

City of
Kelowna



CITY OF KELOWNA'S 10-YEAR CAPITAL PLAN

Building a City of the Future

2025 -2034

SUMMARY

This year's annual update to 10-Year Capital Plan (Capital Plan) details the City's planned infrastructure investment to support growth, improve services, and renew existing assets for the coming decade (2025 – 2034).

The City has many competing infrastructure demands, necessitating tough decisions to optimize spending, maximize community value, and balance wants versus needs. To guide these decisions, the City maintains a rigorous capital planning process that aligns with [Council Priorities 2023-2026](#), Imagine Kelowna, the Official Community Plan and infrastructure master plans.

The Capital Plan projects a total expenditure of \$2.57 billion over the next decade. 70% percent of this investment will enhance services and support growth in the community and 30% will maintain services and renew existing assets.

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

- Maintaining direction set by Council in last year's Capital Plan,
- Accelerating transportation & mobility infrastructure making it easier for people to get around by vehicle, transit, cycling and walking.
- Building community amenities like recreation and community centres to keep pace with Kelowna's population growth and the evolving needs of its residents.
- Parks acquisition and development with big investment plans for recreation and waterfront parks.
- Airport development.
- Reducing environmental footprint and future-proofing infrastructure to be more resilient in the face of changing climate.
- Increased investment in stormwater infrastructure and flood protection.
- Renewal of critical infrastructure.

There are several projects not in the Capital Plan for a variety of reasons. These projects require additional planning and design before being prioritized, funded, and included in subsequent capital planning cycles.

The City continues to deliver world-class infrastructure and services. Many capital projects continue to be completed; delivering on Council priorities and meeting the needs of the community.



86%
Citizen satisfaction
in level & quality of
City services



\$2.57 Billion
To enhance & maintain
public infrastructure
services



35%
External Funding:
DCCs & grants



73%
Investment in Parks,
Buildings, Airport
& Transportation



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TERRITORY ACKNOWLEDGEMENT

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



1 OVERVIEW

The 10-Year Capital Plan (the Capital Plan) is part of the City of Kelowna’s rigorous capital planning process. It aligns with Council priorities, Imagine Kelowna and the Official Community Plan and provides the framework for long-term planning and fiscal management. It is updated annually to respond to evolving community needs, maintain alignment with Council priorities and adapt to external factors like the pandemic, rapidly rising inflation, shortage of contractors and supply chain challenges.

The Capital Plan allows the City of Kelowna (the City) to look ahead and answer four fundamental questions:

- “What do we need?”
- “Why do we need it?”
- “How are we going to pay for it?”
- “How much will it cost to operate and maintain?”

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

CONSIDERATIONS

The Capital Plan contains infrastructure projects and programs for all 12 capital cost centres for the 10-years from 2023-2032. Several documents have been used in its preparation. These include:

- Council priorities 2023 – 2026
- 10-Year Capital Plan 2023– 2032 (last year’s plan)
- 2040 Official Community Plan
- Imagine Kelowna
- 2040 Transportation Master Plan
- 20 – Year Servicing Plan & Financing Strategy
- Principles & Strategies for Financial Strength & Stability
- Infrastructure Master Plans and Asset Management Plans
- 2045 Airport Master Plan and Airport 10-Year Capital Plan



FOCUS AREAS

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

- Maintaining direction set by Council in last year's Capital Plan.
- Accelerating transportation & mobility infrastructure making it easier for people to get around by vehicle, transit, cycling and walking.
- Providing community amenities like recreation and community centres to keep pace with Kelowna's population growth and the evolving needs of its residents.
- Parks acquisition and development with big investment plans for recreation and waterfront parks.
- Airport development.
- Reducing environmental footprint and future-proofing infrastructure to be more resilient in the face of changing climate.
- Increased investment in stormwater infrastructure and flood protection.
- Renewal of critical infrastructure.

INFLUENCING FACTORS & EMERGING ISSUES

Rapid Growth. Kelowna continues to be one of the fastest growing cities in Canada. It's rapidly evolving, its economy is diversifying, neighbourhoods are changing, and people are choosing new ways to move around. By 2040, Kelowna is expected to be home to another 50,000 people. This transition is exciting, bringing new energy, amenities, employment, and educational opportunities. Signs indicate this pace will continue.

Rapid growth puts pressure on the capital program as demands increase for more infrastructure to support growth. That is why this Capital Plan focuses 70% of the investment in enhancing infrastructure that will increase or improve service levels.

Renewal of Aging Assets. In this era of rapid growth and change, there are complex choices to be made. The City must find a balance between funding to support growth and improve services and funding to support renewal of existing infrastructure to maintain services. These choices are rarely easy and often involve making difficult trade-offs.

The City has a robust asset management program that tracks the age and condition of City owned assets (i.e. civic buildings, roads, bridges, sewer, water infrastructure, etc.). Some of these assets are nearing the end of their service life and will need to be renewed to maintain service levels. The City will invest 30% of the Capital Plan in infrastructure to maintain service levels. This will need to increase in the future as assets age and their condition deteriorates.

Inflation & Borrowing Costs. There are many factors influencing the Capital Plan that are beyond the City's control. These include labour shortages, supply chain challenges, inflation, and higher interest rates. Infrastructure construction costs and interest rates have increased significantly in the past few years and this places pressure on the capital program. Inflation and interest rates are reducing, but time will tell if construction costs decrease.

WHAT WE ARE DOING

Listening to Council. Since this Council took office in 2022, more time has been dedicated to informing them about the process used to develop the Capital Plan and hearing from them about what is important to the community.

Alternative Funding through Partnerships, Grants & Advocacy. The City continues to pursue non-tax revenue, grants, partnerships, and advocacy to advance Council and corporate priorities. The City's Intergovernmental Relations program focuses on advocacy through the strategic development of relationships with senior levels of government to advance investments and policy changes that supports Council's priorities and City projects. Through advocacy, the City ensures priority infrastructure projects and program initiatives are consistently and proactively in front of provincial and federal ministers and their staff. As one of Canada's fastest growing communities, advocacy work includes positioning Kelowna as a leading municipality and a strong partner for senior governments to invest in.

The City's Partnerships Program is centered on building relationships and forming partnerships with a diverse array of external organizations, including businesses, non-profits, government agencies, and academic institutions. While each partnership is unique, they generally fall into one or more of the following categories: providing community facilities, programs, and services; operating and maintaining City-owned assets; and administering City funding. Through these collaborations, the City aims to enhance the quality of life for its residents and more effectively address community needs.


Planning for the Future. The Capital Plan is supported by a foundation of good planning, including:

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

Transportation Master Plan (TMP). The 2040 TMP works with the OCP to support growth, and help residents make more efficient and sustainable transportation choices through the development of reliable transit, improved road connections, comfortable bicycle routes and walkable neighbourhoods.

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

Strategic Facilities Master Plan (in-progress). This Master Plan will create a vision and model to assess both infrastructure renewal and new construction to match growth, assess provision and distribution of built services and amenities across the City as well as prioritize needs between the different building types.



Asset Management & Data-Driven Decisions. The City owns and operates approximately \$7.5 billion in infrastructure assets. Efficient operation and timely renewal are critical to continued service delivery and financial sustainability. The City has advanced its asset management program and is considered one of the leaders in BC. The implementation of a computerized asset management system (Cityworks) supports service-based budgeting through data-driven decisions and inform infrastructure planning, improve operational efficiency, and extend asset service life. Small improvements make a big financial impact when you own and operate \$7.5 billion in infrastructure.

Infrastructure Standards. It is important that new infrastructure the City is building today is high quality, long lasting and state-of-art. That is why the City actively maintains its design and construction standards. The Subdivision, Development and Servicing Bylaw (Bylaw 7900) outlines these standards, and a dedicated working group continuously reviews and updates them in consultation with key stakeholders and the community.



2 FUNDED PROJECTS

INFRASTRUCTURE INVESTMENT

This Capital Plan forecasts \$2.57 billion infrastructure investment to enhance and maintain service levels.

Enhance comprises of infrastructure projects aimed at supporting growth and improving services. Maintain refers to the infrastructure needed to sustain current service levels through the renewal of existing assets.

Infrastructure required to enhance services accounts for 70% of total investment. Investment of approximately 30% is allocated to maintain existing services.

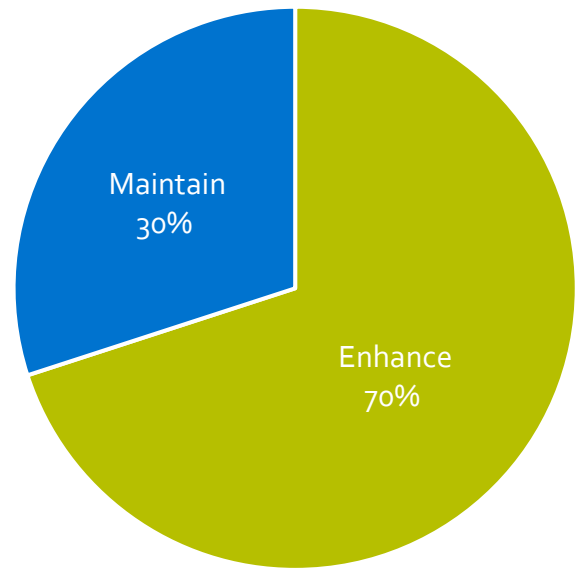
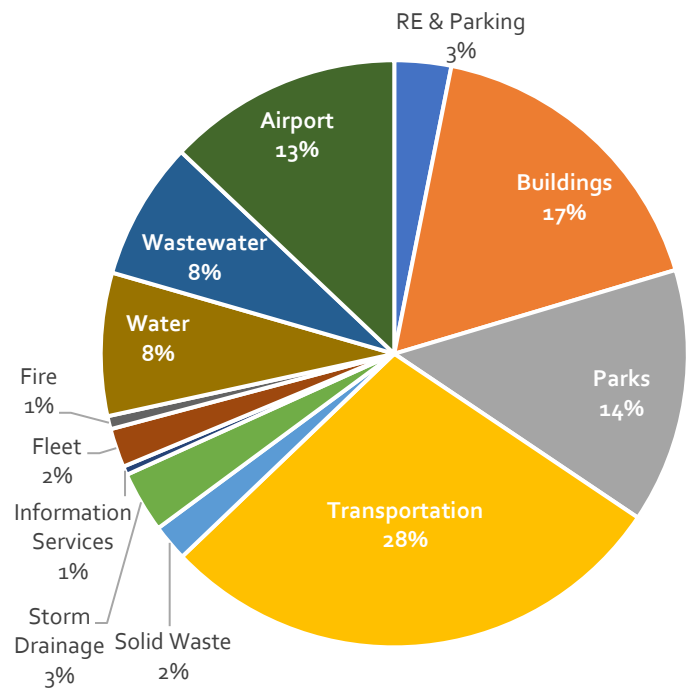


Figure 1. Enhance and Maintain investment %.

COST CENTRE FORECAST

The Capital Plan forecasts \$2.57 billion of capital investment across 12 cost centres.

- Transportation, Parks and Buildings cost centres account for 59% of overall investment to deliver on Council Priorities, invest in infrastructure renewal and meet community expectations.
- Water, Wastewater, Storm Drainage and Solid Waste is 21% to meet regulatory requirements.
- Airport is 13%.
- The remaining 7% supports Fire, Vehicles, Information Services and Real Estate & Parking.



MAJOR CHANGES FOR FUNDED PROJECTS

Overall, the City's infrastructure investment has increased \$517 million from the previous plan across 12 capital cost centres. The primary drivers for the change include:

- Doubling investment in Transportation to align with this Council Priority,
- Including current approved budgets in the Capital Plan,
- Construction inflation.

The following table shows the City's total investment for funded projects in each cost centre in this Capital Plan compared to the previous plan.

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

Cost Centre	Previous Plan (\$ million)	This Plan (\$ million)	Difference (\$ million)
Real Estate & Parking	\$46	\$80	\$34
Buildings	\$416	\$441	\$25
Parks	\$288	\$358	\$70
Transportation	\$373	\$726	\$353
Solid Waste	\$73	\$52	\$(21)
Storm Drainage	\$44	\$86	\$42
Information Services	\$12	\$12	\$0
Vehicle & Mobile Equipment	\$53	\$55	\$2
Fire	\$14	\$18	\$4
Water	\$147	\$201	\$54
Wastewater	\$211	\$194	\$(17)
Airport	\$371	\$342	\$(29)
TOTAL	\$2,048	\$2,565	\$517



Real Estate & Parking. Investment focuses on strategic land acquisition and providing state-of-the-art, well-maintained parking facilities. New parkades are planned for South Pandosy and Downtown in response to rapid growth. Overall, investment in Real Estate & Parking infrastructure is \$80 million with large investment in:

- General Land Acquisition - \$18 million
- Parking Infrastructure including Electric Vehicles infrastructure - \$12 million
- Downtown Parkade - \$35 million
- South Pandosy Parkade - \$15 million

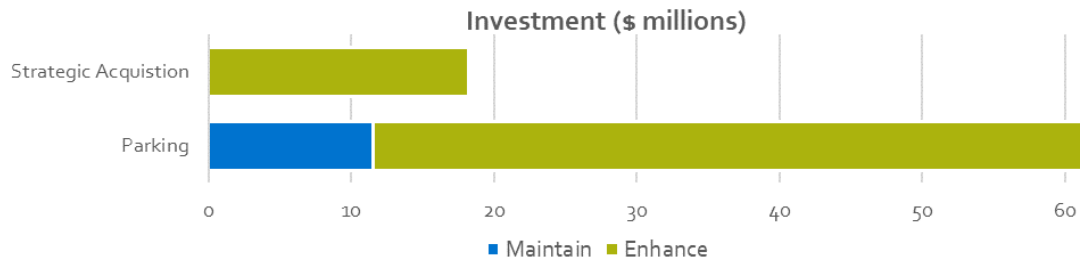


Table 2. Real Estate & Parking Capital Programs and Projects summary for 2025-2034.

		2025	2026	2027	2028	2029	2030-34	10-Year
		(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	Total
PROGRAMS								
General Land Acquisition		1,800	1,800	1,800	1,800	1,800	9,000	18,000
Marine Facilities		100	100	-	-	-	-	200
Parking Infrastructure & Facilities		3,300	600	2,100	600	2,100	2,856	11,556
PROJECTS		Total Cost						
South Pandosy Parkade	15,000	500	1,500	6,500	6,500	-	-	15,000
New Downtown Parkade	35,000	-	-	-	-	1,500	33,500	35,000
TOTAL		\$5,700	\$4,000	\$10,400	\$8,900	\$5,400	\$45,356	\$79,756

Buildings. This is a large investment area with a total forecast at \$441 million. There are big investment plans to expand recreational, cultural, and protective services facilities to support a growing community. As well, the existing Building portfolio will see significant investment in renewal and modernization. Big projects include:

- PRC Redevelopment - \$189 million
- Building Renewal - \$80 million
- MNP Expansion - \$43 million
- Glenmore Protective Services Building- \$39 million
- Mission Activity Centre - \$28 million
- Glenmore Activity Centre - \$24 million
- Rutland Lions Activity Centre - \$23 million

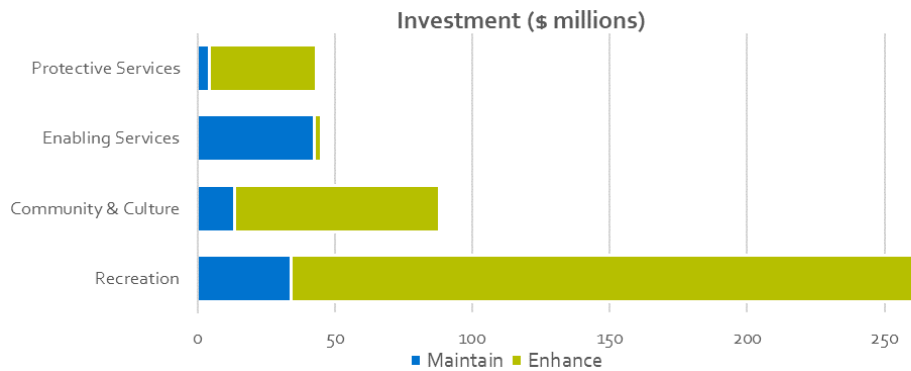


Table 3. Buildings Capital Programs and Projects summary for 2025-2034.

	2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS							
Building Systems & Infrastructure	3,080	2,330	1,775	975	725	3,625	12,510
Community & Culture Facilities	230	230	230	230	230	1,150	2,300
Facilities Portfolio Planning	1,770	2,030	1,400	1,400	1,400	7,000	15,000
Placemaking	250	-	-	-	-	-	250
PROJECTS	Total Cost						
EV Infrastructure Installations	1,500	500	500	500	-	-	1,500
LED Lighting Upgrades	1,500	400	400	200	-	-	1,000
MNP Place Expansion	43,450	-	-	4,345	15,207	23,898	43,450
Glenmore Protective Services Building	39,000	2,700	9,450	12,150	14,700	-	39,000
Parkinson Recreation Centre Redevelopment	189,100	18,660	65,230	84,000	18,660	-	186,550
Activity Centres							
Glenmore Activity Centre	24,229	2,415	8,454	10,870	2,415	-	24,154
Mission Activity Centre	27,784	2,750	9,626	12,378	2,750	-	27,504
Rutland Lions Activity Centre	22,800	1,140	1,140	7,980	10,260	2,280	22,800
Building Renewal & Improvements							
City Hall	16,700	1,761	1,103	7,837	4,310	-	15,011
Enterprise Fire Hall #1	4,350	1,350	1,625	1,225	150	-	4,350
Gymnastics Centre (Rutland)	2,050	100	850	1,000	100	-	2,050
H2O Centre	5,270	2,674	1,960	335	-	-	4,969
Memorial Arena	4,650	450	2,000	2,000	200	-	4,650
MNP Place	7,245	7,000	200	-	-	-	7,200
Prospera Place	8,060	3,960	3,600	400	-	-	7,960
Rotary Centre for the Arts	9,900	-	150	4,785	4,745	470	10,150
Rutland Arena	7,345	2,025	775	4,500	-	-	7,300
Sarson's Activity Centre	1,025	125	450	450	-	-	1,025
TOTAL	\$53,340	\$112,103	\$154,015	\$65,240	\$20,312	\$35,673	\$440,683

Parks. In the next 10-years, the City plans to invest \$358 million in parks creating vibrant, animated spaces for the community to connect, enjoy and experience. Big Park projects in the next 10-years include:

- Parkland Acquisition - \$166 million
- Parkinson Recreation Park - \$41 million
- Glenmore Recreation – Future Phases - \$41 million
- Dehart Park - \$11 million
- Rutland Recreation Park - \$8 million
- Neighbourhood Parks – approximately 1 per year - \$4 million/park

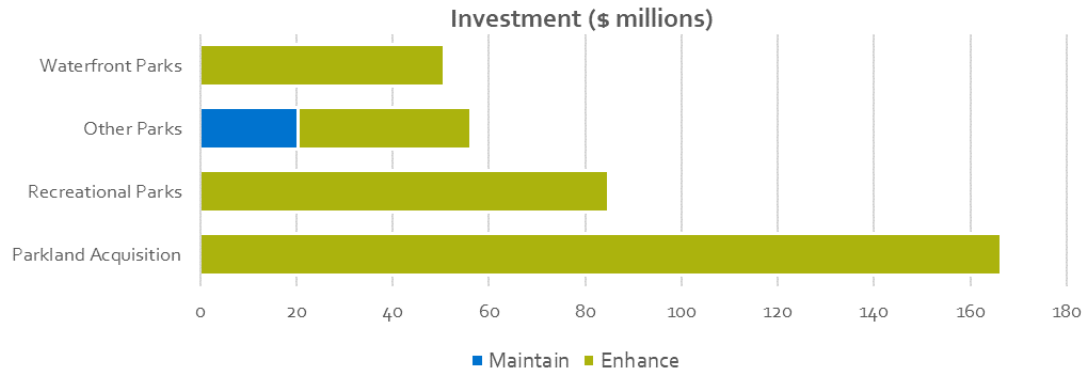


Table 4. Parks Capital Programs and Projects summary for 2025-2034.

		2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS								
Park Development		447	172	3,261	172	3,261	7,038	14,351
Park Infrastructure & Facilities		1,971	2,423	1,181	2,828	1,159	10,472	20,034
Parkland Acquisition		20,823	21,618	20,823	15,180	14,385	73,515	166,344
Placemaking		1,305	705	887	110	-	-	3,007
PROJECTS								
	Total Cost							
Ben Lee Park	1,086	250	-	-	-	-	-	250
Burne Park	3,311	1,000	1,300	591	-	-	-	2,891
Chichester Wetland Park	3,886	195	195	3,496	-	-	-	3,886
City Park	30,765	740	1,365	6,307	8,280	3,750	9,922	30,364
Cook Beach Park	3,750	325	937	2,288	300	-	-	3,850
DeHart Park	11,480	1,818	402	134	-	-	-	2,354
Glenmore Recreation Park	41,270	9,500	3,000	7,000	7,000	3,500	-	30,000
Island Stage Rejuvenation	1,650	1,000	600	-	-	-	-	1,600
Kelowna's Newest Waterfront Park	2,060	608	1,156	196	-	-	-	1,960
Manhattan Point Park	4,915	235	235	2,827	1,413	-	-	4,710
Mill Creek Linear Park	8,727	300	1,119	1,000	1,119	1,000	4,238	8,776
Mission Recreation Park	5,543	774	3,140	1,570	-	-	-	5,484
Parkinson Recreation Park	41,162	4,115	14,409	18,523	4,115	-	-	41,162
Queensway Improvements	150	50	50	50	-	-	-	150
Rotary Beach Park	2,470	708	1,122	600	-	-	-	2,430
Rutland Recreation Park	8,360	3,893	3,406	811	-	-	-	8,110
Tower Ranch Park #2	660	-	330	330	-	-	-	660
Truswell Park	5,806	-	-	580	2,500	2,500	226	5,806
TOTAL		\$50,057	\$57,684	\$72,455	\$43,017	\$29,555	\$105,411	\$358,179

Transportation. Transportation is a Council priority and the largest infrastructure investment area at \$726 million. The City is doubling its investment to make it easier for people to get around by vehicle, transit, cycling and walking. Notable projects include:

- Highway 33 / Clement Extension - \$135 million
- Burtch Rd - \$58 million
- Sutherland Rd - \$52 million
- Active Transportation Corridors - \$47 million
- Glenmore Rd - \$43 million
- Hollywood Rd - \$35 million
- Lakeshore Rd - \$29 million
- Richter St - \$24 million
- KLO Bridge Replacement - \$18 million
- Orchard Park Transit Exchange - \$17 million
- Frost Rd Ext. to Chute Lake - \$5 million

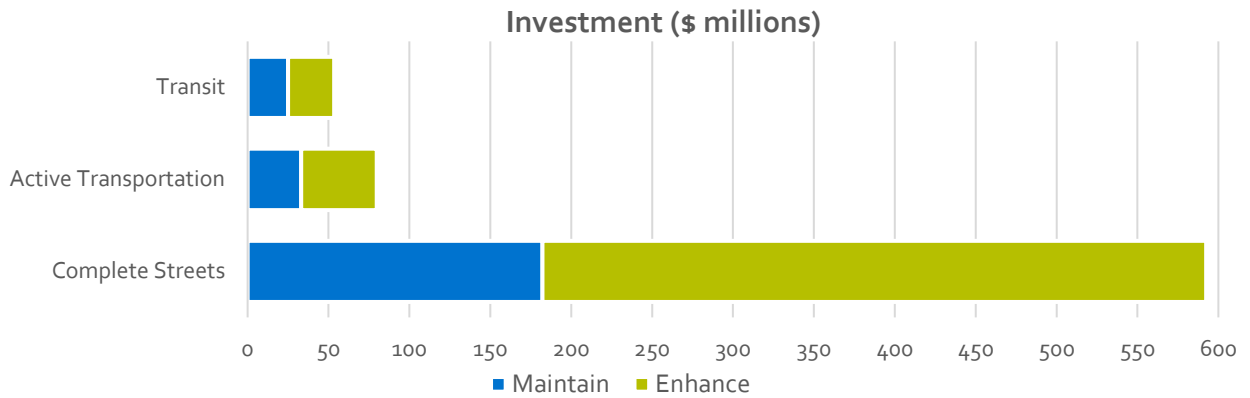


Table 5. Transportation Capital Programs and Projects summary for 2025-2034.

		2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS								
Active Transportation		2,408	3,005	2,785	2,982	3,084	18,931	33,195
Bridges		450	540	1,140	1,270	1,270	7,435	12,105
Road Network		8,390	11,696	12,788	14,932	16,517	105,790	170,113
Transit		616	944	1,503	1,767	3,014	17,163	25,007
Active Transportation	Total Cost							
Abbott St	12,919	-	2,475	-	414	630	9,400	12,919
Bertram St	8,489	1,620	6,869	-	-	-	-	8,489
Ethel St (Rail Trail - Cawston)	3,877	-	352	3,525	-	-	-	3,877
Leon Ave & Lawrence Ave (Waterfront - Ethel)	15,225	-	-	-	420	805	14,000	15,225
Pandosy Village (Raymer - Abbott)	4,102	-	70	168	840	3,024	-	4,102
Rutland Neighbourhood	2,000	1,000	1,000	-	-	-	-	2,000
Roads								
Burtch Rd Upgrades	58,079	12,355	29,939	5,811	210	-	9,764	58,079
Commonwealth Rd (Hwy 97 - Jim Bailey) Upgrades	13,229	313	1,474	11,443	-	-	-	13,230
Frost Rd Upgrades (w/utilities)	5,480	5,043	-	-	-	-	-	5,043
Glenmore Rd Upgrades	42,883	10,425	2,470	5,619	3,700	-	20,669	42,883
Glenwood Ave Upgrades (w/utilities)	2,050	2,050	-	-	-	-	-	2,050
Highway 33 / Clement Extension	135,300	2,800	3,000	4,500	75,000	45,000	5,000	135,300
Hollywood Rd Upgrades	34,612	5,667	13,600	3,750	575	3,515	7,505	34,612
KLO Bridge Replacement (w/utilities)	18,364	16,564	1,800	-	-	-	-	18,364
Lakeshore Rd Upgrades	29,272	4,690	8,920	8,834	-	-	5,368	27,812
Morrison Ave Upgrades (w/utilities)	1,950	1,950	-	-	-	-	-	1,950
Parkinson Recreation Centre Road Improvements	3,290	400	2,537	-	-	-	-	2,937
Richter St Upgrades	23,785	-	450	1,120	1,120	1,120	19,975	23,785
Stewart Rd Upgrades	9,842	800	-	-	280	4,632	-	5,712
Stockwell Upgrades (w/utilities)	1,150	1,150	-	-	-	-	-	1,150
Sutherland Rd Upgrades	51,534	130	5,150	-	4,038	4,800	-	14,118
Intersections								
Clement & Gordon Intersection	4,800	-	-	300	500	4,000	-	4,800
Longhill & Rifle Roundabout	3,000	-	68	168	2,764	-	-	3,000
Springfield & Belgo Roundabout	2,220	-	-	2,220	-	-	-	2,220
Springfield & Dilworth Improvements	10,945	2,472	2,150	6,323	-	-	-	10,945
Springfield & Rutland Roundabout	2,167	-	88	2,079	-	-	-	2,167
Transit								
Mission Recreation Transit Exchange & Mobility Hub	3,750	750	1,000	2,000	-	-	-	3,750
Okanagan College Exchange Capacity Expansion	2,300	500	800	1,000	-	-	-	2,300
Orchard Park Exchange	17,449	30	661	-	1,288	-	15,470	17,449
Rutland Park & Ride, Mobility Hub, Operations Facility	2,992	992	1,000	1,000	-	-	-	2,992
YLW Transit Hub	3,010	-	1,005	1,005	-	-	-	2,010
TOTAL		\$83,565	\$103,063	\$79,081	\$112,100	\$91,411	\$256,470	\$725,690

Solid Waste. Efficient and effective daily operations and long-range capital planning ensures the Glenmore Landfill will continue to serve Kelowna and surrounding communities well into the future. That is why \$52 million worth of capital investment is planned in the next 10 years to ensure the site is future-ready and there are continued plans to:

- Expand the landfill footprint.
- Manage the Stockpile and Reprocessing Areas.
- Implement a new stormwater management program.

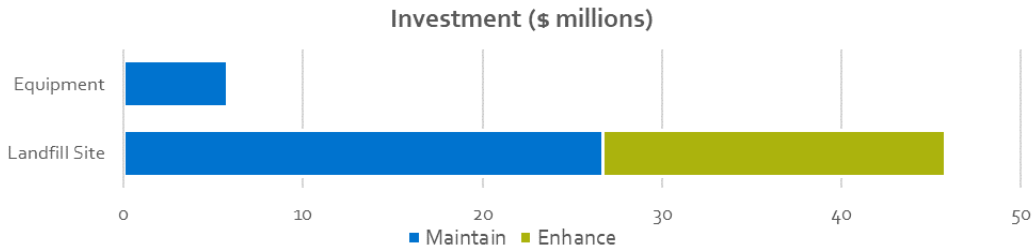


Table 6. Solid Waste Capital Programs and Projects summary for 2025-2034.

		2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS								
Solid Waste Equipment		1,150	1,050	450	450	450	2,250	5,800
Solid Waste Infrastructure & Facilities		4,600	4,200	4,150	1,885	1,860	10,025	26,720
PROJECTS		Total Cost						
Composting System Expansion	9,200	700	3,000	3,700	500	1,300	-	9,200
Surface Water Bypass	9,850	4,750	-	350	4,750	-	-	9,850
TOTAL		\$11,200	\$8,250	\$8,650	\$7,585	\$3,610	\$12,275	\$51,570

Storm Drainage. Investment in drainage infrastructure will utilize natural and engineered solutions to improve resiliency, flood mitigation and water quality which are increasingly important in the face of a changing climate. Recent capital investment to improve Mill Creek capacity and divert more flow to Mission Creek through an upgraded diversion structure prevents Mill Creek from spilling its banks during periods of heavy rainfall. To keep going with this critical work, Storm Drainage plans to invest \$86 million in the next 10 years.

- Mill Creek Flood - \$51 million.
- Renewal of aging drainage infrastructure.

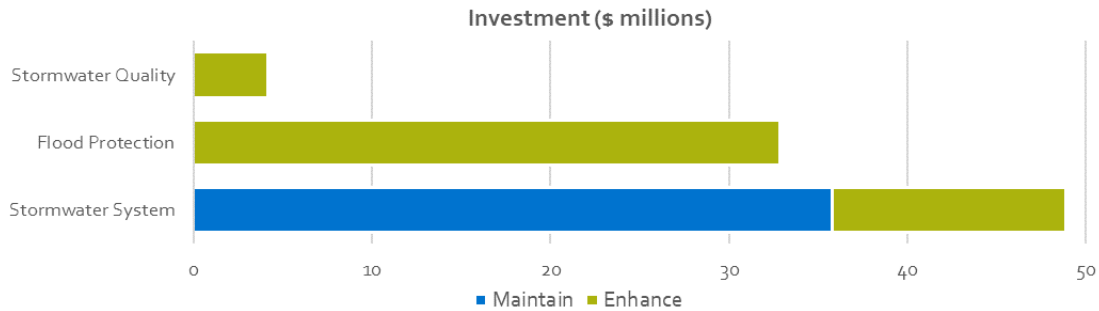


Table 7. Storm Drainage Capital Programs and Projects summary for 2025-2034.

		2025	2026	2027	2028	2029	2030-34	10-Year
		(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	Total
PROGRAMS								
Stormwater Network & Facilities		3,627	4,690	4,300	5,950	3,700	13,500	35,767
Stormwater Quality		219	360	500	400	500	2,200	4,179
	Total Cost							
PROJECTS								
Frost Rd Upgrades (w/utilities)	750	750	-	-	-	-	-	750
Mill Creek Flood Protection	51,395	7,080	14,800	10,950	-	-	-	32,830
Stormwater System Upgrades	12,380	110	990	300	2,710	5,470	2,800	12,380
TOTAL		\$11,786	\$20,840	\$16,050	\$9,060	\$9,670	\$18,500	\$85,906

Information Services. Information services is a small but important investment area as the City continues its digital-first transformation. To get there, investment of \$12 million is planned in the next 10 years. As the City embraces more cloud-based technology, the focus is n:

- Major systems projects to eliminate legacy systems.
- Refreshing the user-experience by streamlining the access to information.
- Enabling staff to be more mobile by purchasing hardware that allows for greater flexibility.

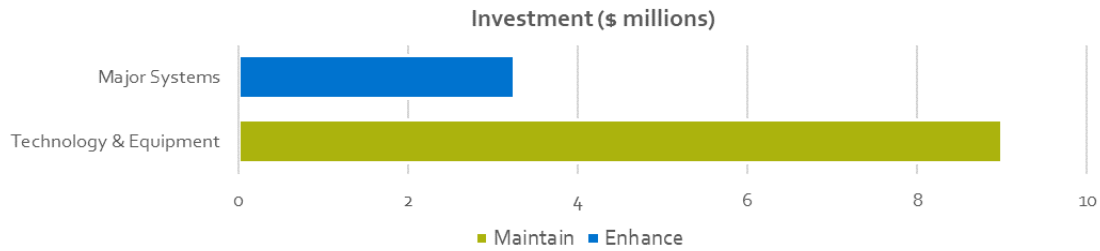


Table 8. Information Services Capital Programs and Projects summary for 2025-2034.

	2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS							
Communications Systems	200	200	200	200	200	1,000	2,000
Front Office Equipment	550	550	550	550	550	2,750	5,500
Major Systems	500	500	500	250	250	1,250	3,250
Server & Data Storage	150	150	150	150	150	750	1,500
PROJECTS	Total Cost						
N/A	-	-	-	-	-	-	-
TOTAL	\$1,400	\$1,400	\$1,400	\$1,150	\$1,150	\$5,750	\$12,250

Vehicle or Mobile Equipment. This cost centre funds all the City’s vehicles and equipment except for fire trucks and equipment. The City maintains a reliable, sustainable fleet and continues to modernize it by going Green to reduce GHGs by purchasing EV, hybrid or hydrogen vehicles where available. The \$55 million capital investment will go towards:

- Replacing aging vehicles and adding to the fleet to accommodate growth.

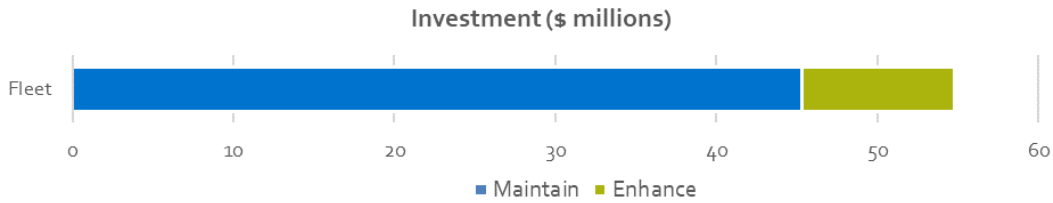


Table 9. Vehicles or Mobile Equipment Capital Programs and Projects summary for 2025-2034.

	2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS							
Vehicles & Equipment - Growth	1,257	1,179	888	859	799	4,470	9,452
Vehicles & Equipment - Renewal	3,910	4,100	4,290	4,500	4,720	23,805	45,325
PROJECTS							
Total Cost							
N/A	-	-	-	-	-	-	-
TOTAL	\$5,167	\$5,279	\$5,178	\$5,359	\$5,519	\$28,275	\$54,777

Fire. The well-established capital program at the Fire Department ensures fire trucks, equipment and communication systems remain up-to-date in order to keep firefighters and the community safe. It is a relatively small capital program as most costs are operational and fire stations are accounted for in the Buildings cost centre. Investment in the Fire cost centre is forecasted at \$18 million. Big projects include:

- Vehicle/Equipment Renewal
- Communication Systems
- New Fire trucks and equipment to support growth

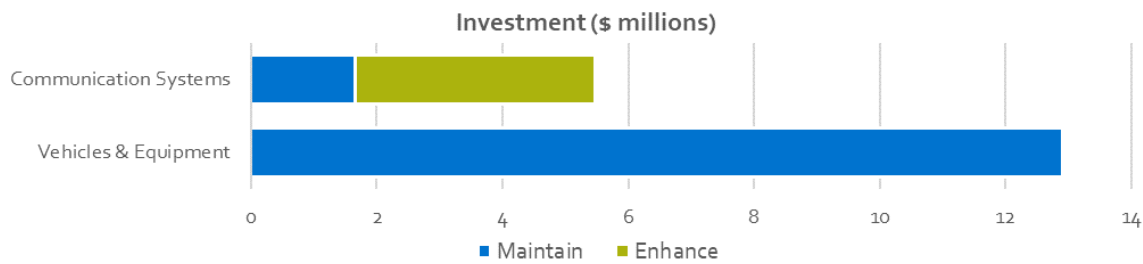


Table 10. Fire Capital Programs and Projects summary for 2025-2034.

		2025	2026	2027	2028	2029	2030-34	10-Year
		(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)	Total
PROGRAMS								
Communications Systems		92	850	552	11	11	145	1,661
Vehicles & Equipment		1,091	854	204	3,717	2,806	4,229	12,901
PROJECTS		Total Cost						
NG911 Implementation	3,810	1,905	1,905	-	-	-	-	3,810
TOTAL		\$3,088	\$3,609	\$756	\$3,728	\$2,817	\$4,374	\$18,372

Airport. Anticipated investment in infrastructure and equipment over the next 10 years of \$342 million ensures additional air service can be accepted to support the continued growth of the regional economy. Significant projects over the next 10 years include:

- Airport Terminal Building Expansion - \$139.0 million
- Airside Pavement Rehabilitation and Expansion - \$94.6 million
- Airport Airside Equipment - \$27.2 million
- Airport Combined Operations Building - \$15.1 million
- Airport Passenger Boarding Bridges - \$11.9 million

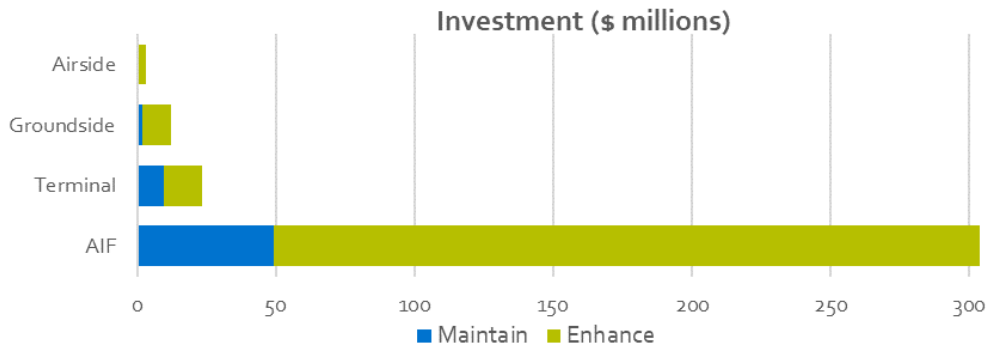


Table 11. Airport Capital Programs and Projects summary for 2025-2034.

		2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS								
Airside Pavement Rehabilitations & Expansion		10,251	2,874	15,590	15,862	16,952	33,057	94,586
Airport Airside Equipment		3,973	519	3,427	4,454	1,648	13,203	27,224
Lifecycle Replacement & Upgrades		5,641	969	3,901	771	1,610	5,288	18,180
Loading Bridges		707	2,368	247	2,828	2,938	2,763	11,851
Carbon Neutral Initiatives		1,229	4,501	2,959	100	100	500	9,389
Land Development		113	-	-	-	-	3,367	3,480
PROJECTS								
	Total Cost							
Airport Terminal Building Expansion Phase 1	128,467	39,642	26,624	5,920	4,477	-	-	76,663
Airport Terminal Building Expansion Phase 2	64,558	-	-	-	3,527	-	61,031	64,558
Combined Operations Building	24,300	11,250	3,800	-	-	-	-	15,050
Airside Lighting and Supporting Infrastructure	8,950	8,710	-	-	-	-	-	8,710
Mill Creek Flood Protection	5,103	871	1,650	2,367	-	-	-	4,888
Airport Hotel and Parkade Enabling Works	4,600	3,381	-	-	-	-	-	3,381
Child Care Facility Expansion	2,550	2,550	-	-	-	-	-	2,550
Integrated Operations Centre	1,970	-	278	1,692	-	-	-	1,970
TOTAL		\$88,318	\$43,583	\$36,103	\$32,019	\$23,248	\$119,209	\$342,480

Water. Infrastructure investment is forecasted at \$201 million that focuses on delivering high-quality drinking water and reliable irrigation water to all City customers. This is evident in the upcoming planned transition of the Glenmore Ellison Improvement District (GEID) to the City’s water utility which improves supply and resiliency through better interconnectivity and interoperability of both systems. In the next 10 years, infrastructure to:

- Support growth - \$97 million
- Renew existing infrastructure - \$34 million.

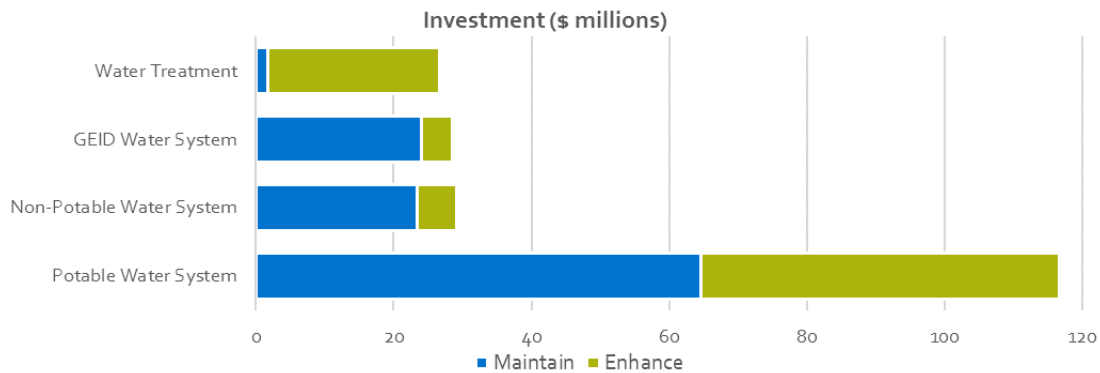


Table 12. Water Capital Programs and Projects summary for 2025-2034.

	2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS							
GEID Water Network & Facilities	-	-	3,000	3,000	3,000	15,000	24,000
Non-Potable Water Network & Facilities	1,406	2,640	2,740	3,240	3,240	10,200	23,466
Potable Water Network & Facilities	7,570	6,100	6,350	8,250	7,900	28,500	64,670
Water Treatment	1,285	400	-	-	-	-	1,685
PROJECTS							
	Total Cost						
Frost Rd Upgrades (w/utilities)	200	-	-	-	-	-	200
GEID Integration	5,150	3,850	600	-	-	-	4,450
KLO Bridge Replacement (w/utilities)	2,000	2,000	-	-	-	-	2,000
Non-Potable Water System Upgrades	5,700	400	2,000	3,300	-	-	5,700
Potable Water System Upgrades	52,306	2,897	5,450	10,500	7,450	10,000	49,797
Water Treatment Facility (Land Only)	25,000	-	-	25,000	-	-	25,000
TOTAL	\$19,608	\$17,190	\$25,890	\$46,940	\$24,140	\$67,200	\$200,968

Wastewater. The City treats close to 40 million litres of wastewater from homes, businesses, and industry each day. With the community’s expected growth, this volume will continue to increase. The focus is to ensure environmental stewardship, community preparedness and resiliency while meeting regulatory requirements. That is why the City plans to invest \$194 million in the next 10 years. Major investment includes:

- Infrastructure to support growth and renewal of aging assets.
- Septic removal projects to provide wastewater service to the remaining areas of the City that are still on aging septic systems.

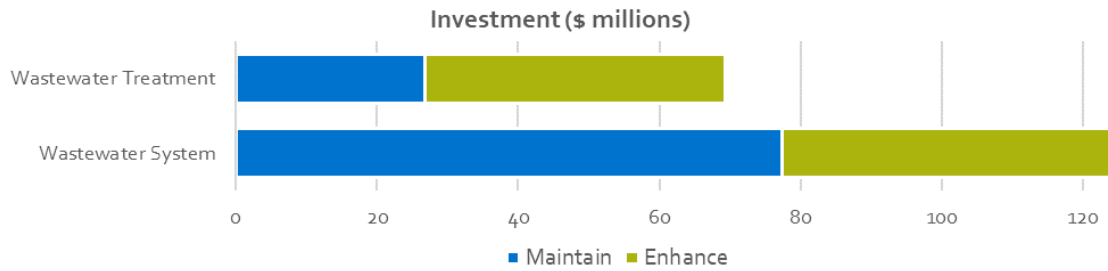


Table 13. Wastewater Capital Programs and Projects summary for 2025-2034.

		2025 (\$ 000)	2026 (\$ 000)	2027 (\$ 000)	2028 (\$ 000)	2029 (\$ 000)	2030-34 (\$ 000)	10-Year Total
PROGRAMS								
Wastewater Network & Facilities		4,637	5,488	9,950	8,707	8,086	40,430	77,298
Wastewater Treatment		5,615	4,250	3,000	2,000	2,000	10,000	26,865
PROJECTS								
	Total Cost							
Frost Rd Upgrades (w/utilities)	100	100	-	-	-	-	-	100
Hydro-Vac Disposal Facility	2,500	250	1,000	1,250	-	-	-	2,500
KLO Bridge Replacement (w/utilities)	1,000	800	200	-	-	-	-	1,000
Sewer Connection Areas	25,196	6,958	2,981	380	-	-	-	10,319
Wastewater System Upgrades	41,775	19,794	11,764	1,600	-	300	2,700	36,158
WWTF Expansion	40,000	500	500	1,000	10,000	10,000	18,000	40,000
TOTAL		\$38,654	\$26,183	\$17,180	\$20,707	\$20,386	\$71,130	\$194,240

OPERATIONS & MAINTENANCE IMPACTS

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

The Capital Plan forecasts \$1.5 billion in infrastructure to enhance service levels and accommodate growth. This enhanced infrastructure may require additional funding to operate and maintain. The operational impacts for the General Fund and Utilities will require approximately \$30.05 million and \$11.35 million respectively of additional annual funding by 2034. The General Fund cost centres will be primarily funded by taxation while Utilities and Solid Waste will be accounted for in their respective utility funding models.

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

Table 14. Forecasted operational and maintenance (O&M) impacts for each service area based on historical data.

Cost Centre	Enhanced Service Level Capital Investment (\$ million)	O&M Capital Investment % (10-Year Average)	O & M Forecast by 2034 (\$ million)
General Fund			
Real Estate & Parking	\$68	3.88%	\$2.64
Buildings	\$346	1.48%	\$5.12
Parks	\$338	2.98%	\$10.07
Transportation	\$485	2.08%	\$10.09
Storm Drainage	\$50	3.54%	\$1.77
Information Services	\$3	3.02%	\$0.09
Vehicles & Equipment	\$9	2.99%	\$0.27
TOTAL	\$1,299	2.31%	\$30.05
Utilities & Self-Funded			
Solid Waste (Self-funded)	\$19	11.15%	\$2.12
Water (Utility)	\$90	2.24%	\$2.02
Wastewater (Utility)	\$87	8.09%	\$7.04
TOTAL	\$196	5.79%	\$11.35

Information for Airport and Fire cost centres not included.

3 FUNDING SOURCES

FUNDING SOURCES

Funding for the Capital Plan comes from 4 primary sources totaling \$2.57 billion. Approximately 35% of funding is from external sources comprised of Development Cost Charges and Grants from senior governments. City funding sources include General Taxation and Reserves and Borrowing totaling approximately 65%.

General Taxation and Reserves

General Taxation and Reserves fund approximately \$994 million (39%) of the plan. These sources are grouped due to similarities in funding flexibility permitting the City discretion in meeting its strategic financial plan to help ensure equity between current and future taxpayers. The primary sources in the Reserve category include the General Fund, Restricted Reserves and the user pay funded Water, Wastewater and Airport Utilities.

Development Cost Charges

Development cost charge (DCC) funding accounts for \$665 million (26%) of all capital investment. Eligible road, storm, sewer, water and park projects align with the 20-Year Servicing Plan & Financing Strategy and growth forecast in the 2040 Official Community Plan.

Borrowing

Debenture borrowing of \$677 million (26%) is forecasted to fund major one-time capital projects such as the Building Stronger Kelowna suite of recreation projects. The exact timing and allocation of debt will be evaluated continually as projects near phases of significant cash outlay and monitored against targeted Council approved debt limits and prevailing interest rates.

Grants

A total of \$229 million (9%) in this Capital Plan is project to fund the plan from various provincial and federal grant programs; these includes project specific grants such as the Disaster Mitigation Assistance Fund for works along Mill Creek, to the more generalized Federal infrastructure funding streams like the Housing Accelerator Fund and Community Works Fund (previously known as "gas tax") and Provincial Growing Communities Fund. Grants will only be pursued for the City's priority projects and grant funding will not increase the scope of a project without Council endorsement. This plan's long-term financial strategy relies on unconditional grant opportunities only.

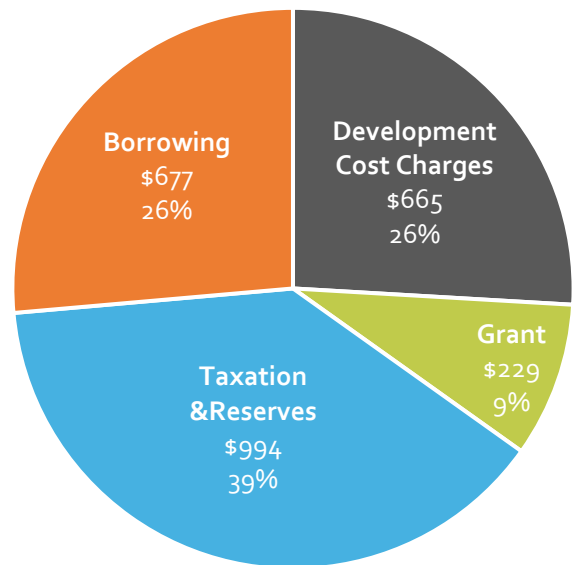


Figure 3. Funding sources for 10-Year Capital Plan (\$ millions). Total \$2.57 billion.

4 PROJECTS NOT IN THE PLAN

FUTURE CAPITAL PLANS

The Capital Plan is Council’s funded and approved projects. These have certainty and help achieve defined service levels. In addition to the Capital Plan-ready projects, there are a number of other projects in the pre-planning stages. Many of these are being identified in the City’s infrastructure Master Plans and other initiatives that are currently in-progress. Following completion of this critical step, these projects will then go through a prioritization filter, relative to service level obligations, and brought forward to Council for funding approval and inclusion in the Capital Plan. The following table summarizes major projects not in the Capital Plan and outlines anticipated outcomes.

Table 15. Major projects details currently not in the Capital Plan.

Project	Current Status	Next Step
Transit Operations & Maintenance Facility	Planning & design led by Infrastructure BC, in partnership with the City & BC Transit	Determined by Partners. Include in Operating Budget. Construct of Hollywood Rd.
Rotary Centre for the Arts - Expansion	Third Party Leased Facilities Master Plan in-progress. Completion Q4 2024.	Informed by Master Plan.
Community Theatre Replacement	Community Task Force on the Performing Arts in-progress. Completion Q4 2024.	Determined by Task Force.
Kelowna Art Gallery Envelope Replacement	Third Party Leased Facilities Plan in-progress. Completion Q4 2024.	Informed by Master Plan.
KLO Fire Hall – New Construction	Fire Service Master Plan update in-progress. Completion Q4 2024.	Informed by Master Plan.
Rutland Fire Hall - Renovation	Fire Service Master Plan update in-progress. Completion Q4 2024.	Informed by Master Plan.
Civic Yards Replacement	Operational Facility Master Plan in-progress. Completion Q1 2025.	Informed by Master Plan
Parks Operations Yard Renewal	Operational Facility Master Plan in-progress. Completion Q2 2025.	Informed by Master Plan.
Kelowna Police Services Building Expansion	Police Services Master Plan in-progress. Completion Q1 2025.	Informed by Master Plan.
North Glenmore Policing Office	Police Services Master Plan in-progress. Completion Q1 2025.	Informed by Master Plan.
Rutland Community Policing Office	Police Services Master Plan in-progress. Completion Q1 2025.	Informed by Master Plan.
Water Treatment Facility	Land purchase planned in 2028.	Purchase land. Ongoing monitoring.
Wastewater Digester Facility	Actively working with partners to expand biosolid management.	Ongoing monitoring.

Capital Project Delivery

The Capital Plan focuses on delivering more infrastructure and the next few years will see infrastructure investment at historic highs. The Capital Plan is ambitious, and we’ll need to increase delivery capacity significantly to execute the Plan. This will require innovative procurement strategies to balance delivery capacity with the planned projects.

As shown in Figure 4 below, capital investment is higher in the first few years of the Capital Plan and lower in the second half. This strategy supports the City’s goal to deliver more infrastructure faster while also leaving capacity in future years to bring in the projects noted above.

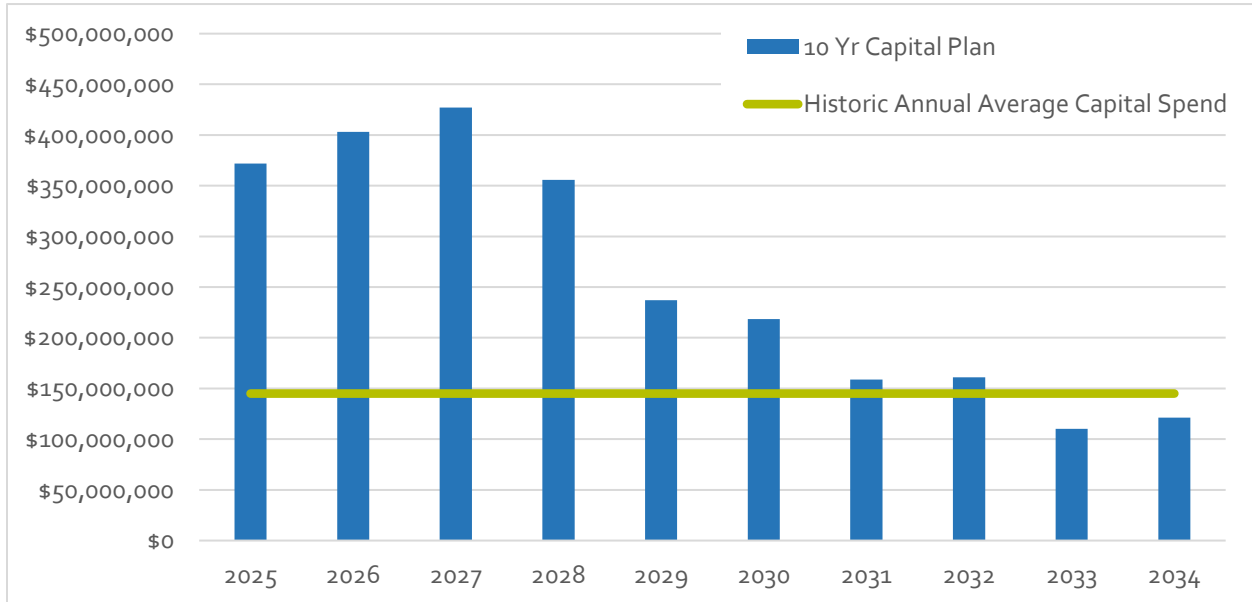


Figure 4. Forecasted Capital Plan investment by year compared to historic annual average capital expenditure.

Determining the Deficit

Previously, the Capital Plan presented Priority 1 projects (funded) and Priority 2 projects (unfunded). Priority 2 projects were used to calculate the Infrastructure Deficit (ID), annually reported to the Council. The ID quantifies the City’s funding responsibility for all P2 projects after deducting contributions from external sources like DCCs, grants, utilities, or partnerships. Staff are currently reassessing the methodology for determining the ID, as it encompasses several variables. The following table is from last year’s Capital Plan and is reported here for reference.

Table 16. Summary of Infrastructure Deficit (ID) by year (\$ million).

	2018	2019	2020	2021	2022	2023
ID (\$millions)	\$463	\$396	\$388	\$430	\$610	\$612
ID % of funded capital	44%	31%	29%	29%	37%	30%

