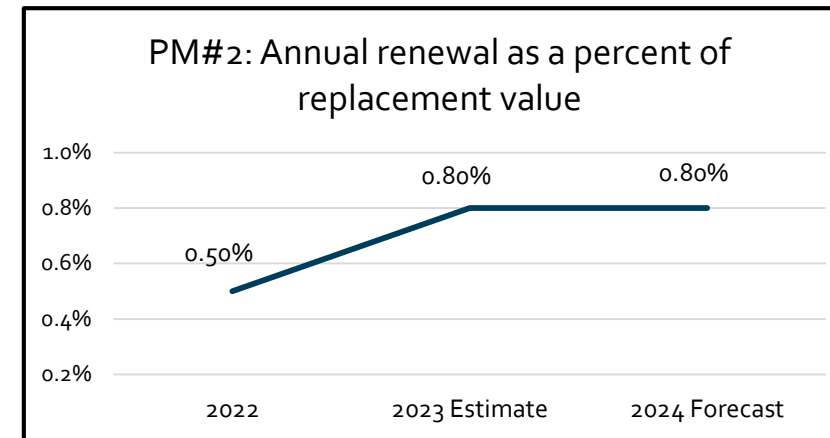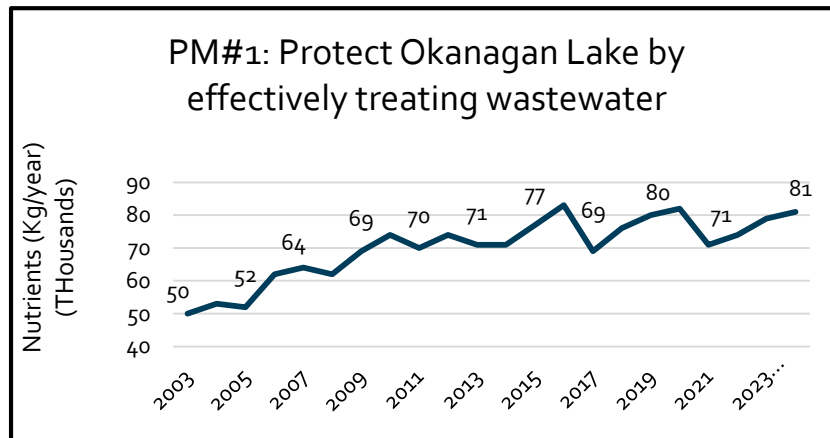
2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Wastewater Utility, $17.3M

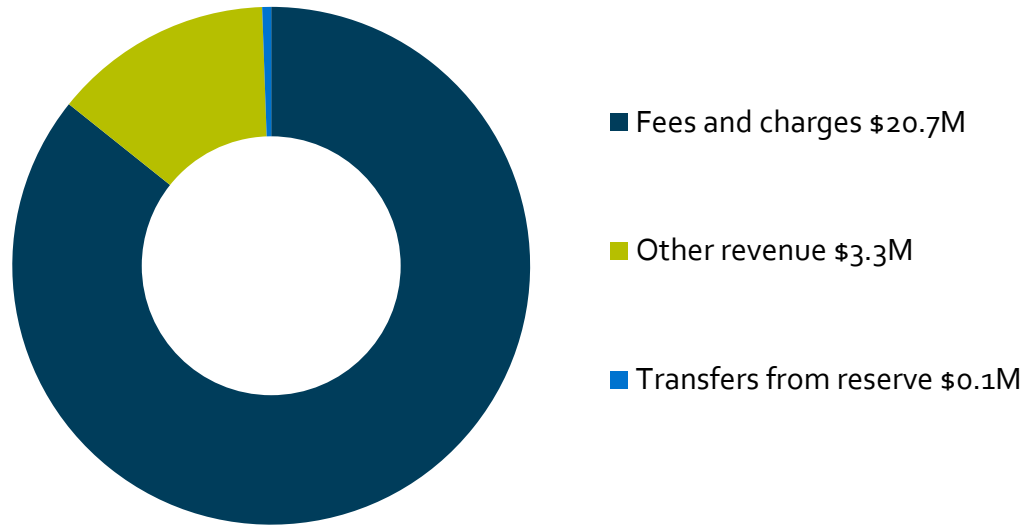- Biosolids $3.1M
- Infrastructure Delivery - Wastewater $0.1M
- Utility Planning - Wastewater $0.2M
- Wastewater Collection $5.8M
- Wastewater Construction $0.4M
- Wastewater Treatment $7M
- Water Quality & Customer Care - Wastewater $0.6M

Note: Totals may not add due to rounding

Wastewater Utility
Budget overview

Funding strategy

■ Fees and charges $23.5M

■ Grant $0.2M

■ Other revenue $3.5M
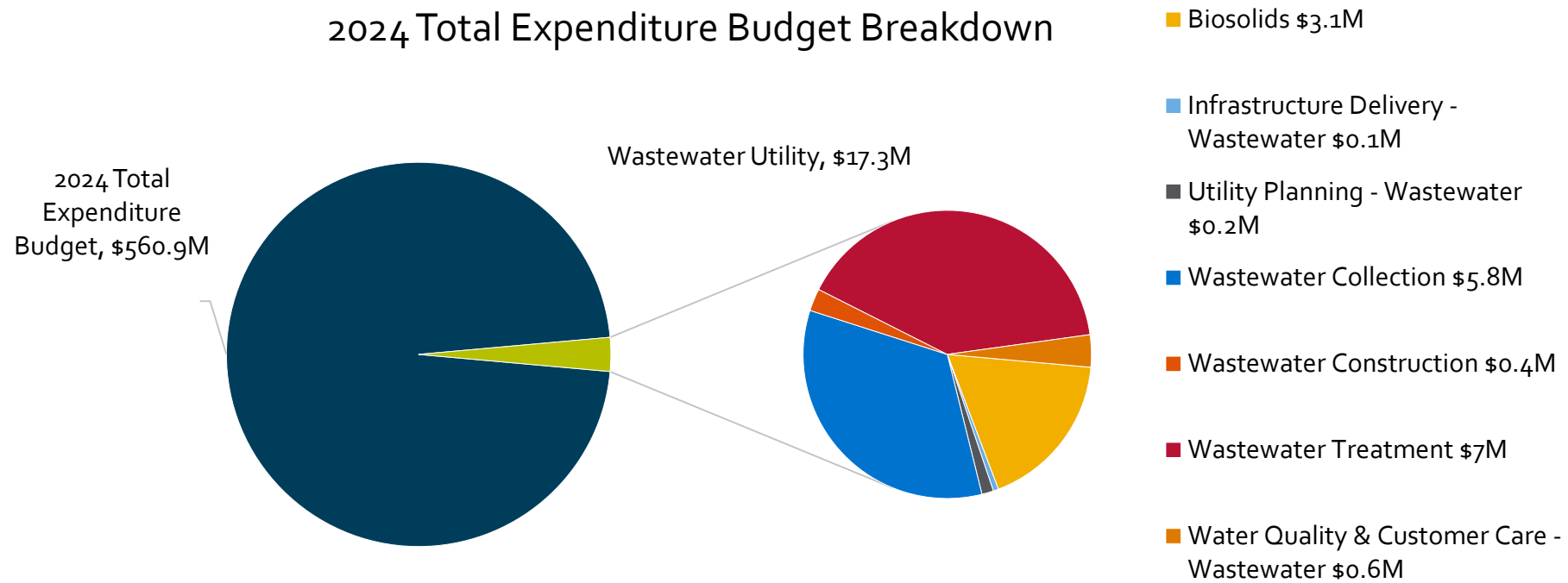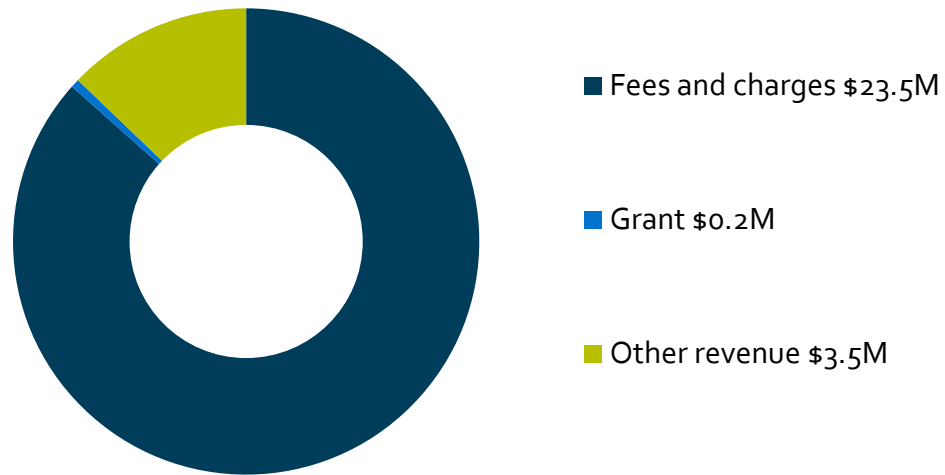
Total $27.1M

Note: Totals may not add due to rounding

Wastewater Utility
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$18.266 M
2022 & 2023 Adjustments	($0.111) M
2024 Starting budget	$18.155 M

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Wastewater Utility
Budget overview

2024 Recommended budget

2024 Starting budget	$18.155 M
Maintaining current service level	($0.930) M
	$17.225 M
Enhancing service level	$0.065 M
	$17.290 M

▶ Drivers for change:
- Maintenance, material and equipment replacement costs escalation
- Increase of security incidents

City of Kelowna

Wastewater Utility
Operating requests

Stormwater & Flood Protection
Service budget overview

Stormwater & Flood Protection

▶ Key accomplishments

- Storm dam and dyke inspections completed.

- Downtown Stormwater Basin Plan and Knox Mountain Slope Stability, completed.

- Rain Gauges transferred from Water and Wastewater SCADA Systems as part developing public facing data.

- Phase 1 Stormwater Utility Business Case and Implementation Plan, delivered.

- Mill Creek Flood Protection

  - Stage 1 Diversion Works, complete.

  - Stage 2 Diversion Works – Expected completion November 2023

  - Preliminary Designs Complete for Lindahl Road/Marshall St/Parkinson Rec/Burne Ave.

- Redlich Pond Innovation addition of Treatment Islands, installed, monitoring continues.

Stormwater & Flood Protection

▶ Continuous improvement
- Phase 2 - Stormwater Utility Business Case and Implementation Plan – 2024
- Development stormwater management plans – process improvement with Development Services
- Stormwater planning for Transportation project designs
- Stormwater Quality Reporting – 2024
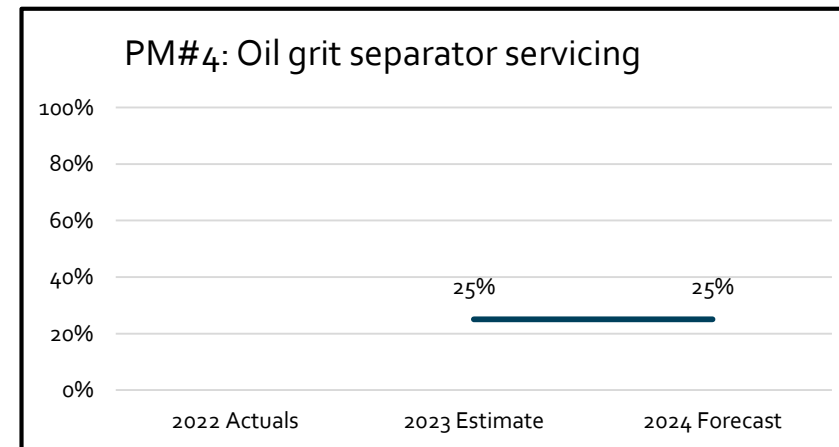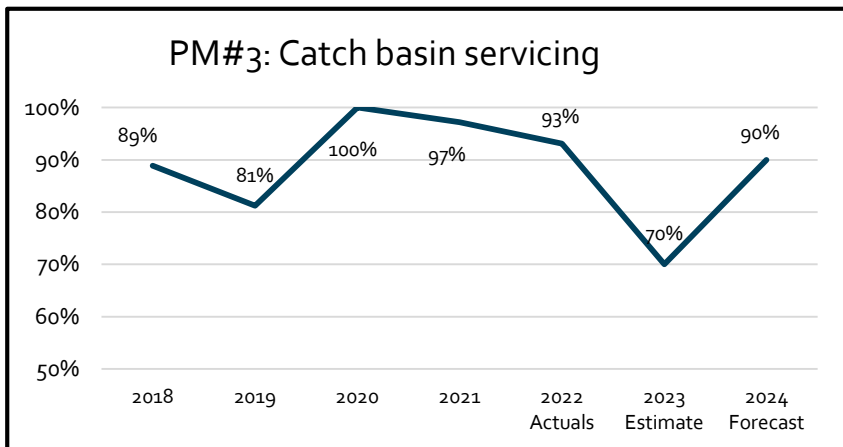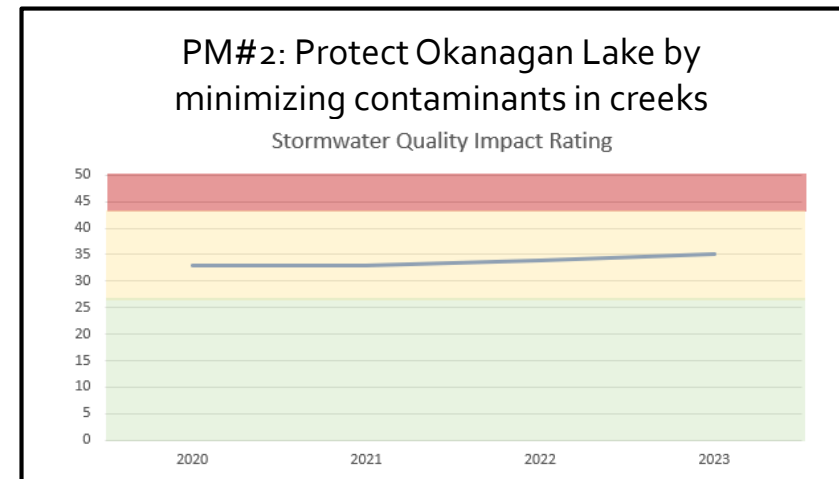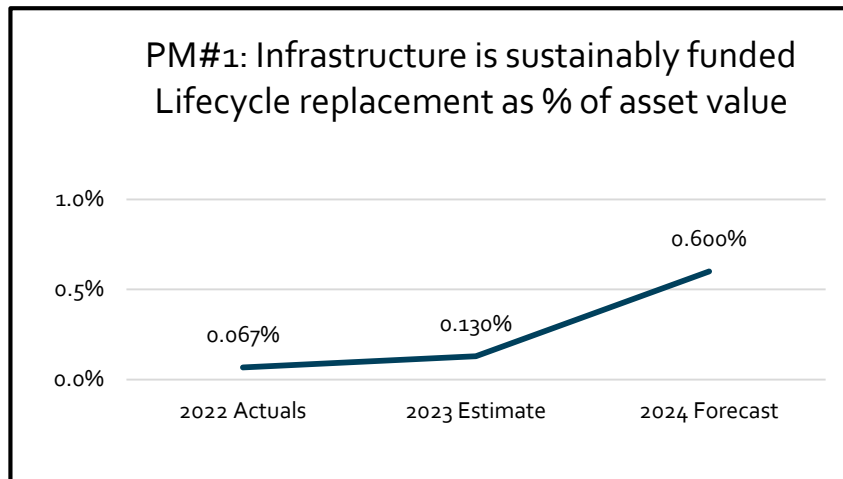
Stormwater & Flood Protection
Expenditure budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Stormwater & Flood Protection, $3.2M

Pumpstations - Stormwater $0M

Utilities Construction $0.3M

Utility - Stormwater $1.4M

Utility Planning $1M

Water Quality & Customer Care - General $0.5M
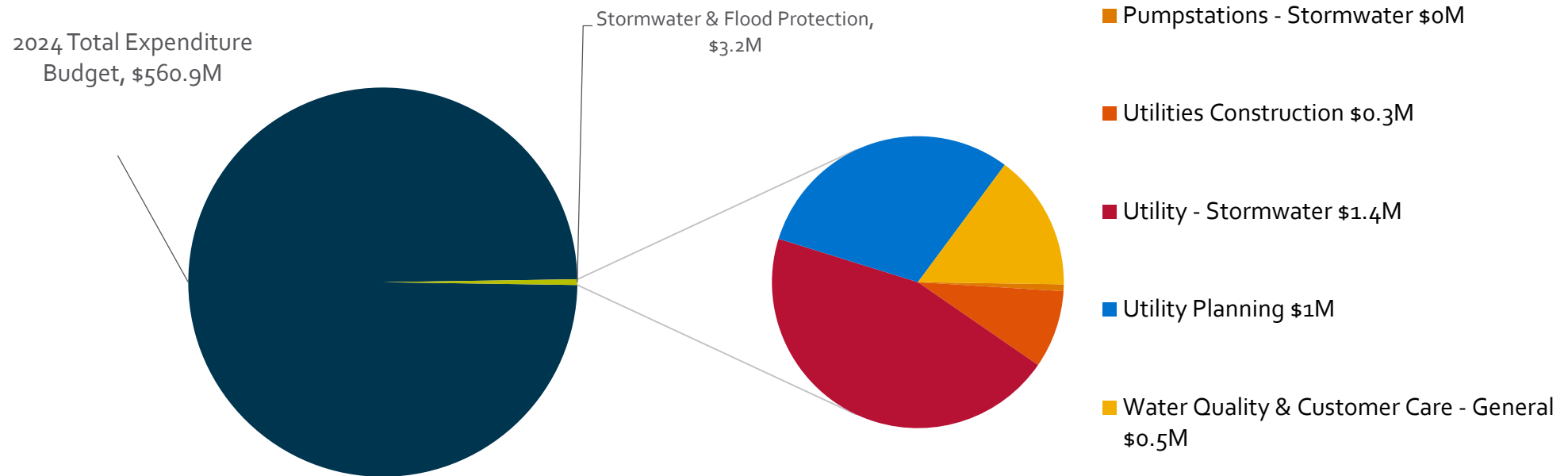
Note: Totals may not add due to rounding

Stormwater & Flood Protection
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$3.538 M
2022 & 2023 Adjustments	($0.874) M
2024 Starting budget	**$2.664 M**

▶ Drivers for change:
- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Stormwater & Flood Protection
Budget overview

2024 Recommended budget

2024 Starting budget	$2.664 M
Maintaining current service level	$0.170 M
	$2.834 M
Enhancing service level	$0.339 M
	$3.173 M

▶ Drivers for change:
- Increased site security
- Continuation of the Stormwater Utility business case and implementation plan

City of Kelowna

Stormwater & Flood Protection
Operating requests

Water Utility
Service budget overview

Water Utility

▶ Key accomplishments

- Ultraviolet (UV) Light Disinfection Facilities upgrade: A significant accomplishment was achieved within the Poplar Point UV facility to mitigate impacts from a UV bulb breakage. The work was particularly challenging as the disinfection system had to remain functional during construction.

- Turtle Lake Dams: Assessment and interim mitigation of a potential dam failure was completed in 2023. Turtle Lake was safely lowered to reduce the risk of failure .

- 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.

Water Utility

▶ Continuous improvement

- Pressure Reducing Valve condition assessment and lifecycle program development
- Non-Potable water 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
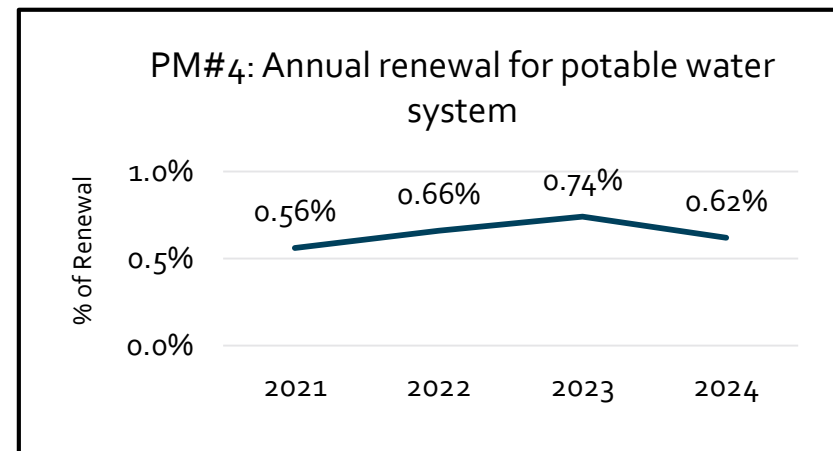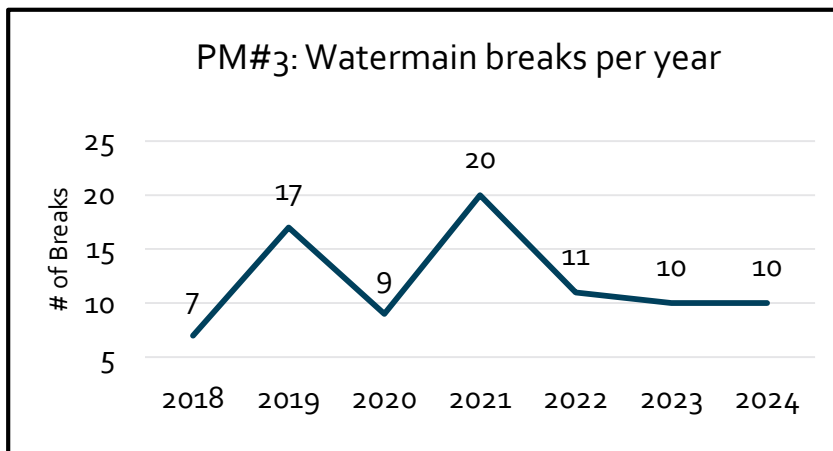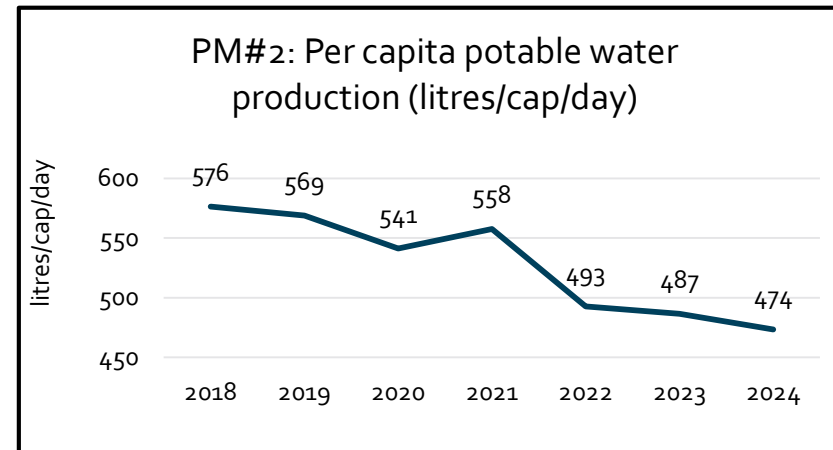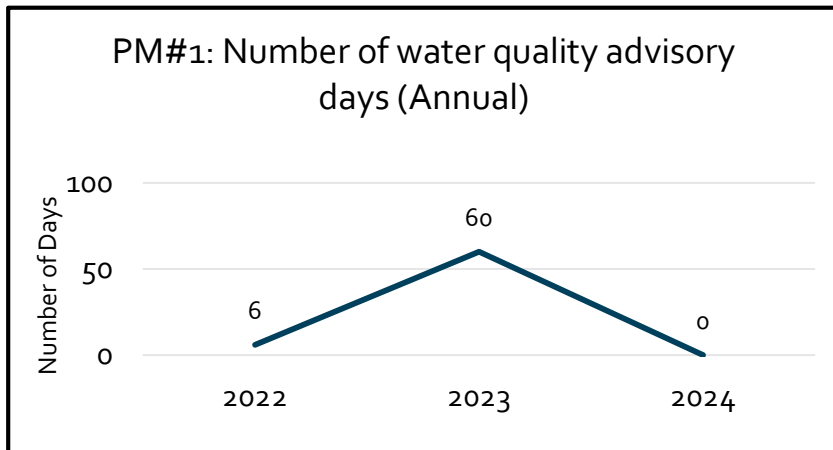
Water Utility
Expenditure budget
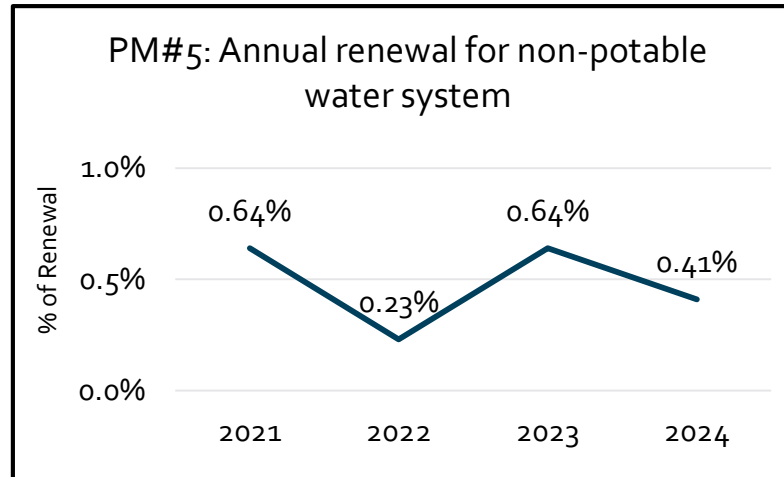
2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Water Utility, $17.7M

- Infrastructure Delivery - Water $0.1M
- Pumpstations - Water $6.3M
- Utility - Water $1.7M
- Utility Planning - Water $0.3M
- Water Construction $1.2M
- Water Operations $6.7M
- Water Quality & Customer Care - Water $1.4M

Note: Totals may not add due to rounding

Water Utility
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$17.938 M
2022 & 2023 Adjustments	($0.893) M
2024 Starting budget	**$17.045 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Water Utility
Budget overview

2024 Recommended budget

2024 Starting budget	$17.045 M
Maintaining current service level	$0.620 M
	$17.665 M
Enhancing service level	$0.000 M
	$17.665 M

▶ Drivers for change:

- Operational cost increases for maintenance, repair and contract renewal
- Improvements to increase efficiency of water released form McCullough lake

City of Kelowna

Water Utility
Operating requests

Solid Waste & Landfill
Service budget overview

Solid Waste & Landfill

▶ 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 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 Glenmore Area 3 landfill liner construction projects and planned filling expansions in 2024.

Solid Waste & Landfill

▶ Continuous improvement

- Planning underway for end-of-life landfill gas flare replacement
- Studies for leachate pre-treatment and diversion, potential 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 Glengrow composting Aerated Static Pile system

Solid Waste & Landfill
Performance Measures

PM#5: Curbside program is cost effective

cost per service

Year	Value
2019	$180
2020	$180
2021	$181
2022	$181
2023 Estimate	$181
2024 Forecast	$192

PM#6: Garbage tipping fee per tonne

Tipping fee per tonne

Year	Value
2019	$95
2020	$100
2021	$100
2022	$102
2023 Estimate	$104
2024 Forecast	$104

City of Kelowna
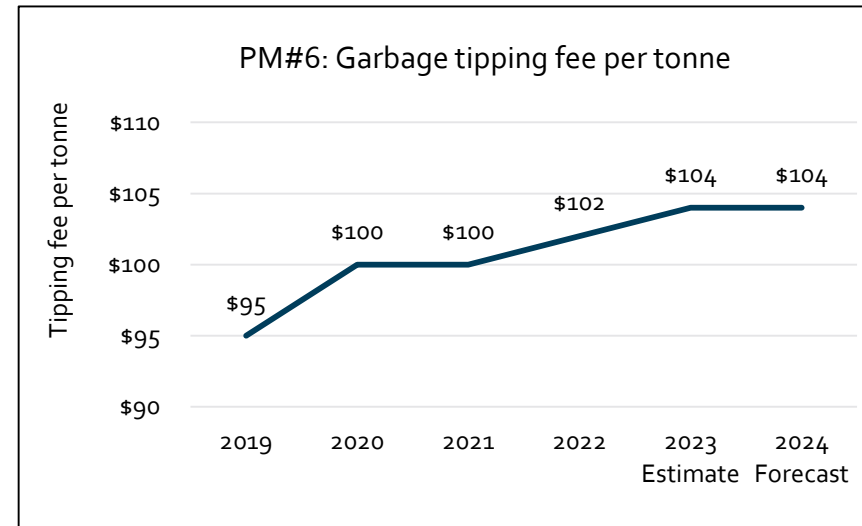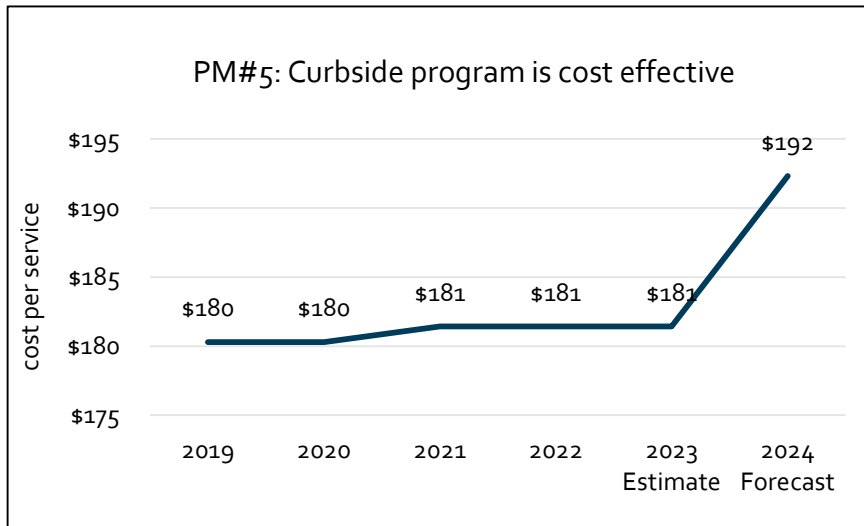
Solid Waste & Landfill
Expenditure budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Solid Waste & Landfill, $26.2M

Solid Waste $25.7M

Solid Waste Management $0.5M
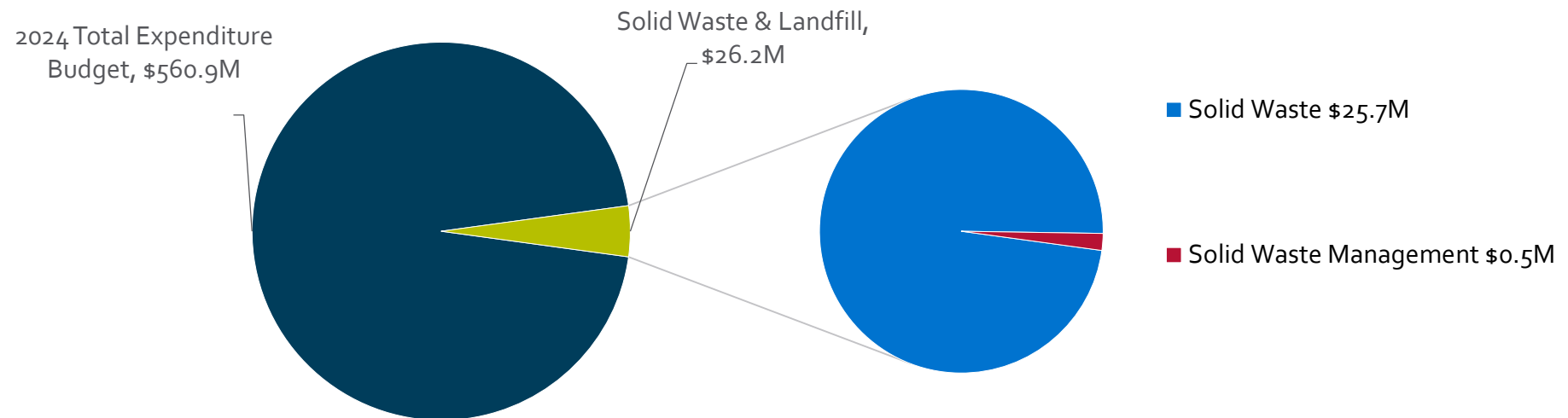
Note: Totals may not add due to rounding

Solid Waste & Landfill
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$26.580 M
2022 & 2023 Adjustments	($0.483) M
2024 Starting budget	**$26.097 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Solid Waste & Landfill
Budget overview

2024 Recommended budget

2024 Starting budget	$26.097 M
Maintaining current service level	$0.087 M
	$26.184 M
Enhancing service level	$0.000 M
	$26.184 M

▶ Drivers for change:

- Increased waste diversion through concrete processing
- Renovation and adjustment to the landscaping boundary around the Glenmore facility for increased fire mitigation

City of Kelowna

Solid Waste & Landfill
Operating requests

Transportation
Service budget overview

Transportation

▶ 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 RRFBs and completed designs for 5 more.
- Managed 10 traffic calming projects, 2 delivered, 5 designs ready for construction.

Transportation

▶ Continuous improvement

- 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.

Transportation
Performance Measures

PM#1: Traffic safety

Injuries & Fatalities per 1,000 Residents

- 10.69 — 2022 Actuals
- 10.56 — 2023 Estimate
- 10.42 — 2024 Forecast

PM#2: Traffic delays

% Traffic delay in afternoon peak

- 47% — 2022 Actuals
- 49% — 2023 Estimate
- 50% — 2024 Forecast

PM #3: Goods movement

% of Routes with light delay

- 74% — 2022 Actuals
- 69% — 2023 Estimate
- 67% — 2024 Forecast

PM#4: Travel choices

Number of trips in Million

- 26.3 — 2022 Actuals
- 27.3 — 2023 Estimate
- 27.9 — 2024 Forecast

City of Kelowna

Transportation
Budget overview

Funding strategy

■ Property tax $17.4M

■ Fees and charges $1.4M

■ Grant $0M

■ Other revenue $0.8M

■ Transfers from reserve $0.5M

Total $20.1M

Note: Totals may not add due to rounding

Transportation
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$18.453 M
2022 & 2023 Adjustments	($0.057) M
2024 Starting budget	$18.396 M

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Transportation
Budget overview

2024 Recommended budget

2024 Starting budget	$18.396 M
Maintaining current service level	$1.595 M
	$19.991 M
Enhancing service level	$0.150 M
	$20.141 M

▶ Drivers for change:
- Understanding the effects of transportation projects, trip commutes and accessibility improvements required to improve the overall traffic flow in the community
- Increase level of service for street cleaning
- Increasing trips made by bicycles

City of Kelowna

Transportation
Operating requests

Transit
Service budget overview

Transit

▶ **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.

Transit

▶ Continuous improvement

- 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.

Transit
Performance Measures

PM#1: Transit ridership

PM#2: Satisfaction with transit service

PM#3: On-time performance

PM#4: Transit service hours per capita

City of Kelowna

Transit
Performance Measures

PM #5: Access to frequent transit

% of low-income access

	2022 Actuals	2023 Estimate	2024 Forecast
	50%	50%	50%
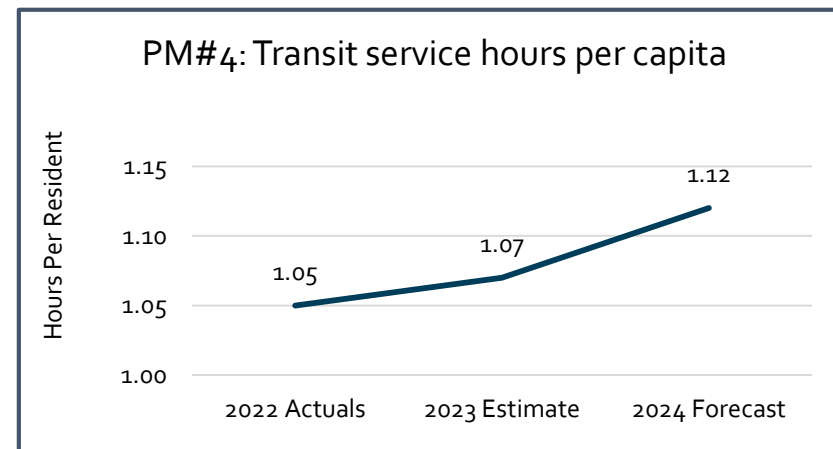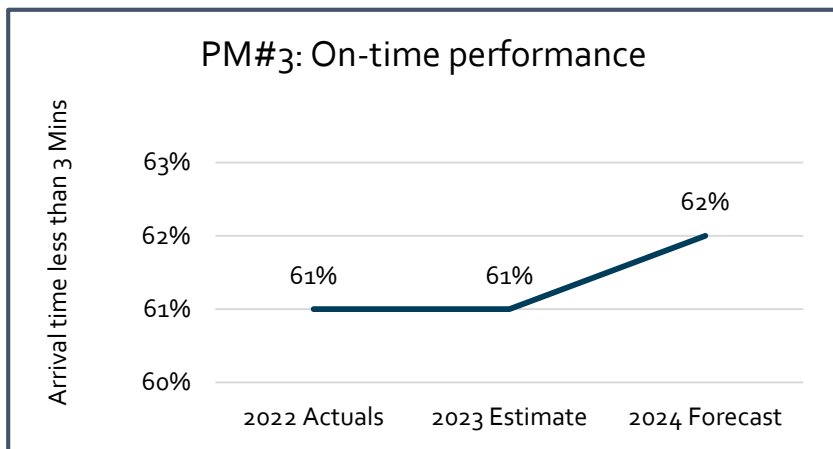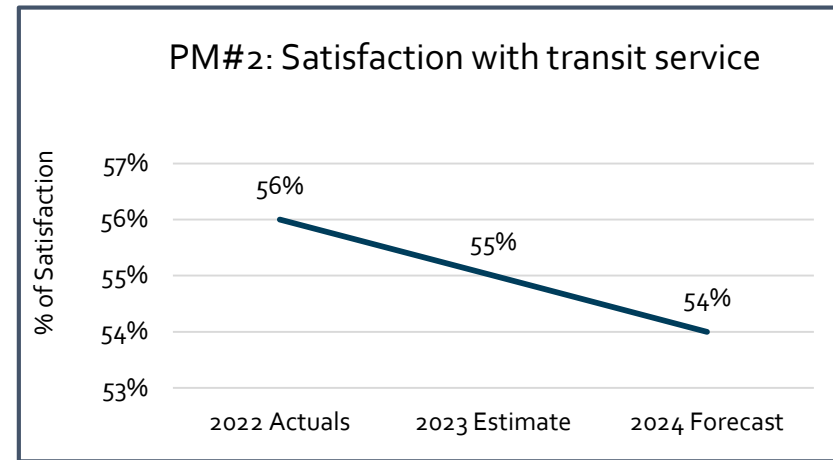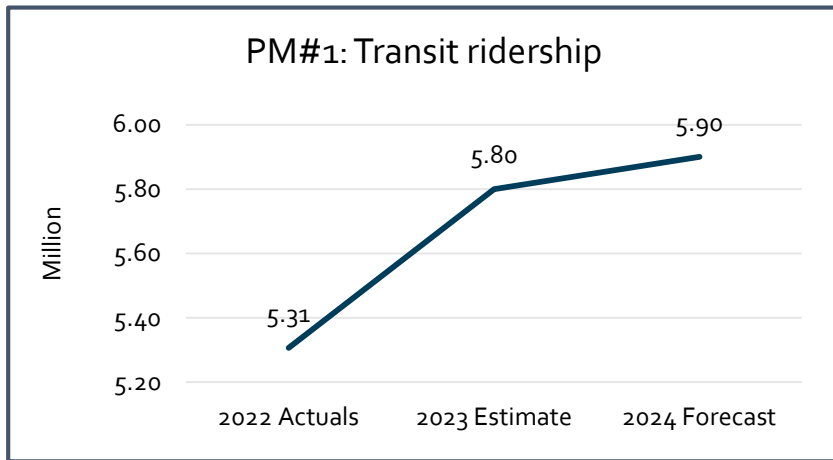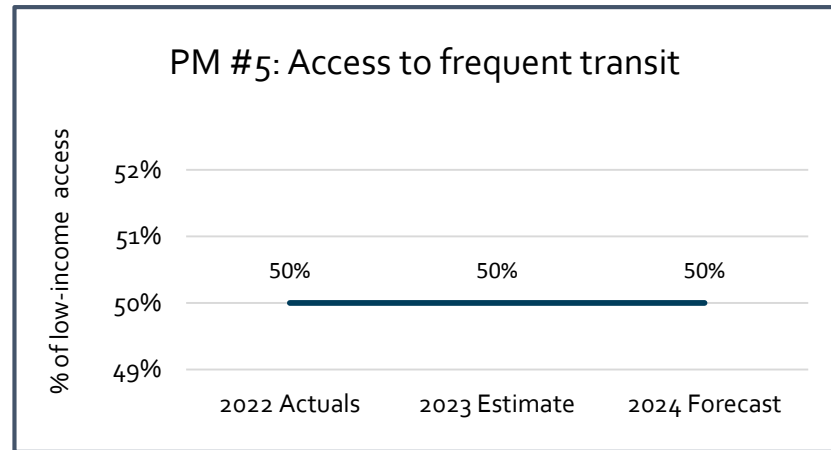
Transit
Expenditure budget
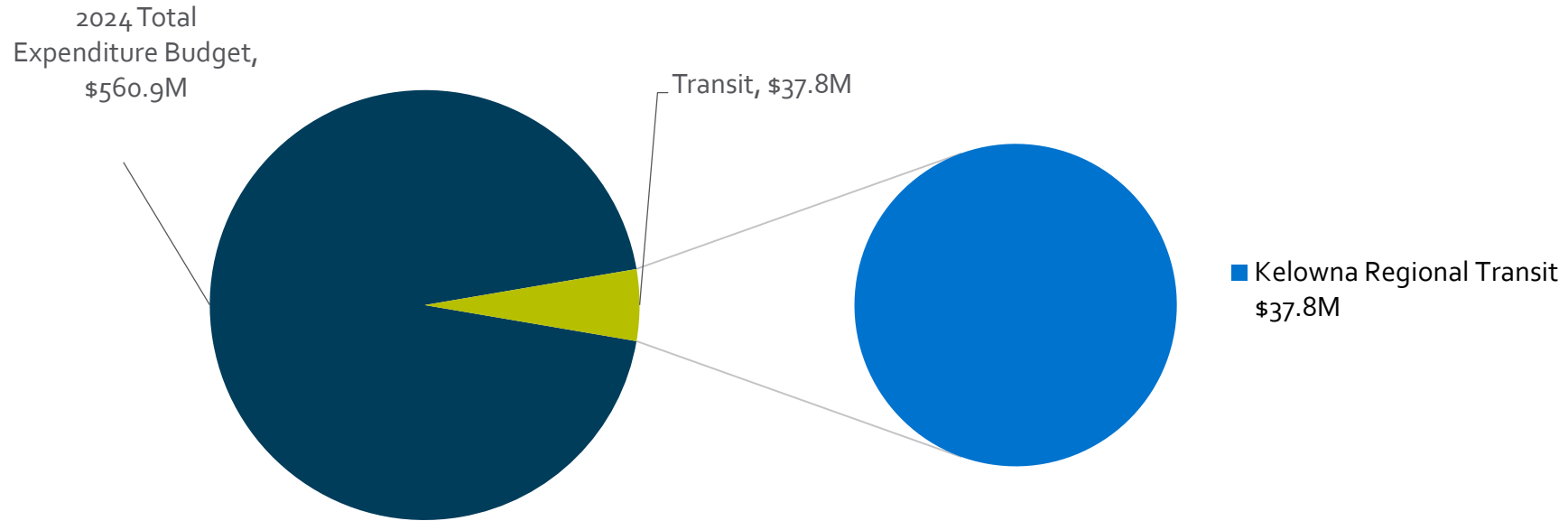
2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Transit, $37.8M

Kelowna Regional Transit $37.8M

Note: Totals may not add due to rounding

Transit
Budget overview

Funding strategy

- Property tax $15.1M
- Fees and charges $8M
- Grant $14M
- Transfers from reserve $0.7M

Total $37.8M
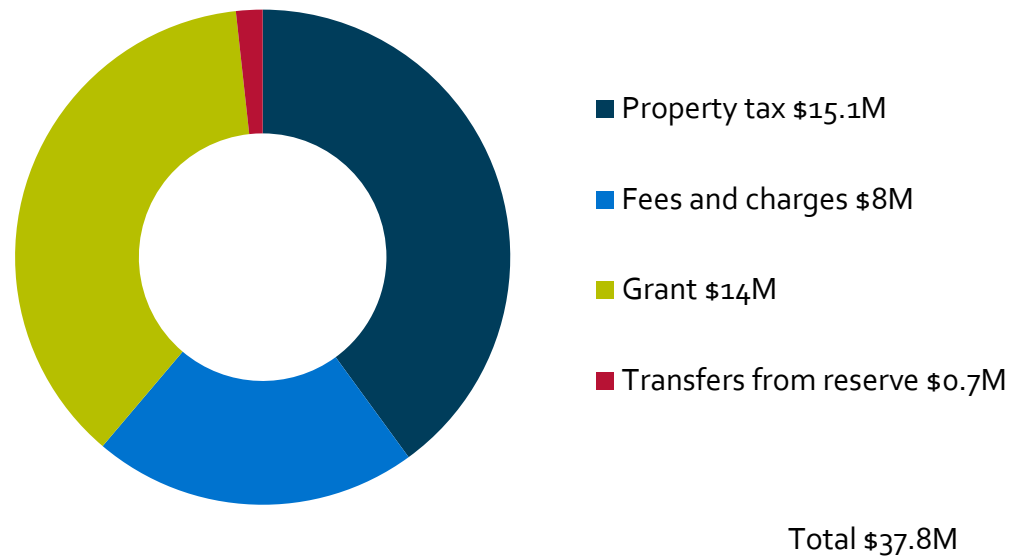
Note: Totals may not add due to rounding

Transit
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$34.208 M
2022 & 2023 Adjustments	($0.226) M
2024 Starting budget	**$33.982 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Transit
Budget overview

2024 Recommended budget

2024 Starting budget	$33.982 M
Maintaining current service level	$3.815 M
	$37.797 M
Enhancing service level	($0.010) M
	$37.787 M

▶ Drivers for change:

- Transit operating changes for ridership increases and cost inflation
- Increased security coverage at the Orchard Park Exchange to align with mall hours

City of Kelowna

Transit
Operating requests

Parks
Service budget overview

Parks

▶ 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.

- Opened a major lakefront park in Pandosy.

- Opened a new community park in Glenmore , Ballou Park

- Establishment of large capacity waste containers at City Park, waste increased 2X in 2023 with -4.5X reduction in staff time due to increased capacity.
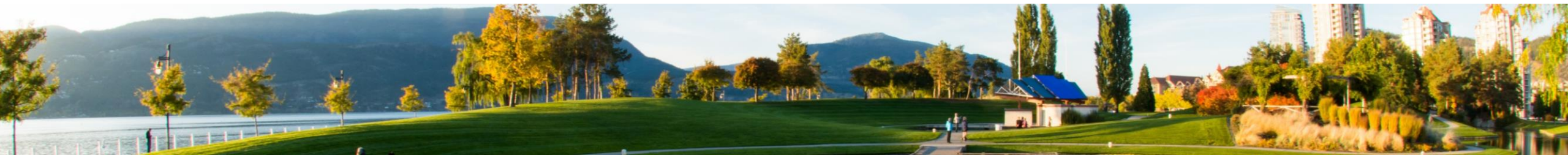
Parks

▶ Continuous improvement

- 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.

- One of the first municipalities in BC/ Canada to employ an autonomous sports field line painter. Staff are using autonomous sports field line painter to achieve high quality service while allowing the sportsfield team to keep up to high demand for service.

Parks
Performance Measures

PM#1: Park user satisfaction with parks

2022 Actuals	2023 Estimate	2024 Forecast
88%	N/A	90%

PM#2 Total area of public packland
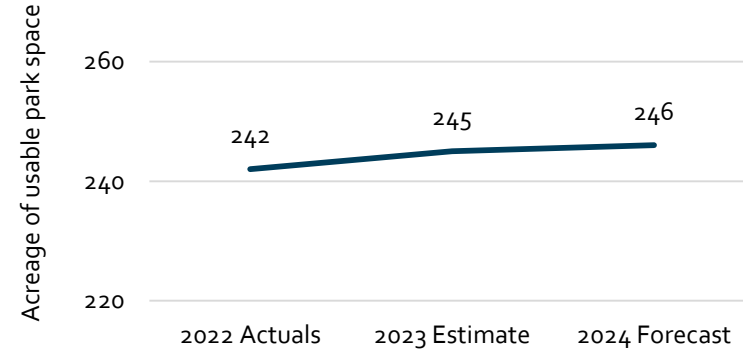
PM#3: Service requests specific to inquiries regarding service
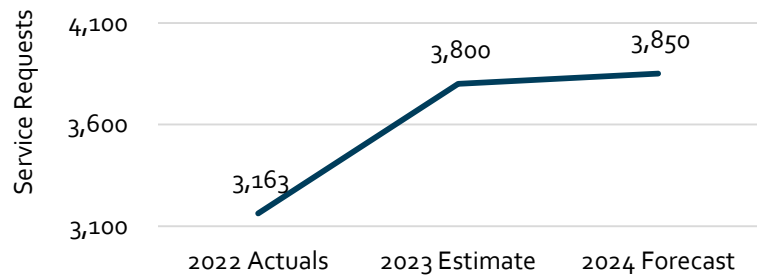
PM#4: Sports and special event accommodations
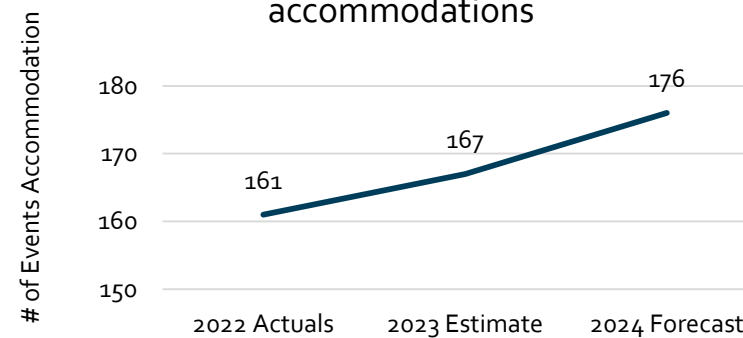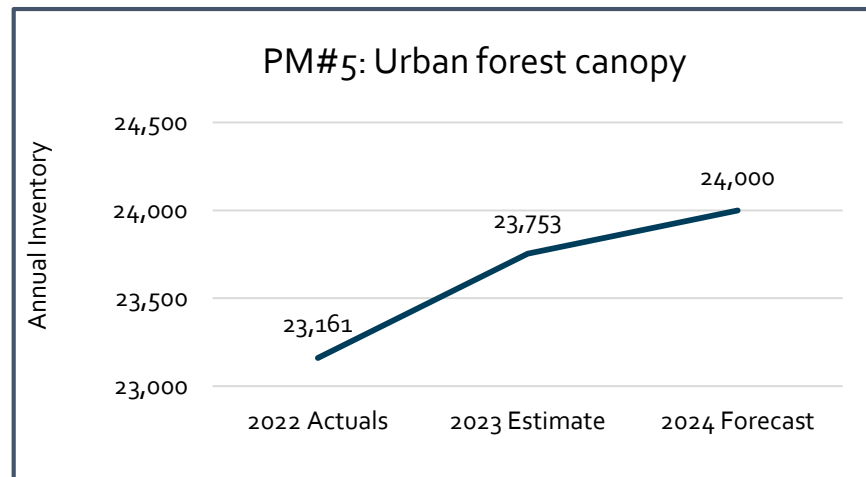
City of Kelowna

Parks
Performance Measures

Parks
Budget overview
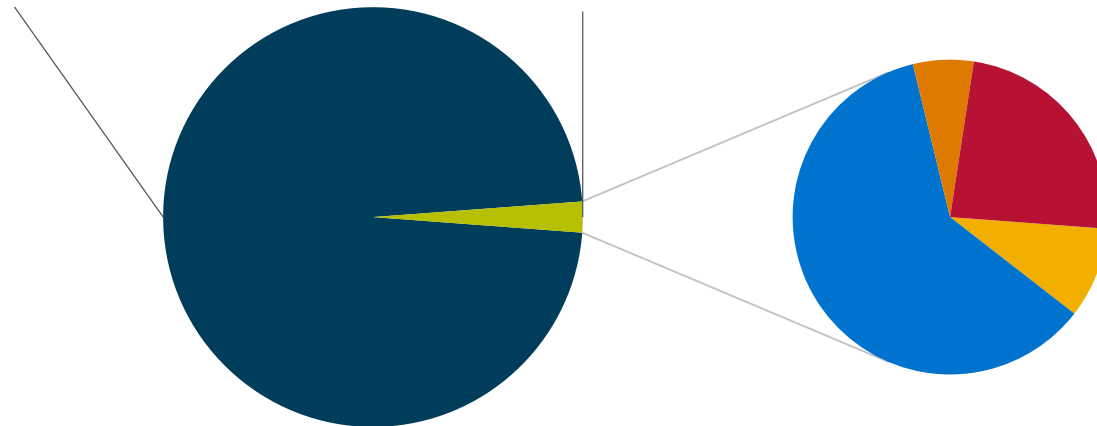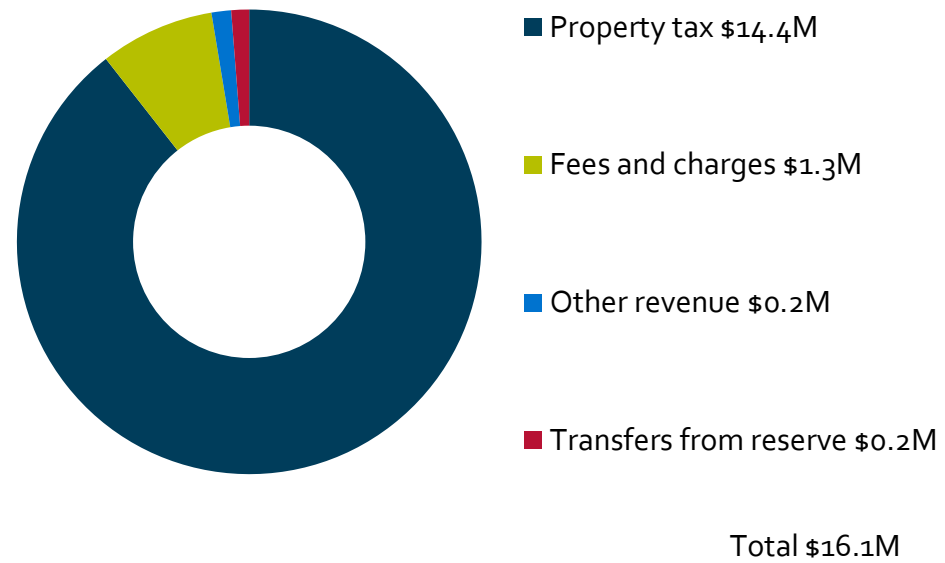
Annualization of previously approved budget requests

2023 Revised budget	$14.805 M
2022 & 2023 Adjustments	$0.119 M
2024 Starting budget	**$14.924 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Parks
Budget overview

2024 Recommended budget

2024 Starting budget	$14.924 M
Maintaining current service level	$1.196 M
	$16.120 M
Enhancing service level	$0.001 M
	$16.121 M

▶ Drivers for change:

- Contractual obligations
- Maintenance budget for new parks

City of Kelowna

Parks
Operating requests

Sport & Recreation
Service budget overview

Sport & Recreation

▶ Key accomplishments

- Completed key recreation facility planning processes

- Advanced event development initiatives

▶ Continuous improvements

- Create a new interactive digital guide
- Advance the Quality Sport Program
- Review and update fees and charges model with a benefits-based approach
- Foster partnership relations and explore new opportunities

City of Kelowna

Sport & Recreation
Performance Measures

PM#5: Tournaments & Events

# of Outdoor Event

- 285 (2022 Actuals)
- 241 (2023 Estimate)
- 266 (2024 Forecast)

PM#6: Reducing financial barriers to participation

% of population Access Program

- 2.75% (2022 Actuals)
- 2.75% (2023 Estimate)
- 2.74% (2024 Forecast)

PM#7: Growing neighbourhood connection

% of Residents

- 70% (2022 Actuals)
- 96% (2023 Estimate)
- 98% (2024 Forecast)

City of Kelowna
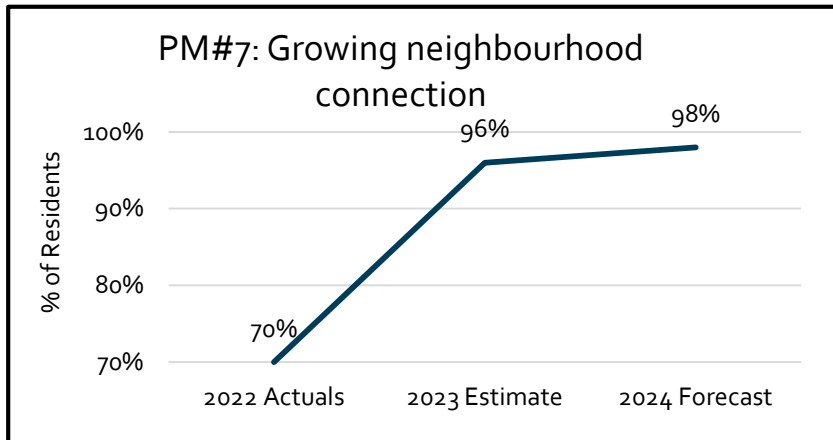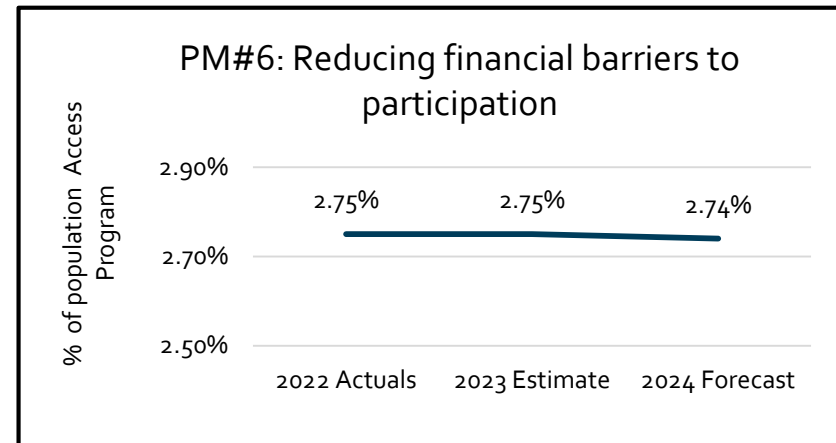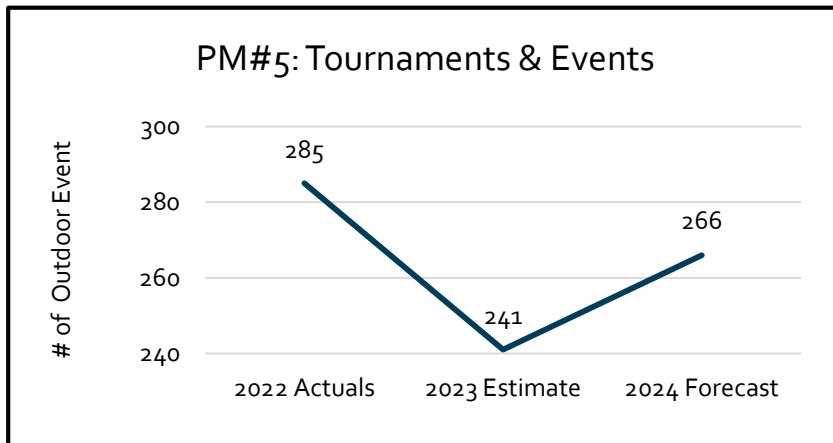
Sport & Recreation
Expenditure budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Sport & Recreation, $17.9M

- Community & Neighbourhood Services $4.7M
- Sport & Event Services $8.2M
- Sportsfield & Irrigation $5M
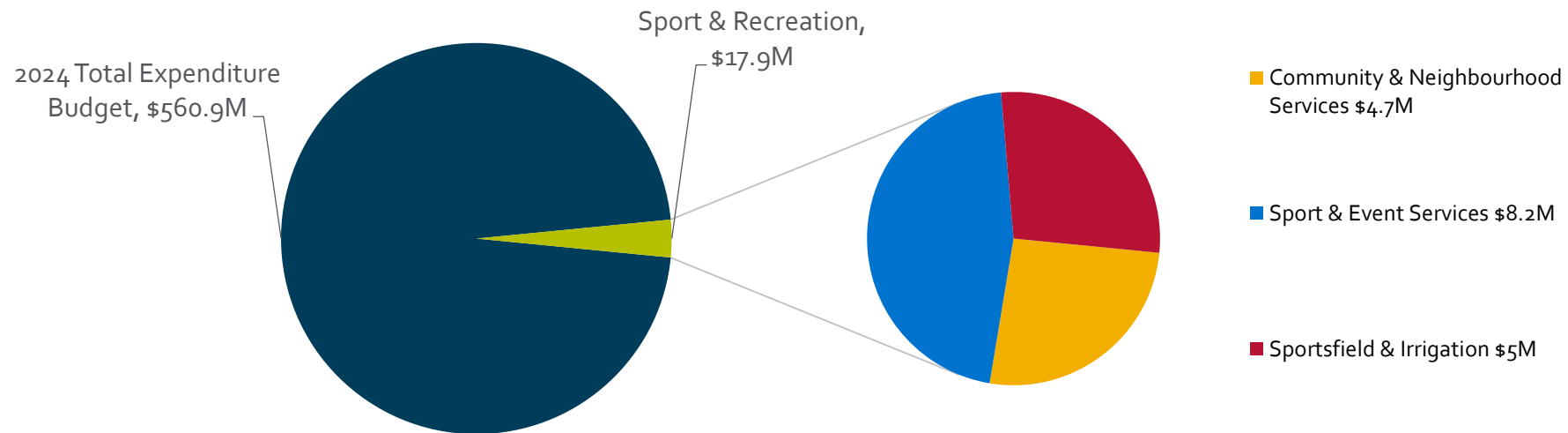
Note: Totals may not add due to rounding

Sport & Recreation
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$16.945 M
2022 & 2023 Adjustments	($0.330) M
2024 Starting budget	$16.615 M

▶ Drivers for change:
- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Sport & Recreation
Budget overview

2024 Recommended budget

2024 Starting budget	$16.615 M
Maintaining current service level	$1.194 M
	$17.809 M
Enhancing service level	$0.099 M
	$17.908 M

▶ Drivers for change:
- Increases to irrigation replacement and maintenance
- Adjustments to Arena & Stadium programming for increased facility utilization
- Opportunity to convert existing space for community programming
- Assisting in the development of large-scale participant-based or spectator events

City of Kelowna

Sport & Recreation
Operating requests

Arts & Culture
Service budget overview

Arts & Culture

▶ Key accomplishments

- Implement KCT Box Office and enhancement to Front of House operations

- Non-profit organization capacity building conference

▶ Continuous improvements

- Continue to support recovery of the creative sector post Covid-19 and wildfire season
- Ongoing implementation of Cultural Plan and Cultural Facilities Master Plan
- Expand Box Office with community ticketing and enhanced hospitality services
- Ongoing program development and training for staff related to Truth and Reconciliation

City of Kelowna
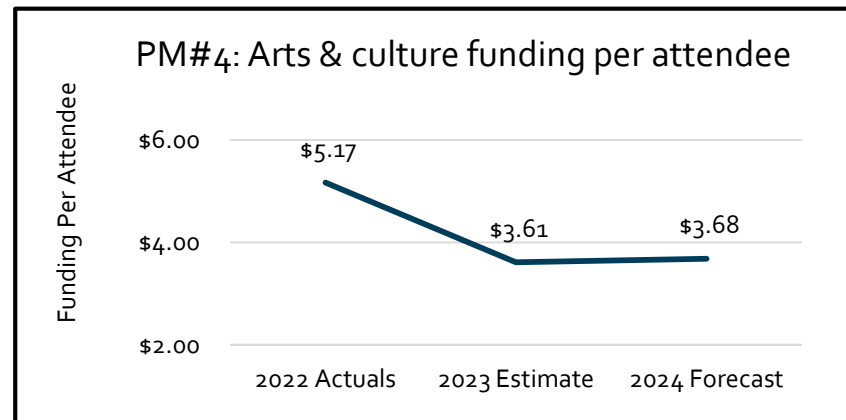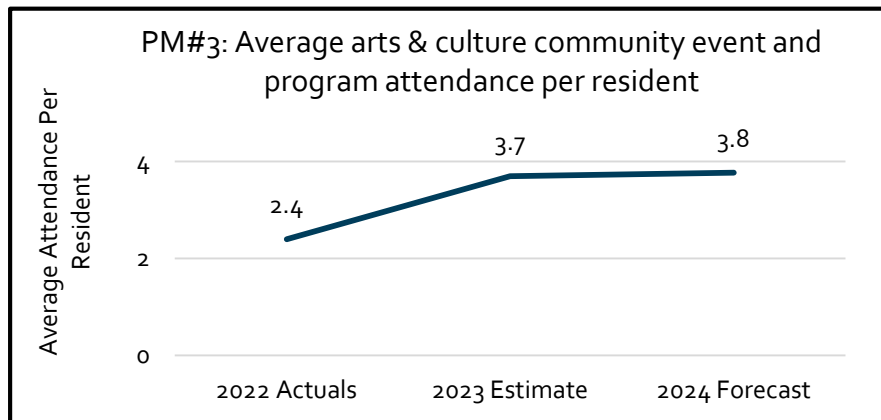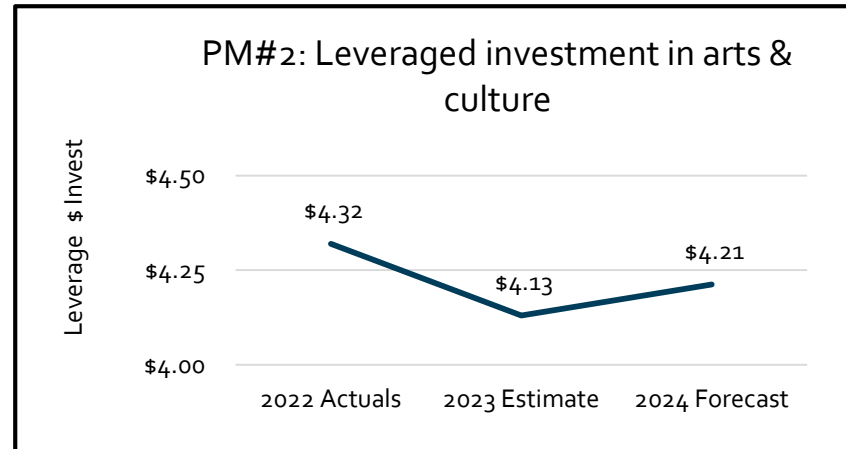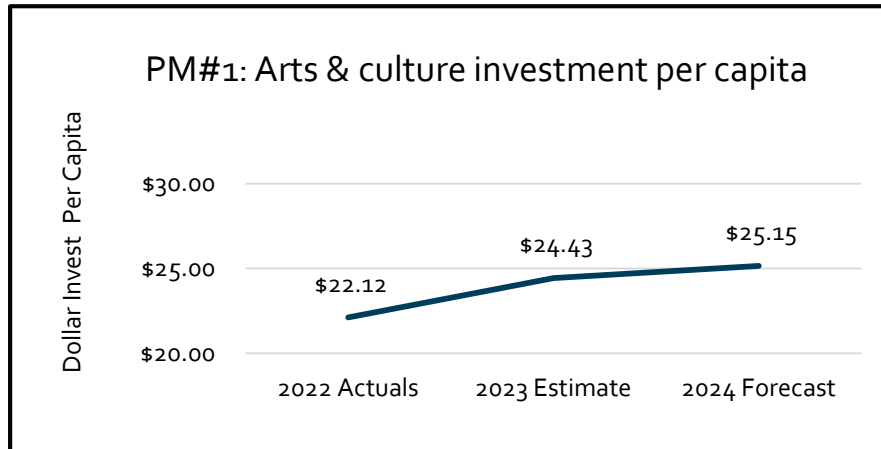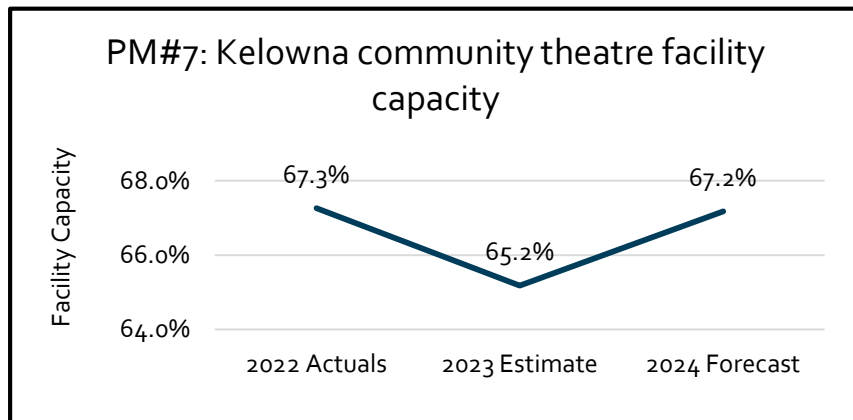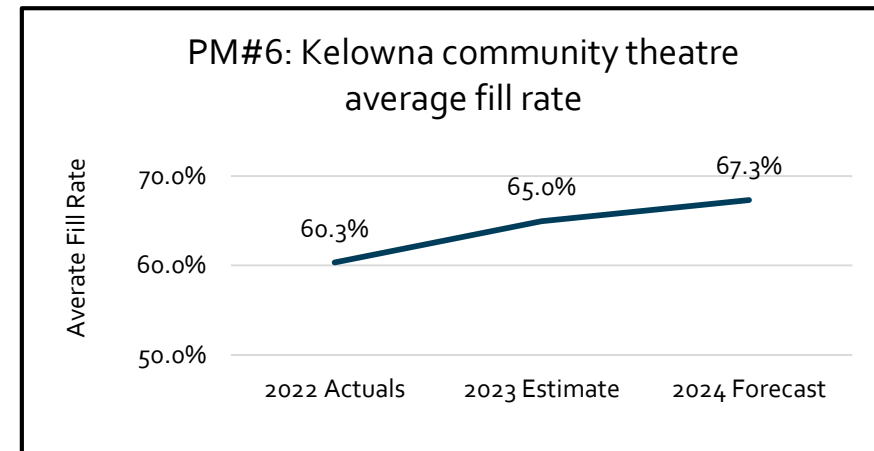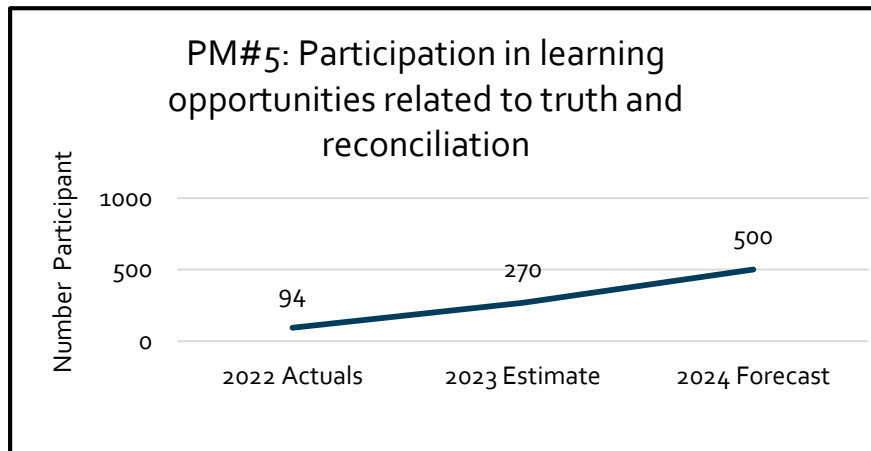
Arts & Culture
Expenditure budget

2024 Total Expenditure Budget Breakdown

Arts & Culture, $5.2M

2024 Total Expenditure Budget, $560.9M

■ Community Theatre $2M

■ Cultural Services $3.2M
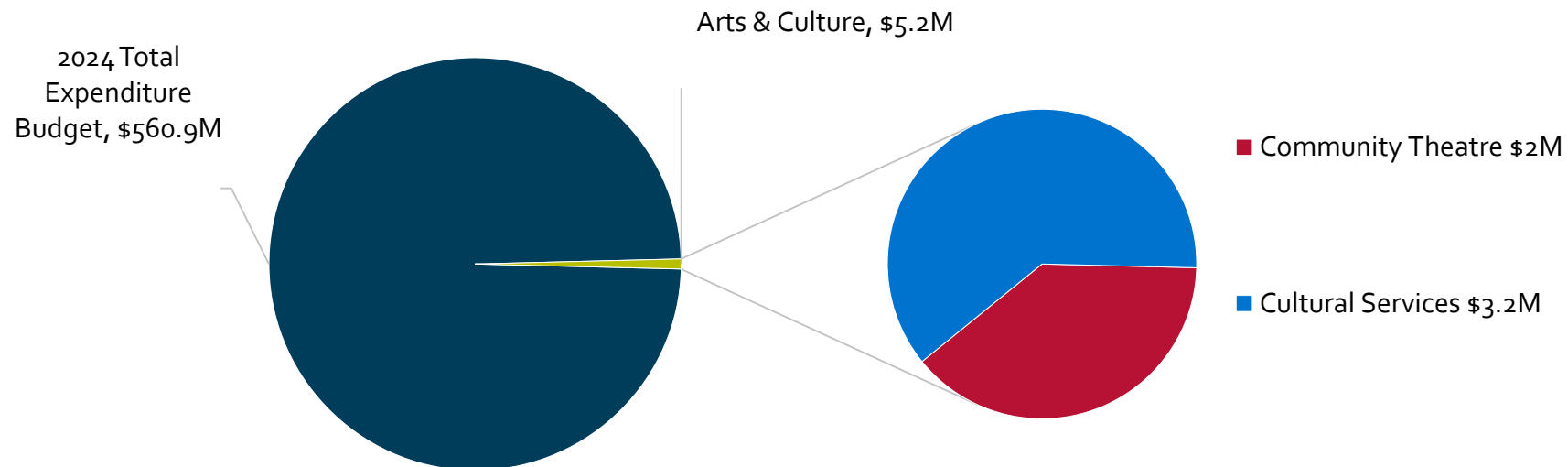
Note: Totals may not add due to rounding

Arts & Culture
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$4.964 M
2022 & 2023 Adjustments	($0.170) M
2024 Starting budget	**$4.794 M**

▶ Drivers for change:
- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Arts & Culture
Budget overview

2024 Recommended budget

2024 Starting budget	$4.794 M
Maintaining current service level	$0.311 M
	$5.105 M
Enhancing service level	$0.059 M
	$5.164 M

▶ Drivers for change:
- Operating grant CPI increases
- Expansion of the current Box Office offerings

City of Kelowna

Arts & Culture
Operating requests

Community Development
Service budget overview

Community Development

▶ Key accomplishments

- 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.

- A multi-year project to update Bylaw 7900 was completed

- Multiple zoning regulations were updated

- Supported the delivery of services for people sheltering outdoors, including funds for community partners to manage these services.

- Advanced HEART and HEARTH projects to address immediate impacts of encampments.

Community Development

▶ Continuous improvement

- Applying a Climate Lens: We want to better leverage City data to drive evidence-based decision making.

- Innovative AI use to improve development applications

- Complete the transition of the leadership role to address homelessness from an external agency to in-house, including the resetting the community strategy to address homelessness
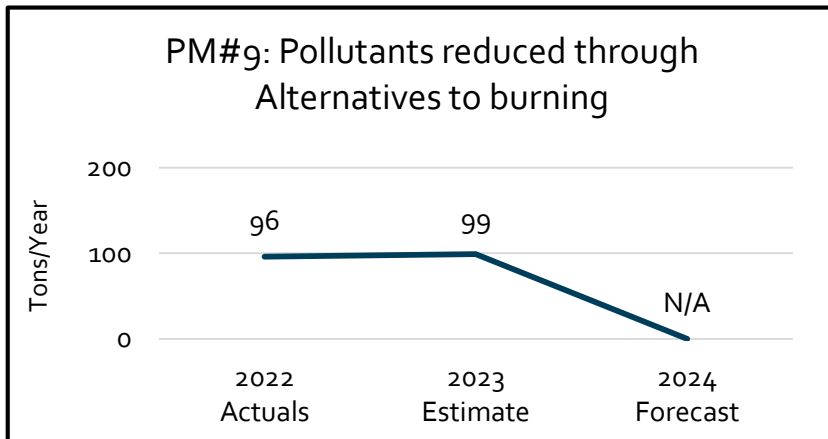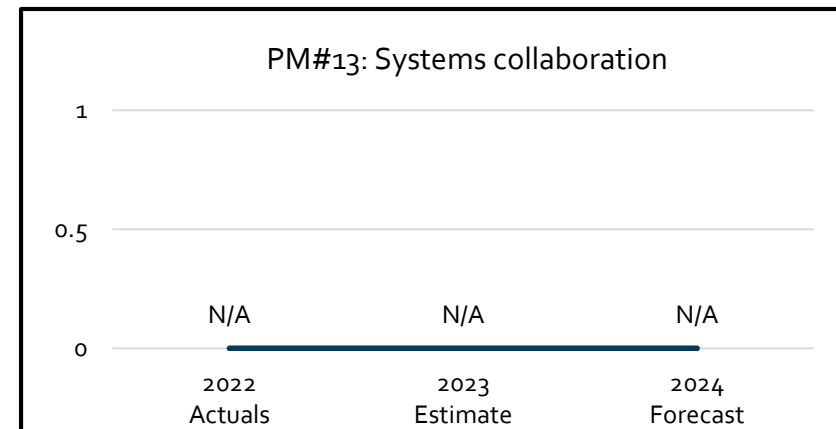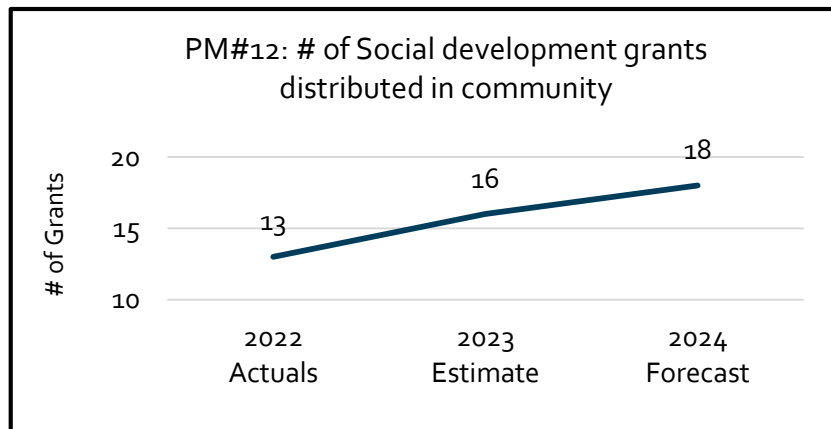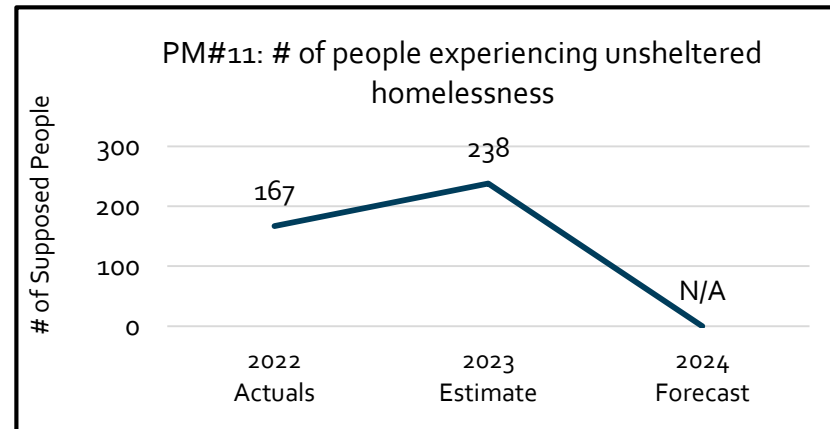
Community Development
Performance Measures

PM#9: Pollutants reduced through Alternatives to burning

PM#10-A: Achievement of the Canadian Ambient Air Quality Standards (CAAQS) - annual

PM#10-B: Achievement of the Canadian Ambient Air Quality Standards (CAAQS) - 24-hour

PM#10-C: Achievement of the Canadian Ambient Air Quality Standards (CAAQS)- ozone metric (ppb)

City of Kelowna

Community Development
Budget overview

Funding strategy

- Property tax $4.4M
- Fees and charges $0M
- Other revenue $0.4M
- Transfers from reserve $0.5M

Total $5.4M
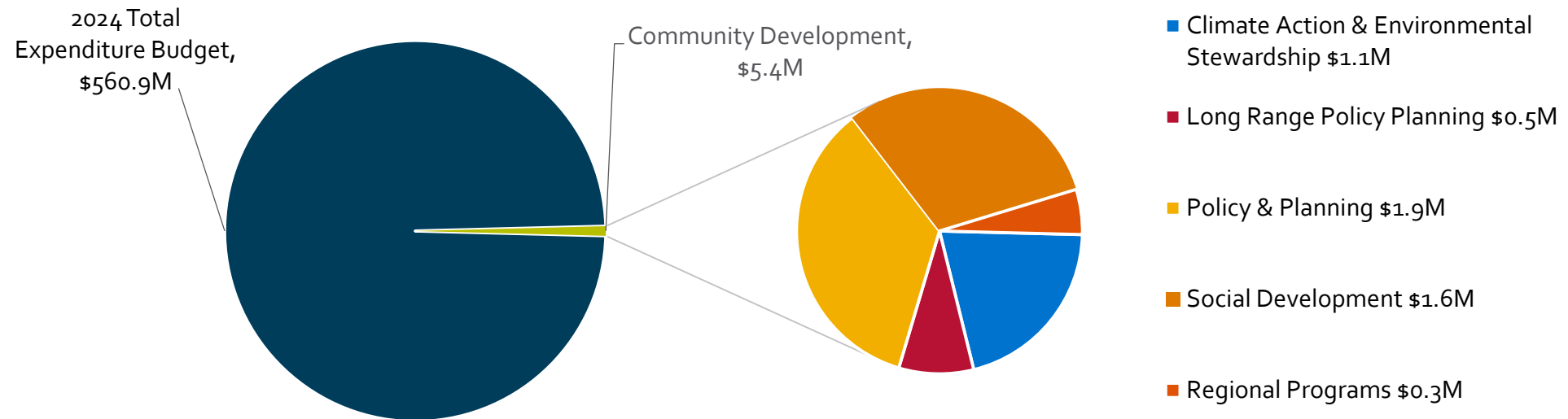
Note: Totals may not add due to rounding

Community Development
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$6.950 M
2022 & 2023 Adjustments	($2.405) M
2024 Starting budget	$4.545 M

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Community Development
Budget overview

2024 Recommended budget

2024 Starting budget	$4.545 M
Maintaining current service level	($0.263) M
	$4.282 M
Enhancing service level	$1.074 M
	$5.356 M

▶ Drivers for change:
- Expanded mandate for the implementation of the Journey Home Strategy
- Delivering on the Council Priority Action to increase the urban tree canopy
- Increasing electric mobility throughout the community
- Supporting retrofitting of existing homes to reduce greenhouse gas emissions

City of Kelowna

Community Development
Operating requests

Development Services
Service budget overview

Development Services

▶ 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 supports 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 $1 Billion.
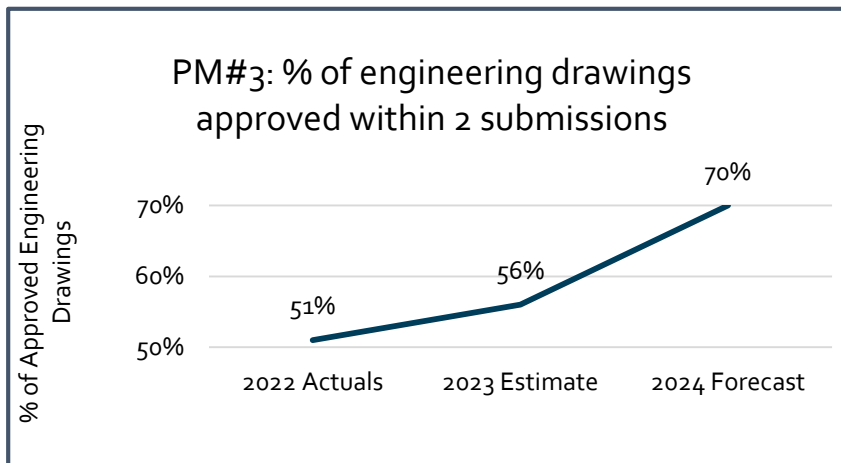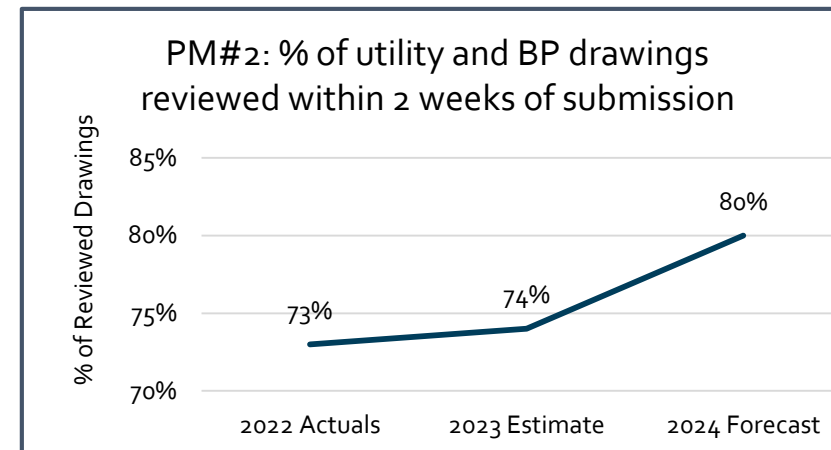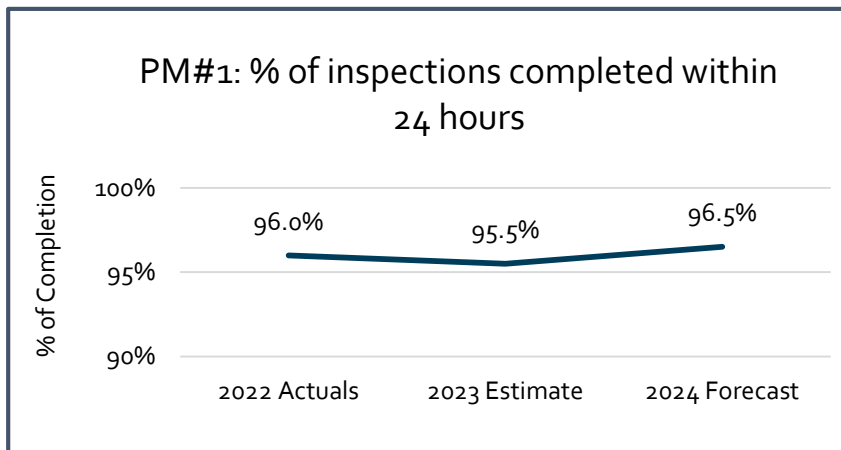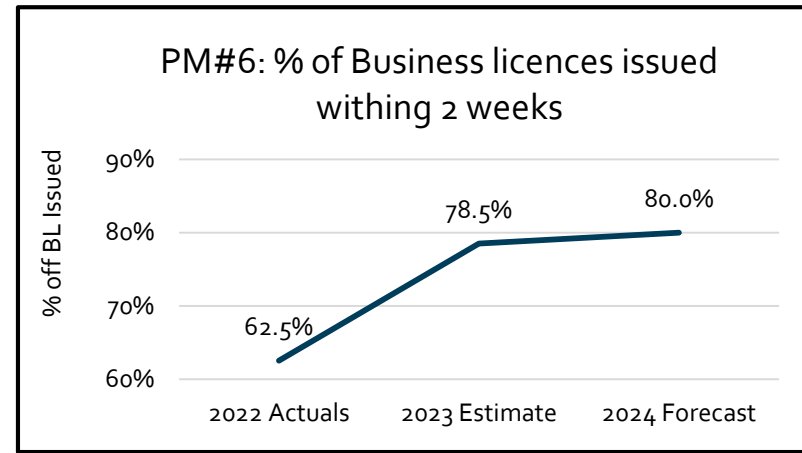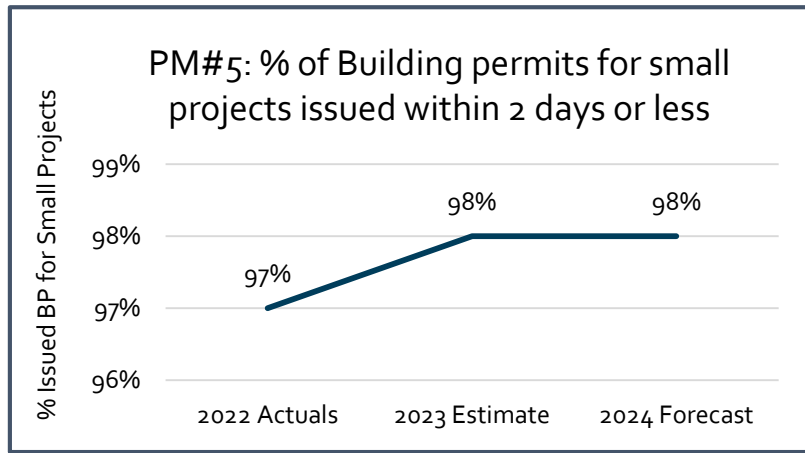
- Launched AI Chatbot

Development Services

▶ Continuous improvement

- 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.

Development Services
Performance Measures (continued)

PM#5: % of Building permits for small projects issued within 2 days or less

% Issued BP for Small Projects

- 97% — 2022 Actuals
- 98% — 2023 Estimate
- 98% — 2024 Forecast

PM#6: % of Business licences issued withing 2 weeks

% off BL Issued

- 62.5% — 2022 Actuals
- 78.5% — 2023 Estimate
- 80.0% — 2024 Forecast

City of Kelowna

Development Services
Budget overview

Funding strategy

■ Fees and charges $12.3M

■ Transfers from reserve $0M
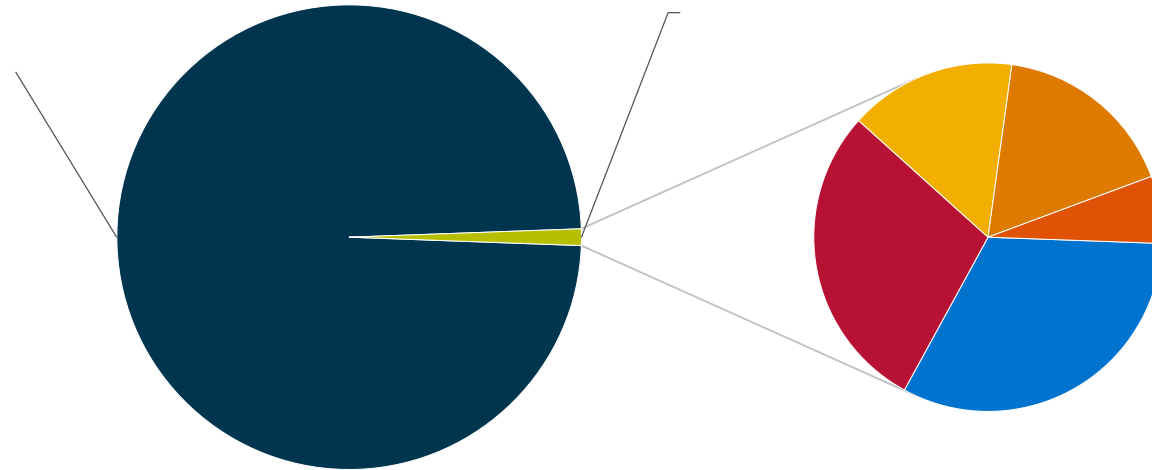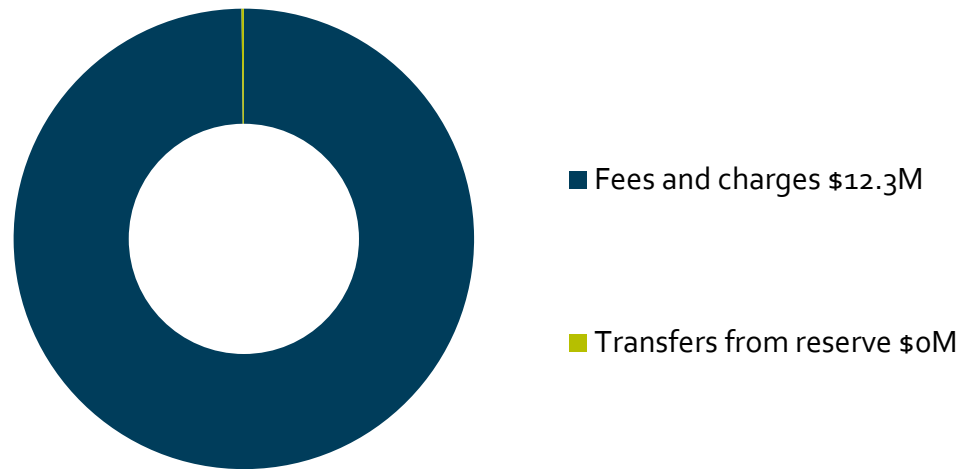
Total $12.3M

Note: Totals may not add due to rounding

Development Services
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$7.131 M
2022 & 2023 Adjustments	$0.129 M
2024 Starting budget	$7.260 M

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Development Services
Budget overview

2024 Recommended budget

2024 Starting budget	$7.260 M
Maintaining current service level	$0.511 M
	$7.771 M
Enhancing service level	($0.002)M
	$7.769 M

▶ Drivers for change:

- Increased requests for subdivision and building permit application review to ensure technical engineering requirements are met

City of Kelowna

Development Services
Operating requests

Development Planning
Service budget overview
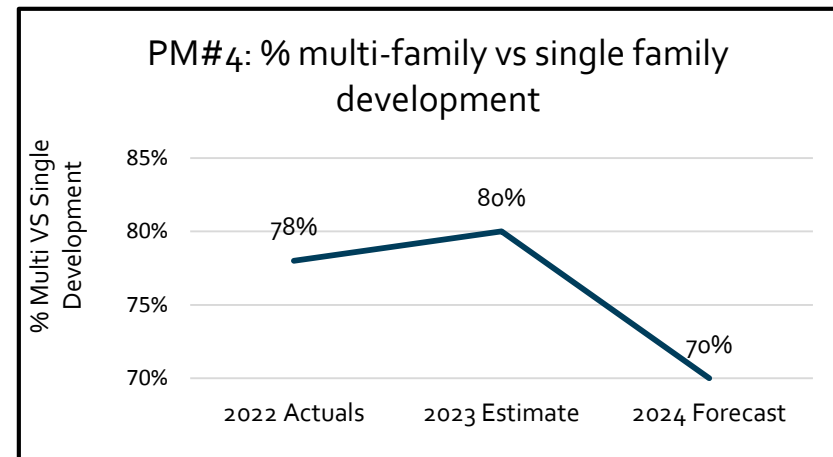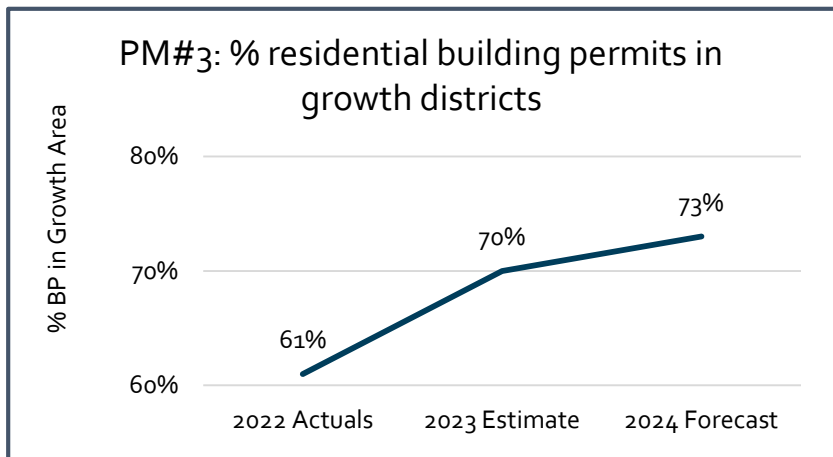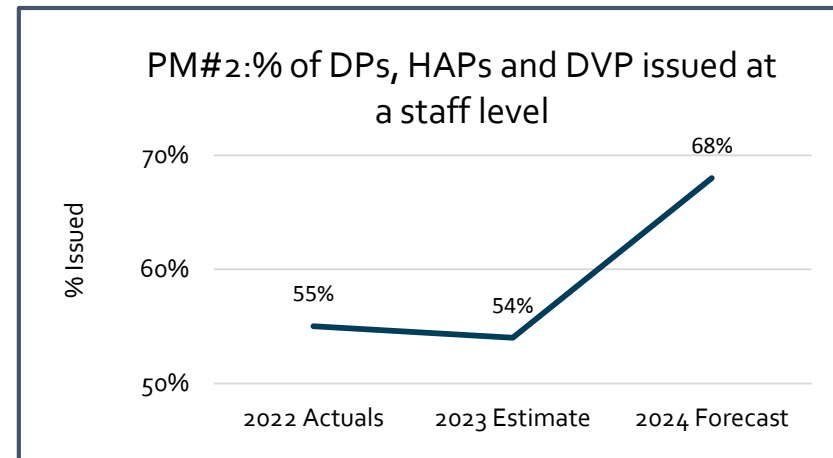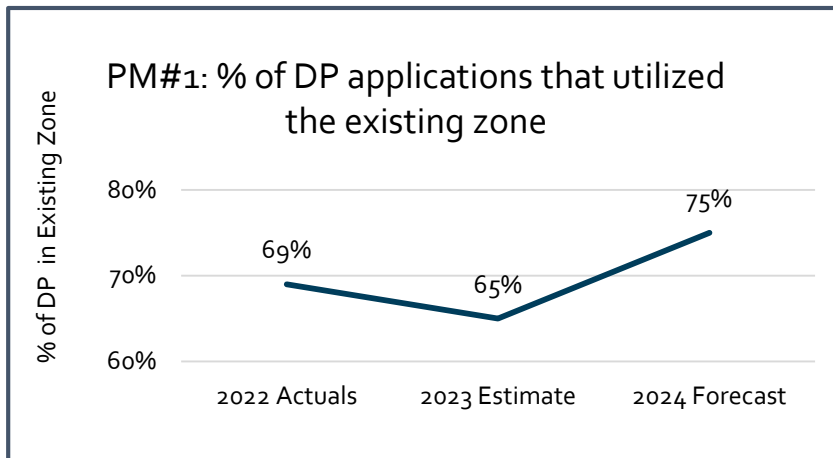
Development Planning

▶ 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
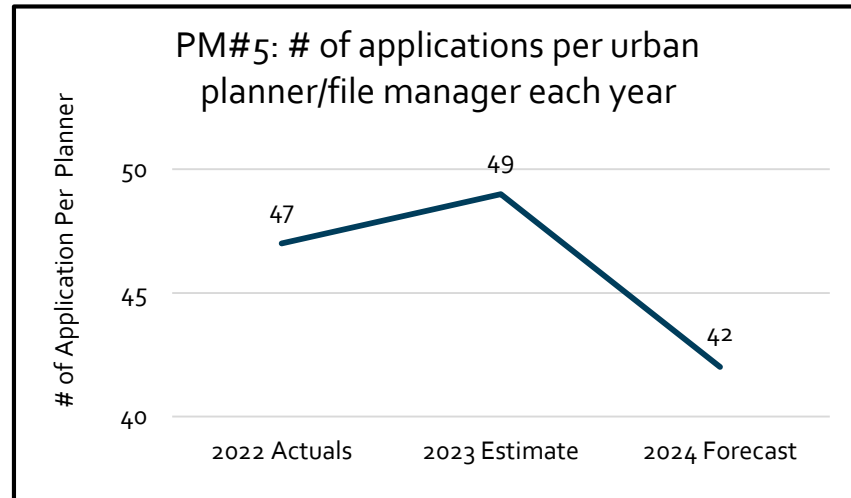
Development Planning

▶ Continuous improvement

- Updated/streamlined Council reporting template
- Implemented a delegated DVP program to speed up some development application types
- Supported the creation of the KAI Chatbot
- Supported work on City Works PLL project
- Improved/updated landscape enhancement standards
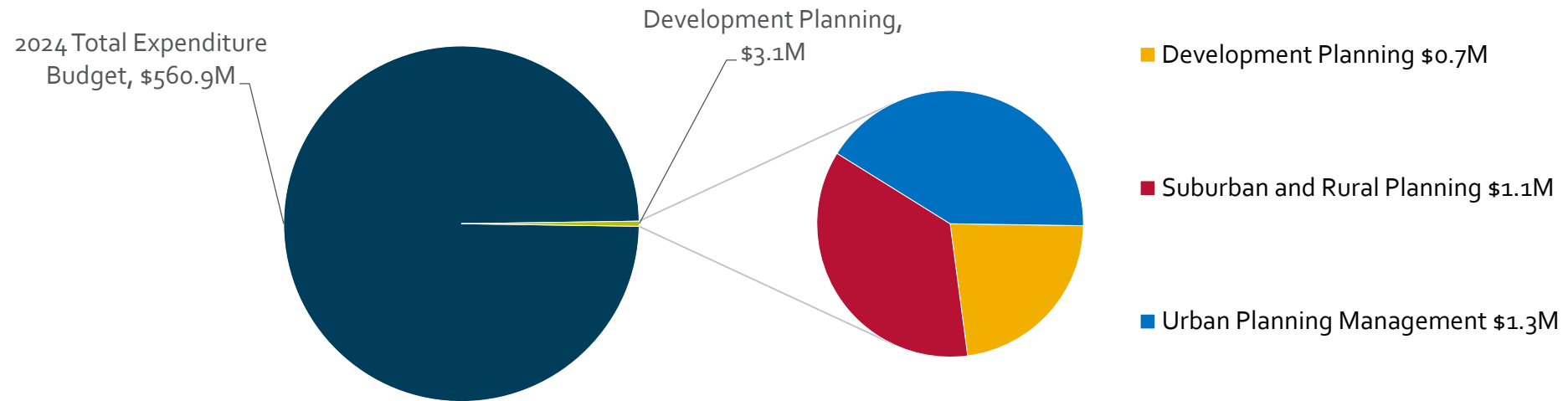
Development Planning
Performance Measures

PM#5: # of applications per urban planner/file manager each year

- 2022 Actuals: 47
- 2023 Estimate: 49
- 2024 Forecast: 42

(y-axis: # of Application Per Planner — 40, 45, 50)

City of Kelowna

Development Planning
Expenditure budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Development Planning, $3.1M

- Development Planning $0.7M
- Suburban and Rural Planning $1.1M
- Urban Planning Management $1.3M

Note: Totals may not add due to rounding

Development Planning
Budget overview

Funding Strategy

- Property tax $2.2M
- Fees and charges $0.8M
- Transfers from reserve $0M
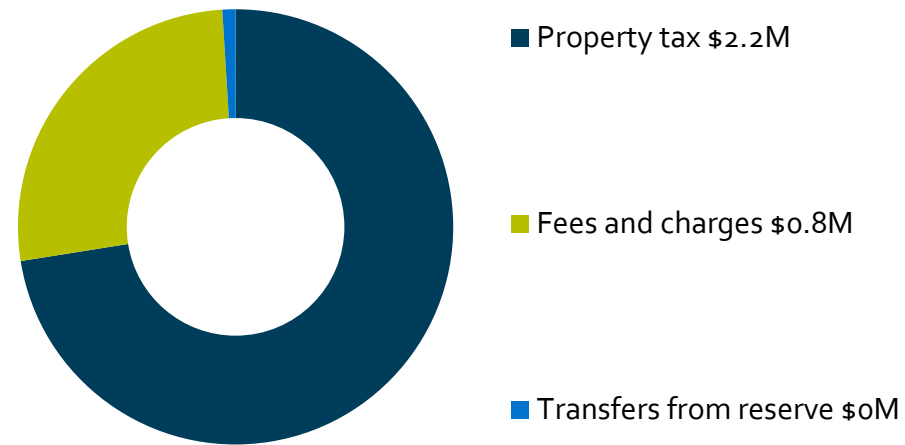
Total $3.1M

Note: Totals may not add due to rounding

Development Planning
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$3.111 M
2022 & 2023 Adjustments	($0.193) M
2024 Starting budget	**$2.918 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Development Planning
Budget overview

2024 Recommended budget

2024 Starting budget	$2.918 M
Maintaining current service level	$0.165 M
	$3.083 M
Enhancing service level	($0.001) M
	$3.082 M

▶ Drivers for change:

- Projects and bylaw changes to address Council Priority Areas relating to Agriculture and Tree Protection

City of Kelowna

Development Planning
Operating requests

Parking
Service budget overview
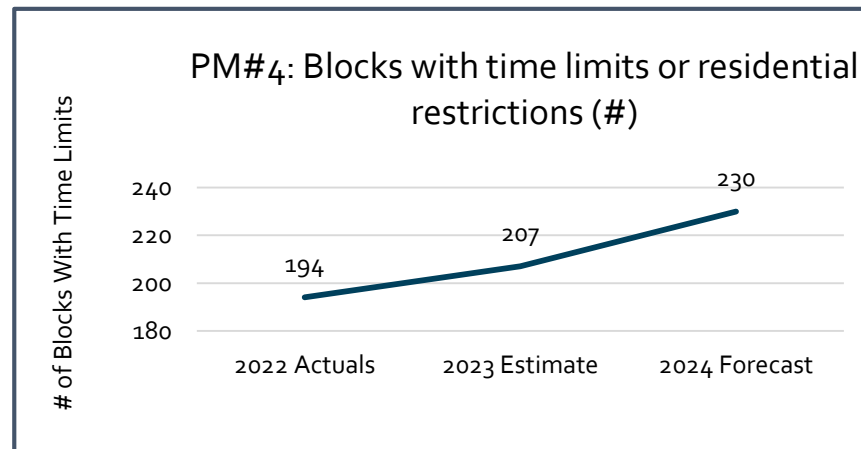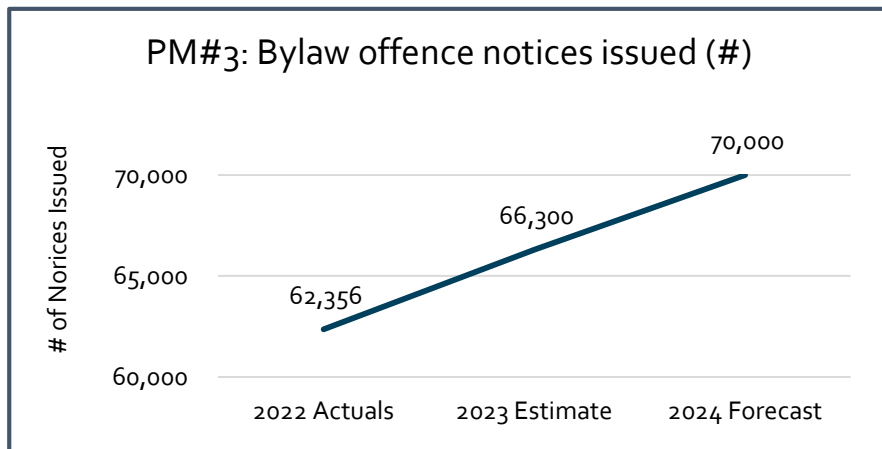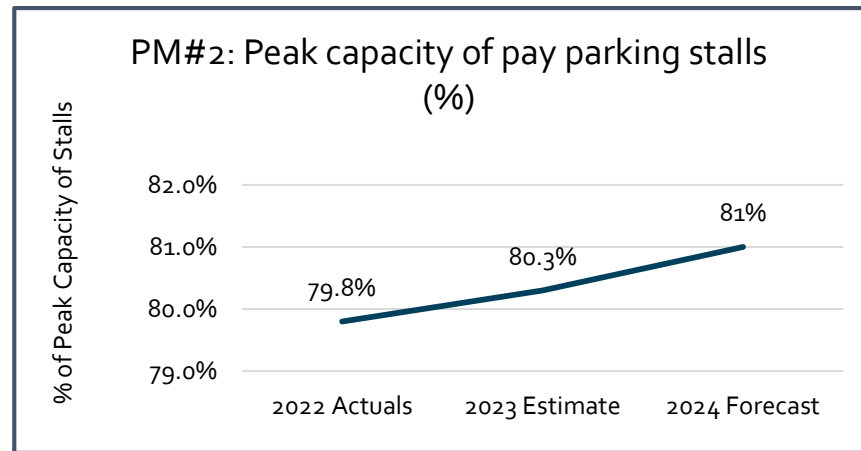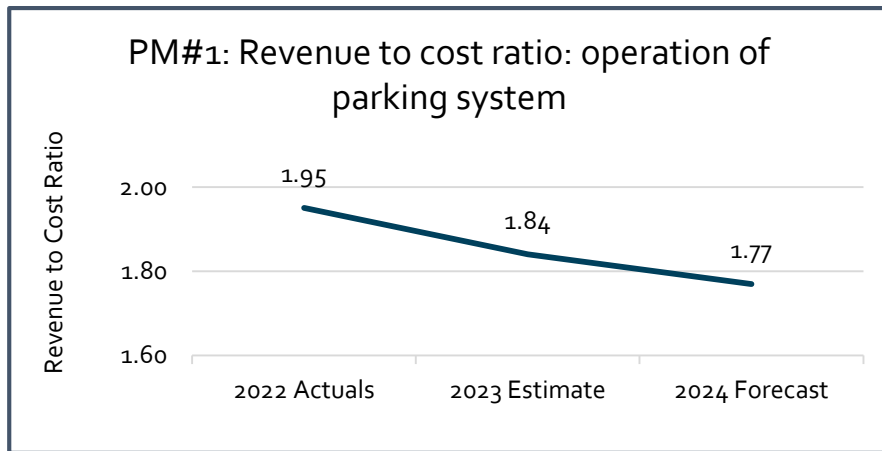
Parking

▶ Key accomplishments

- Selected and onboarded a new parking management contractor, Indigo Park Canada

- Invested over $500k in parkade restoration projects, including masonry and flashing repairs, replacement of HVAC systems in two Commercial Retail Units, modernization of the elevator at the Chapman Parkade and the installation of rooftop security gates

▶ Continuous improvement

- Ongoing enhancement of parking data collected to support analysis and sharing

- Continued exploration and testing of curbspace and loading zone management strategies

- Continuous re-distribution of limited enforcement resources to focus on areas where issues have been identified or public complaints have been received
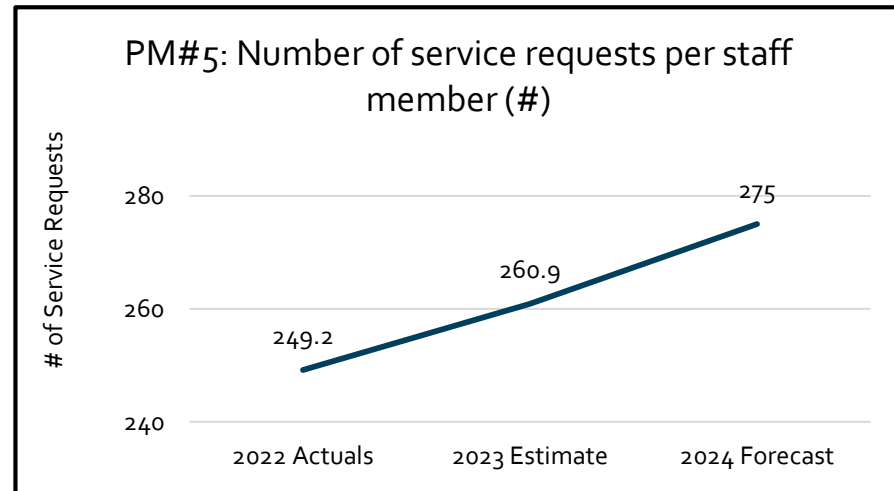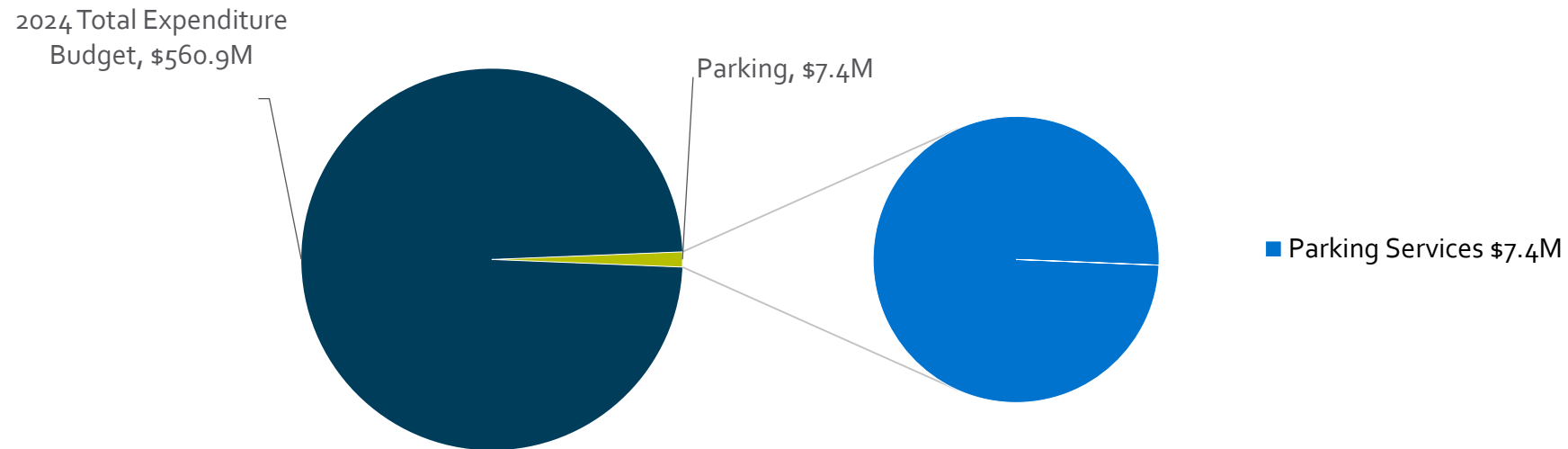
Parking
Performance Measures

PM#1: Revenue to cost ratio: operation of parking system

- 2022 Actuals: 1.95
- 2023 Estimate: 1.84
- 2024 Forecast: 1.77

PM#2: Peak capacity of pay parking stalls (%)

- 2022 Actuals: 79.8%
- 2023 Estimate: 80.3%
- 2024 Forecast: 81%

PM#3: Bylaw offence notices issued (#)

- 2022 Actuals: 62,356
- 2023 Estimate: 66,300
- 2024 Forecast: 70,000

PM#4: Blocks with time limits or residential restrictions (#)

- 2022 Actuals: 194
- 2023 Estimate: 207
- 2024 Forecast: 230

City of Kelowna

Parking
Performance Measures (continued)

PM#5: Number of service requests per staff member (#)

Parking
Expenditure budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Parking, $7.4M

■ Parking Services $7.4M

Note: Totals may not add due to rounding

Parking
Budget overview

Funding strategy

- Fees and charges $8.5M
- Other revenue $0M
- Transfers from reserve $0.1M

Total $8.6M
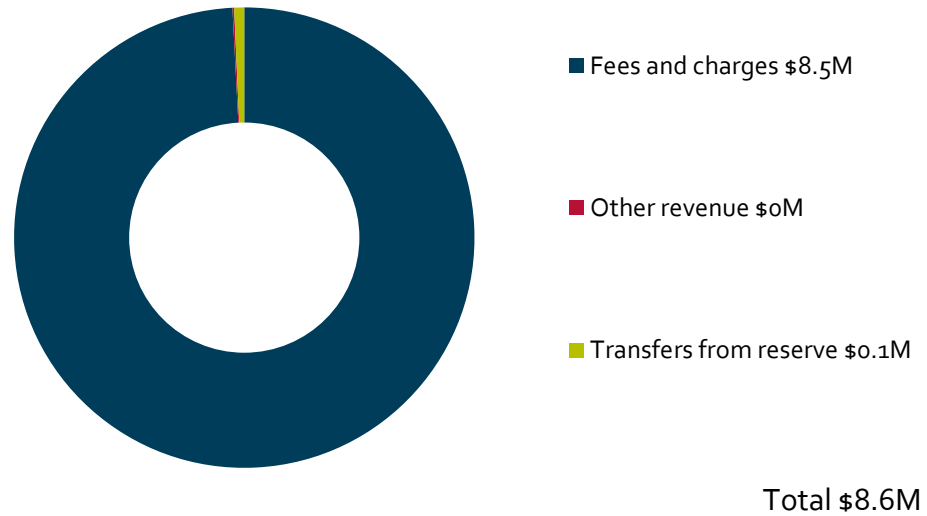
Note: Totals may not add due to rounding

Parking
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$7.510 M
2022 & 2023 Adjustments	($0.060) M
2024 Starting budget	**$7.450 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Parking
Budget overview

2024 Recommended budget

2024 Starting budget	$7.450 M
Maintaining current service level	($0.029) M
	$7.421 M
Enhancing service level	$0.000 M
	$7.421 M

▶ Drivers for change:
- Increased customer service
- Growth in parking demand

City of Kelowna

Parking
Operating requests

Partnerships Office
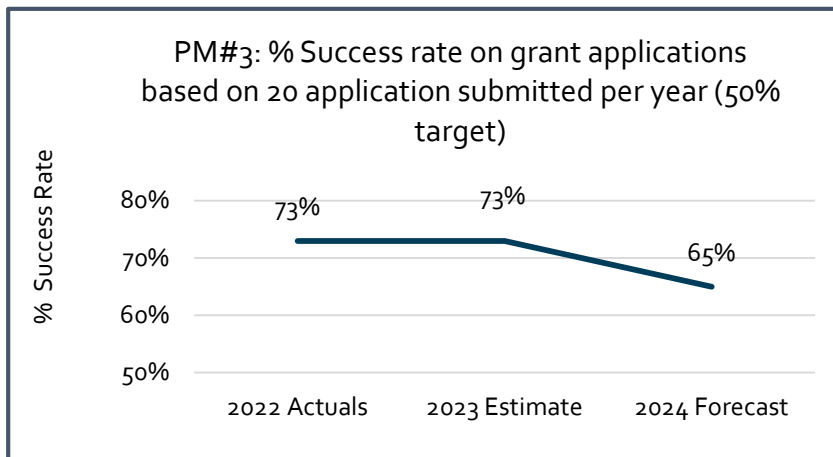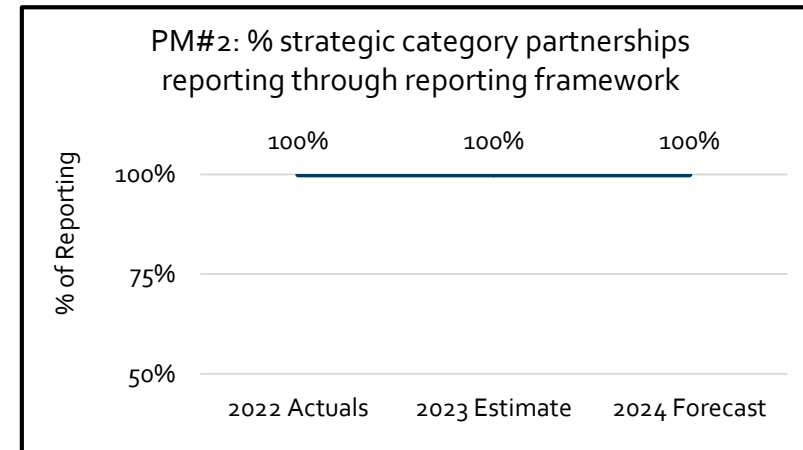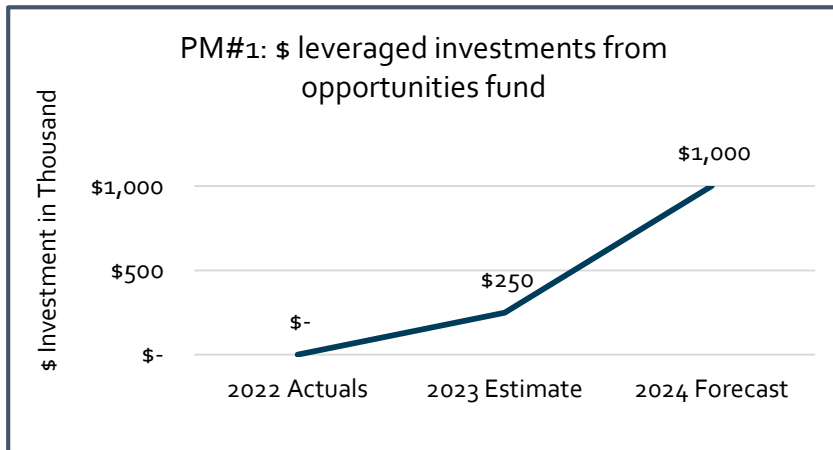Service budget overview

Partnerships Office

▶ Key accomplishments

- Grant Strategy developed and endorsed by Council with the portfolio of currently managed contracts in excess of $120 million and new grants exceeding $70 million in 2023

- 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
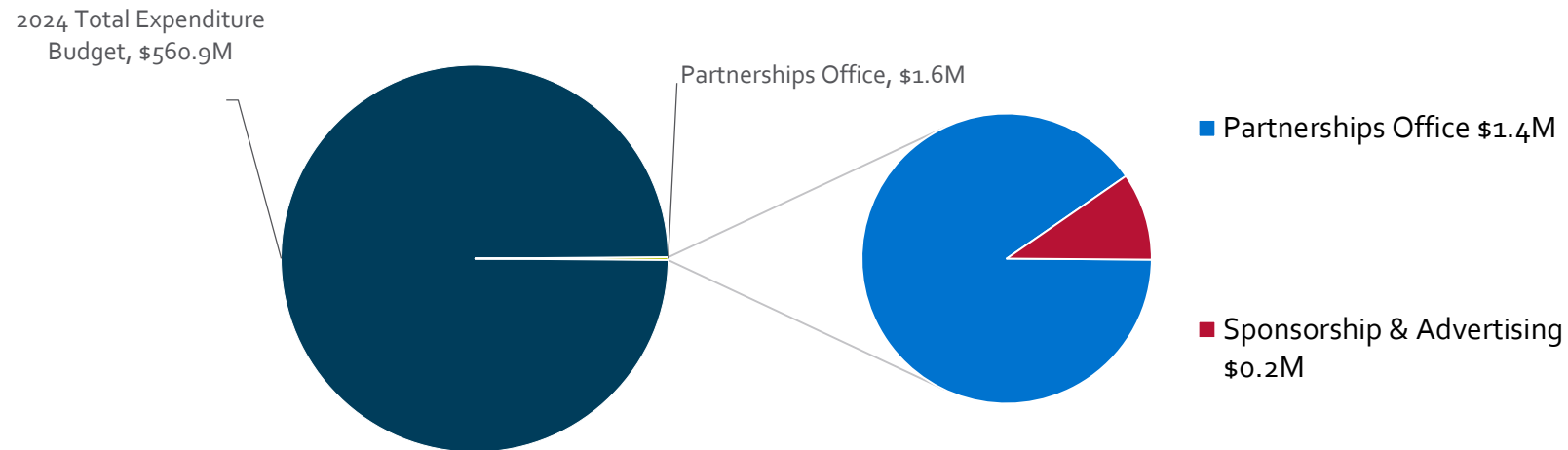
Partnerships Office

▶ Continuous improvement

- Unsolicited Proposal Program has yielded opportunities related to developing partnerships with Heritage and Recreation facilities
- UBCO Research committee continues to leverage collaboration and research grant opportunities that benefit our City
- 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

Partnerships Office
Performance Measures

PM#1: $ leveraged investments from opportunities fund
(2022 Actuals: $-, 2023 Estimate: $250, 2024 Forecast: $1,000)

PM#2: % strategic category partnerships reporting through reporting framework
(2022 Actuals: 100%, 2023 Estimate: 100%, 2024 Forecast: 100%)

PM#3: % Success rate on grant applications based on 20 application submitted per year (50% target)
(2022 Actuals: 73%, 2023 Estimate: 73%, 2024 Forecast: 65%)

City of Kelowna

Partnerships Office
Expenditure budget

2024 Total Expenditure Budget Breakdown

2024 Total Expenditure Budget, $560.9M

Partnerships Office, $1.6M

■ Partnerships Office $1.4M

■ Sponsorship & Advertising $0.2M

Note: Totals may not add due to rounding

Partnerships Office
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$1.472 M
2022 & 2023 Adjustments	($0.069) M
2024 Starting budget	**$1.403 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Partnerships Office
Budget overview

2024 Recommended budget

2024 Starting budget	$1.403 M
Maintaining current service level	$0.031 M
	$1.434 M
Enhancing service level	$0.138 M
	$1.572 M

▶ Drivers for change:

- Expansion of the corporate-wide Grant Management program
- Increased support to advance advocacy, policy and investment opportunity

City of Kelowna

Partnerships Office
Operating requests

Governance & Leadership

Service budget overview

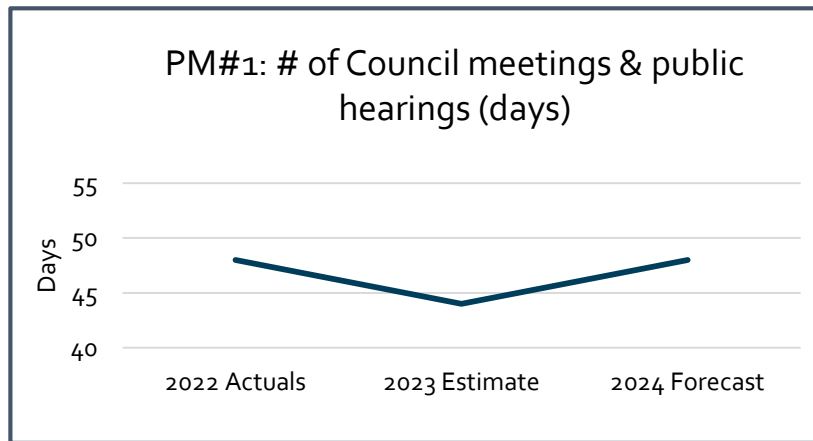# Governance & Leadership

▶ Key accomplishments

- Supported Council priority setting, action plan, and reporting for the 2022-2026 Council term.
- Following Council orientation, updated Council Procedure Bylaw, and developed and implemented the Council Code of Conduct and Lobbyist Registry.

▶ Continuous improvements

- Advocate on Council priorities and key initiatives with the federal and provincial governments.
- 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.
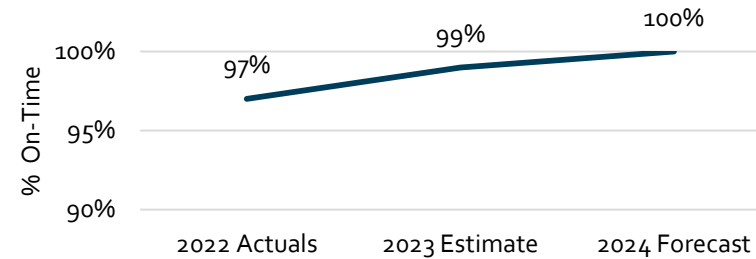
City of Kelowna

Governance & Leadership
Performance Measures

PM#5: # of Senior Leadership Team and Committee meetings
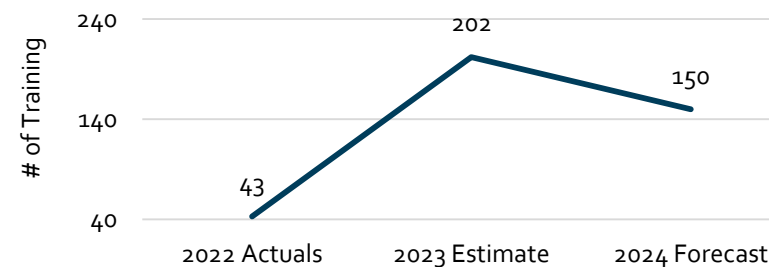
2022 Actuals	2023 Estimate	2024 Forecast
N/A	85	87

PM#6: % of FOI requests responded to on-time

% On-Time

- 2022 Actuals: 97%
- 2023 Estimate: 99%
- 2024 Forecast: 100%

PM#7: % of eligible paper records processed for disposition

% of Records

- 2022 Actuals: 93%
- 2023 Estimate: 96%
- 2024 Forecast: 95%
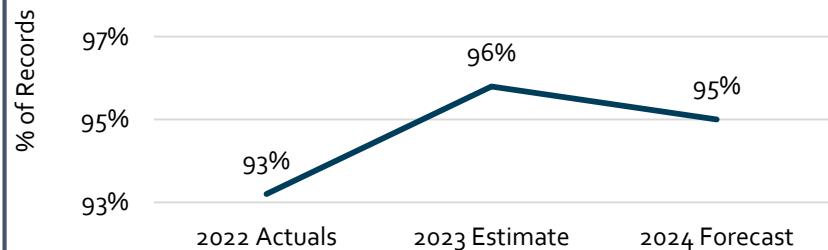
PM#8: # of staff receiving training on governance, procedures & information

of Training

- 2022 Actuals: 43
- 2023 Estimate: 202
- 2024 Forecast: 150

City of Kelowna
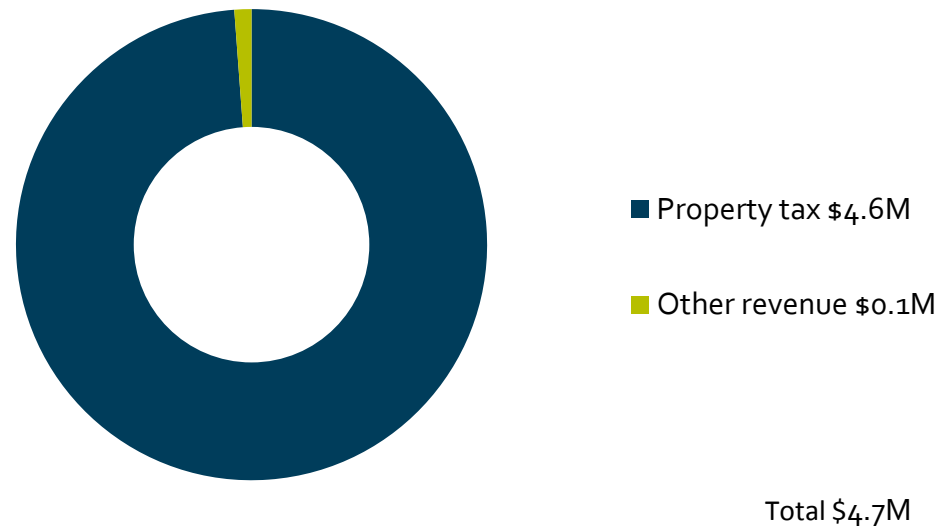
Governance & Leadership
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$4.457 M
2022 & 2023 Adjustments	$0.084 M
2024 Starting budget	**$4.541 M**

▶ Drivers for change:
- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Governance & Leadership
Budget overview

2024 Recommended budget

2024 Starting budget	$4.541 M
Maintaining current service level	$0.212 M
	$4.753 M
Enhancing service level	($0.043) M
	$4.710 M

▶ Drivers for change:
- Executive Office Enhancements
- Increased support for management of records, information & privacy

City of Kelowna

Governance & Leadership

Operating requests

Enabling Services
Service budget overview

Enabling Services

- ▶ Administration
- ▶ Building Services
- ▶ Communications
- ▶ Debt and Other
- ▶ Financial Services
- ▶ Fleet Services
- ▶ Human Resources

- ▶ Internal Construction Delivery
- ▶ Legislated Services
- ▶ Real Estate
- ▶ Risk Management
- ▶ Senior Leadership
- ▶ Strategy & Performance
- ▶ Information & Technology Services

Enabling Services – Key Accomplishments
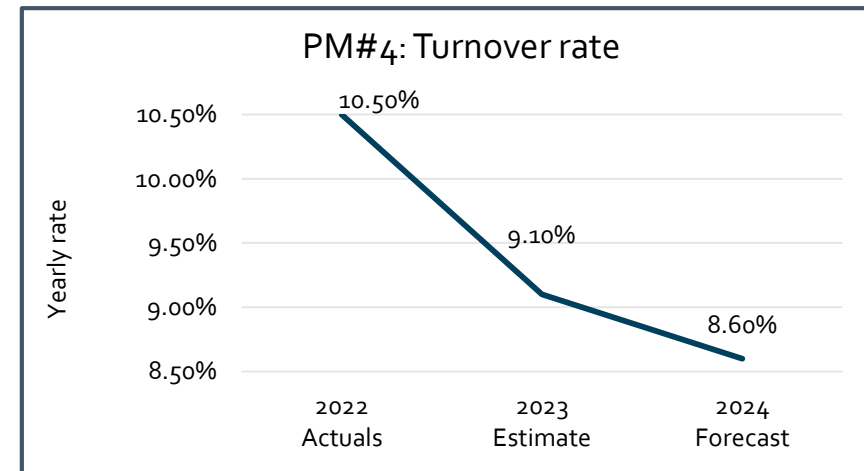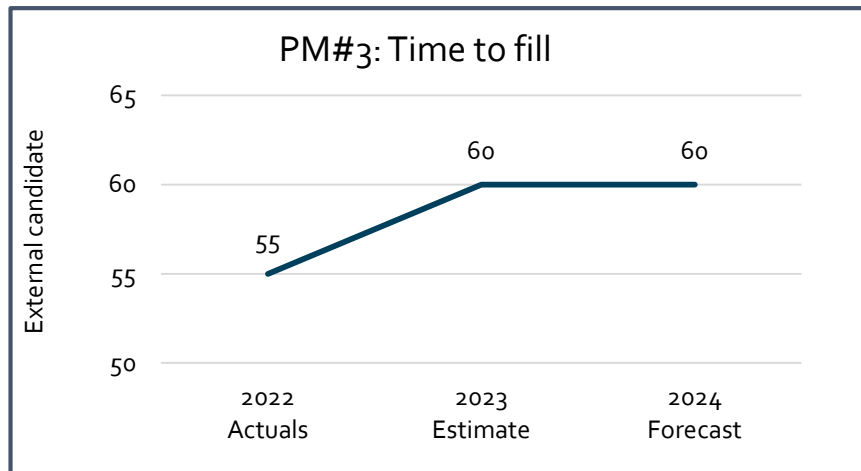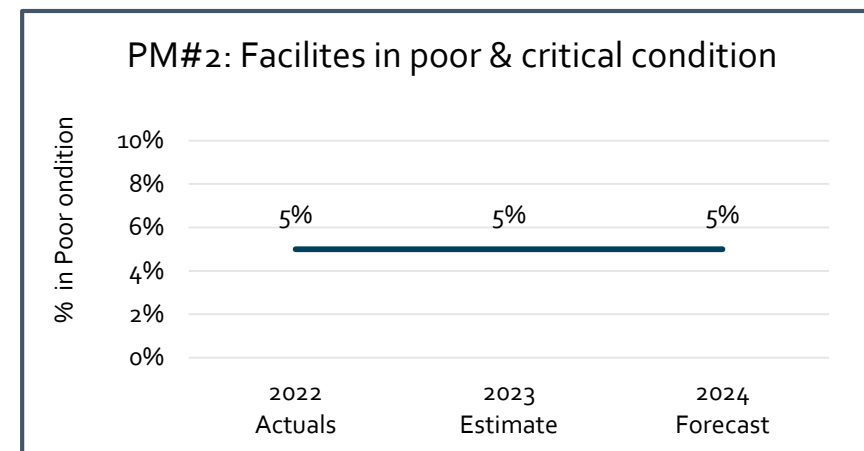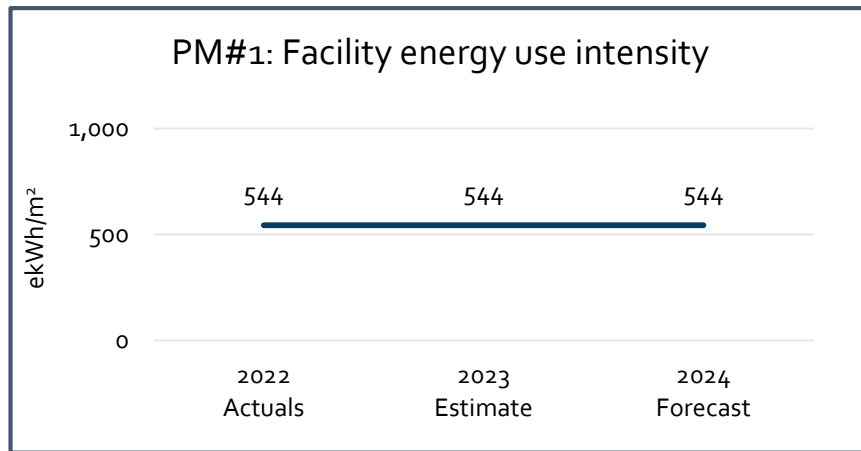
▶ Key accomplishments
- Implementation of Service Based Budgeting
- Expanded use of Chatbots for increased efficiency and service levels
- 2023 GFOA Budget Award Recipient
- Public reporting dashboards on community priorities and major plans
- 2023 IABC Gold Quill Award Recipient for Communications Excellence
- 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

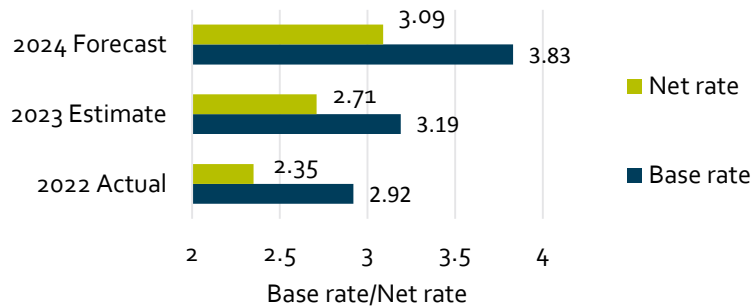# Enabling Services – Continuous Improvement

▶ Continuous improvement
- 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
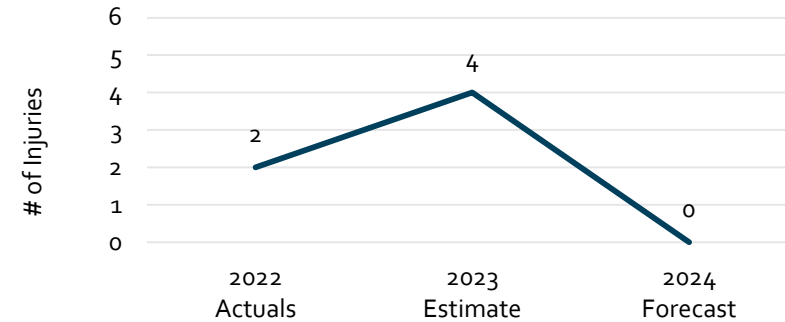
Enabling Services
Performance Measures

PM#5 WorkSafeBC experience rating

	Net rate	Base rate
2024 Forecast	3.09	3.83
2023 Estimate	2.71	3.19
2022 Actual	2.35	2.92

Base rate/Net rate

PM#6: Workplace Injuries

of Injuries

- 2022 Actuals: 2
- 2023 Estimate: 4
- 2024 Forecast: 0

PM#7: Existing utility damage

of damaged utilities

- 2022 Actuals: 4
- 2023 Estimate: 2
- 2024 Forecast: 0

PM#8: Digital assistant

of questions asked to voice and chat assistants

- 2022 Actuals: 14,783
- 2023 Estimate: 95,676
- 2024 Forecast: 140,000

City of Kelowna

Enabling Services
Performance Measures

PM#9: Digital Assistant

$ thousands	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**
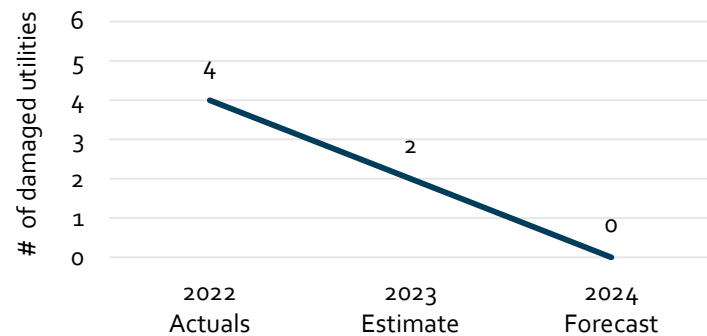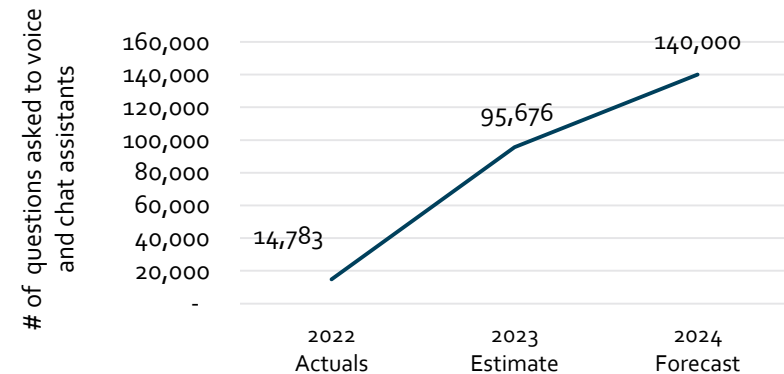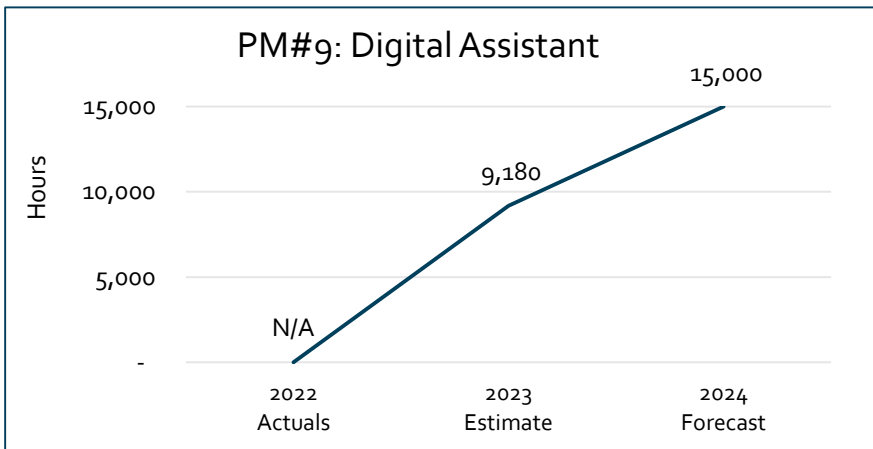
PM#10: Communication Channels

City of Kelowna

Enabling Services % of total Budget

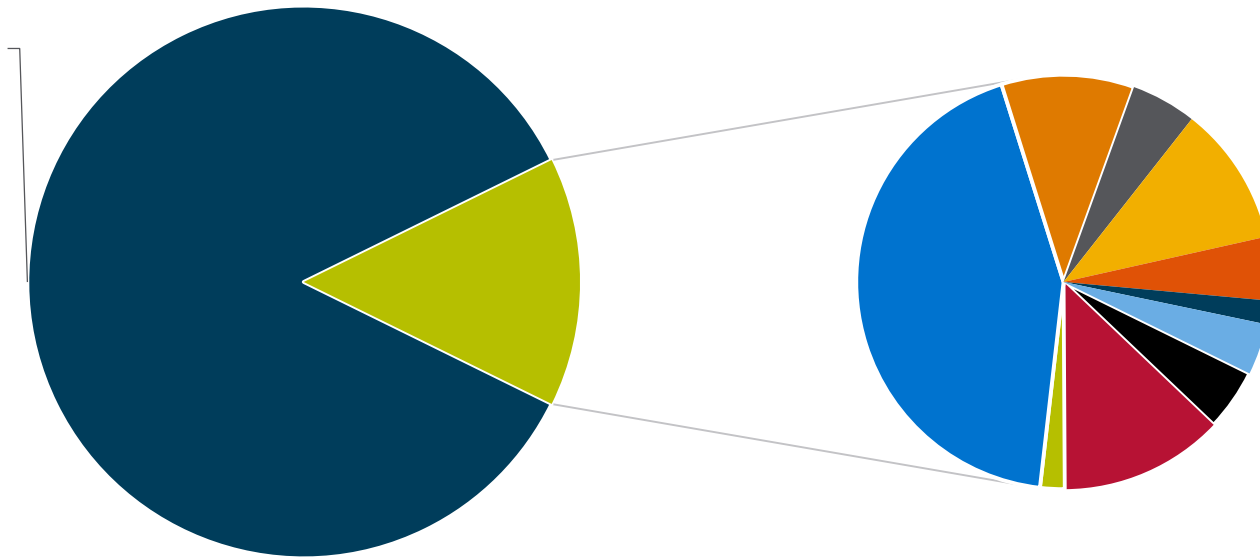| 2020	2021	2022	2023	2024
26%	27%	24%	24%	25%

Enabling Services
Expenditure budget

2024 Total Expenditure Budget Breakdown

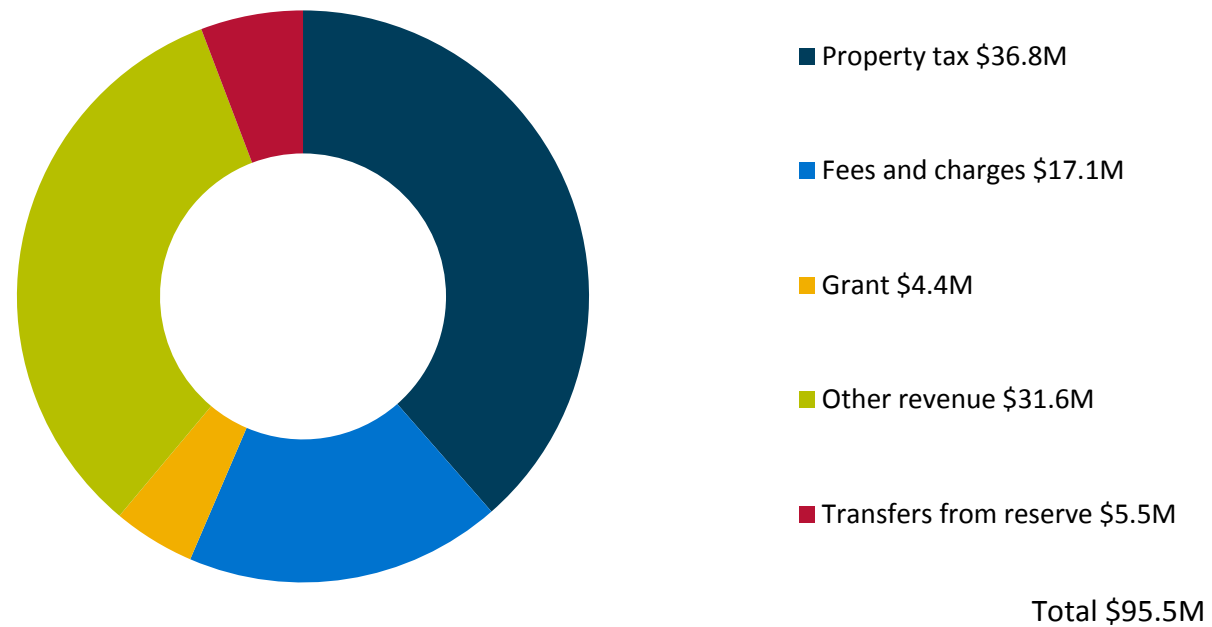2024 Total Expenditure Budget, $560.9M

Enabling Services, $95.5M

- Administration $4.6M
- Building Services $12.2M
- Communications $1.8M
- Financial Services $41.4M
- Fleet Services $9.9M
- Human Resources $4.9M
- Information & Technology Services $10.4M
- Risk Management $4.7M
- Senior Leadership $1.8M
- Other $3.8M

Note: Totals may not add due to rounding

Enabling Services
Budget overview

Funding strategy

- Property tax $36.8M
- Fees and charges $17.1M
- Grant $4.4M
- Other revenue $31.6M
- Transfers from reserve $5.5M

Total $95.5M

Note: Totals may not add due to rounding

Enabling Services
Budget overview

Annualization of previously approved budget requests

2023 Revised budget	$92.482 M
2022 & 2023 Adjustments	($1.898) M
2024 Starting budget	**$90.584 M**

▶ Drivers for change:

- Removal of 2023 one-time budgets
- Removal of 2023 carryover budgets
- Annualization of 2022 & 2023 operating requests

City of Kelowna

Enabling Services
Budget overview

2024 Recommended budget

2024 Starting budget	$90.584 M
Maintaining current service level	$4.309 M
	$94.893 M
Enhancing service level	$0.618 M
	$95.511 M

▶ Drivers for change:

- Enhanced investment in digital strategies, cyber security, Artificial Intelligence and legacy application replacements
- Security contract enhancement
- Increases for building maintenance to better meet preventative maintenance objectives
- Creation of the Centre for Excellence in partnership with UBCO
- Diversity, Equity & Inclusion action plan implementation

City of Kelowna

Enabling Services
Operating requests