



Strategic Facilities Master Plan v.1

June 23, 2025

Agenda

01

SFMPv.1 Overview

02

SFMPv.1 Final Draft Highlights

03

SFMPv.1 Recommendations

SFMP Roadmap



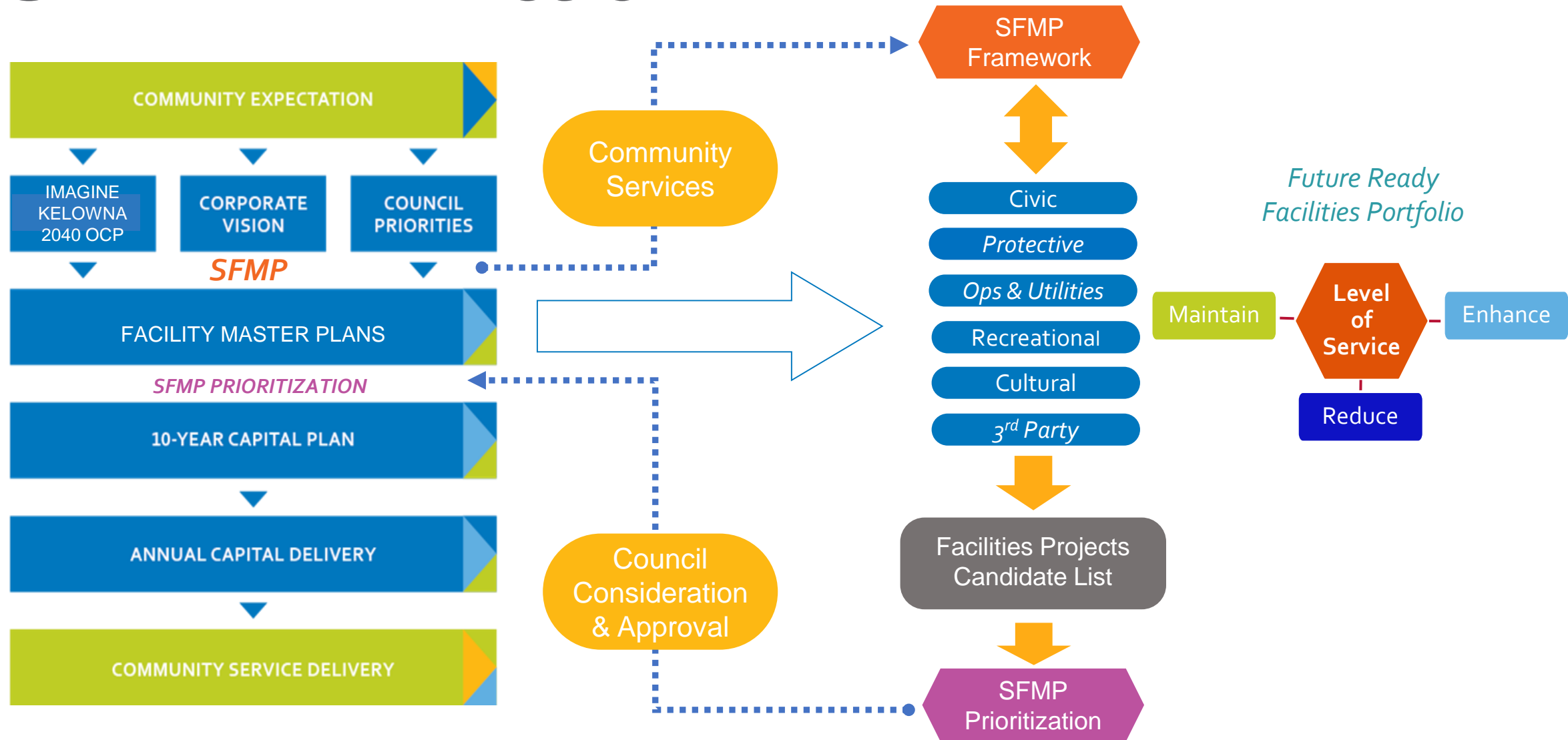
SFMPv.1 Focus



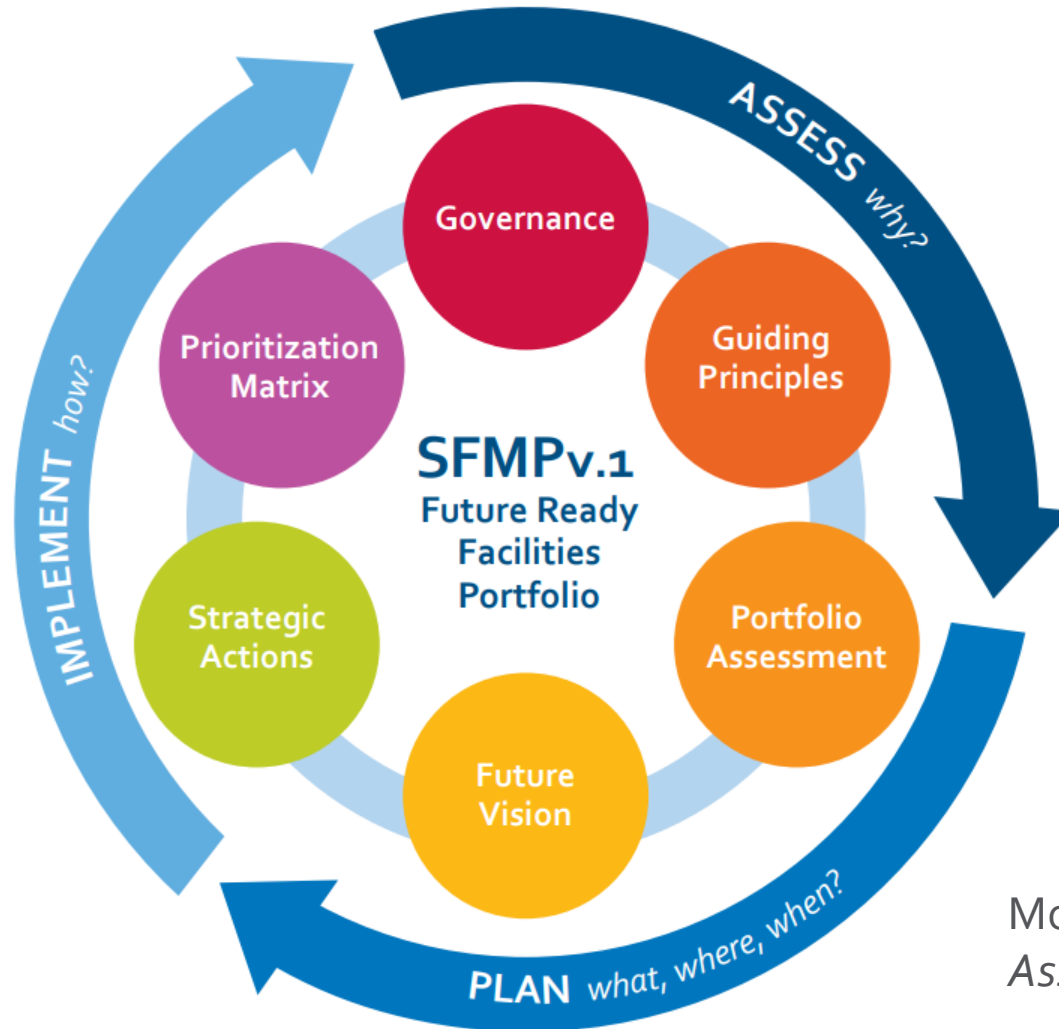
Future Ready Facilities Portfolio

- 1 Strategic Alignment** with Community vision, Council and Corporate priorities, facility related policies, master plans and ongoing initiatives.
- 2 Facility Investment Framework** that supports sustainable and resilient services for Kelowna's current and future citizens.
- 3 Process Improvement** in how we assess, plan, fund, deliver and manage our facilities.
- 4 Prioritization** of Capital Plan projects that is transparent, consistent, and defensible.
- 5 Recommendations** for action plans, implementation timelines and measurable outcomes.

SFMPv.1 in Action



SFMPv.1 Framework



Governance – Accountability

Guiding Principles – Criteria

Portfolio Assessment – Capability

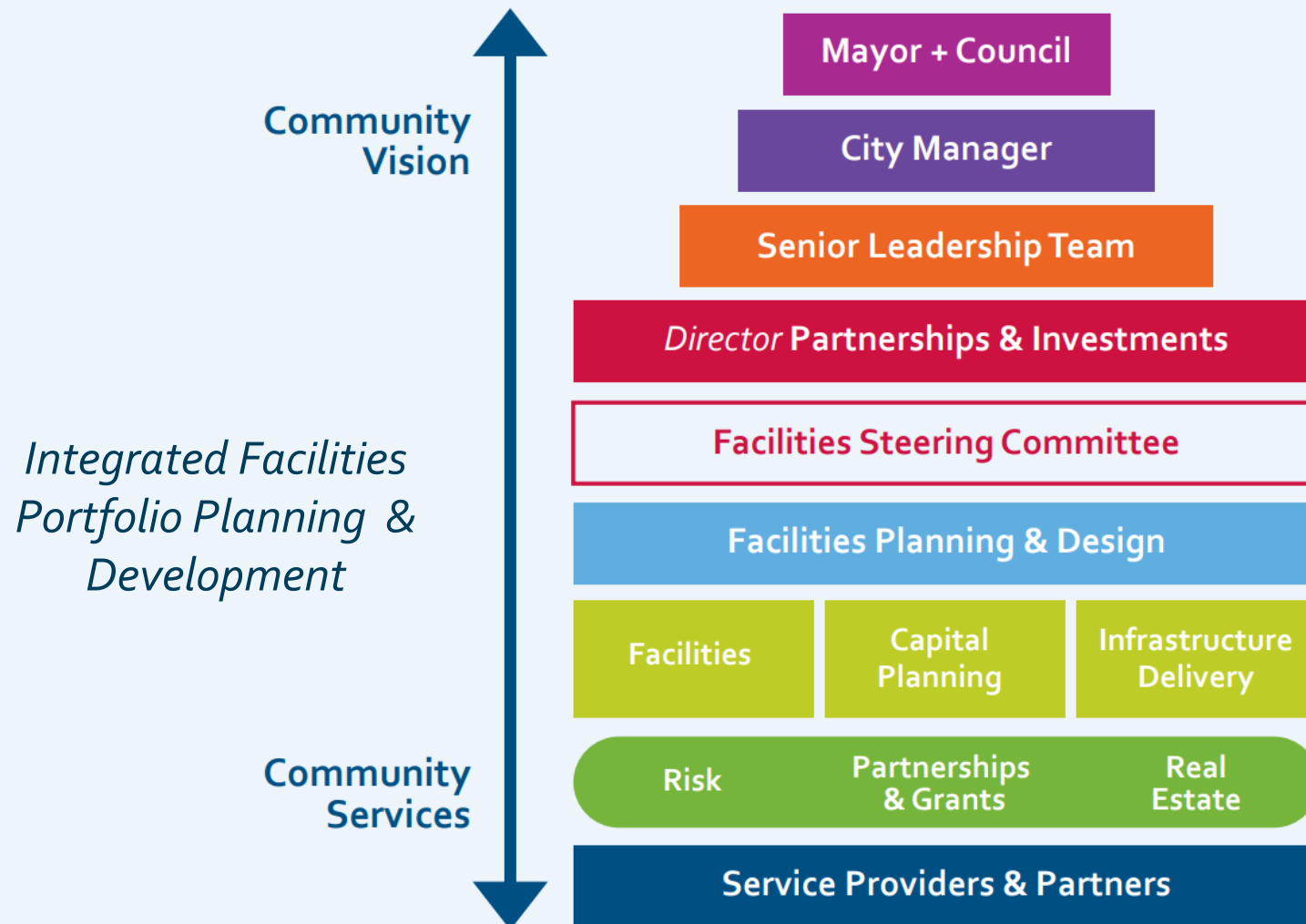
Future Vision – Desired Outcomes

Strategic Actions – Levers

Prioritization Matrix – Projects

Model: Asset Management BC
Asset Management for Sustainable Service Delivery Framework

Governance



Guiding Principles



Sustainable

Meet the needs of the present without compromising the needs of future generations.



Data Driven

Data and evidence-based decision making.



People Centric

Promote community health, safety and well being.



Innovative

Challenge and improve processes and approaches.



Fiscally Responsible

Balance costs, benefits and risks.



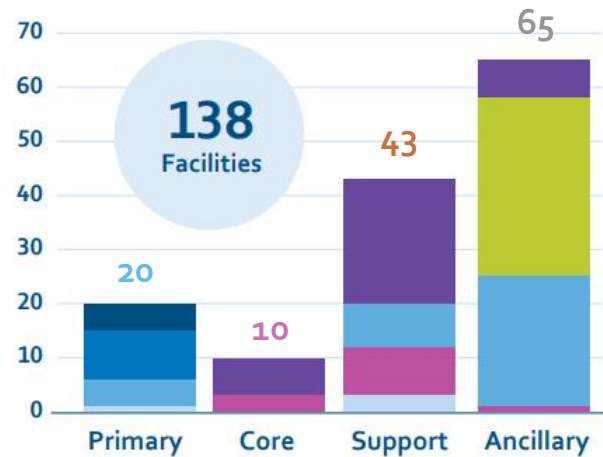
Holistic

Focused on the Big Picture.

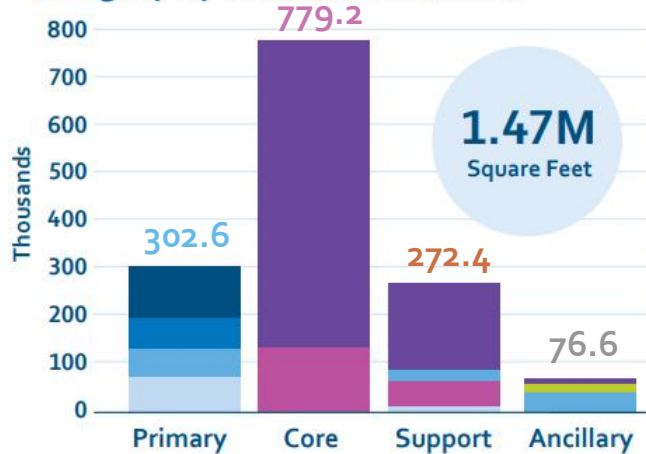
Future Ready Facilities Portfolio

Portfolio Assessment – At

Category by Service - Count

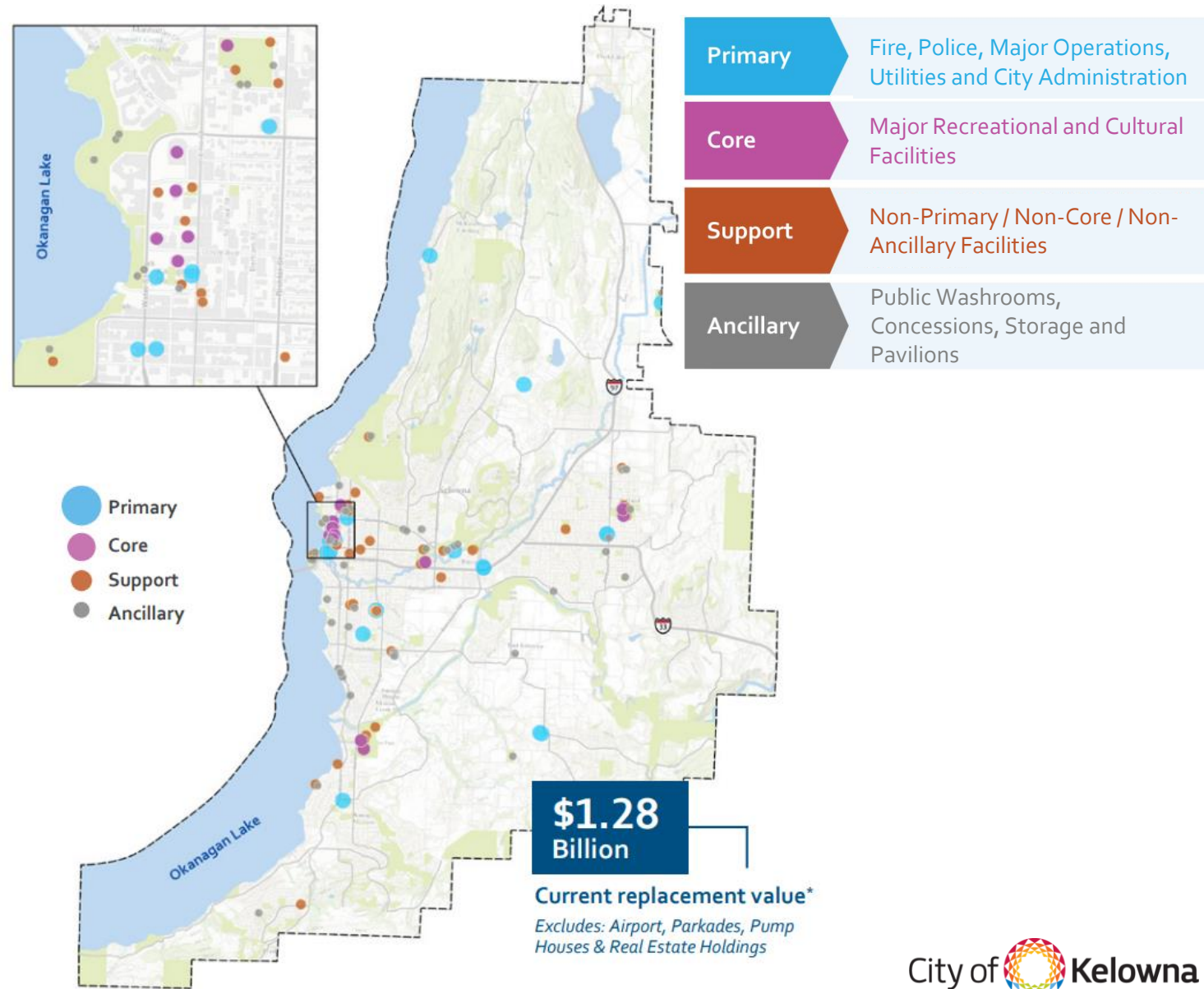


Category by Service - Floor Area



Major new facilities

BSK (233,350 sq ft)
GPSC (23,500 sq ft)



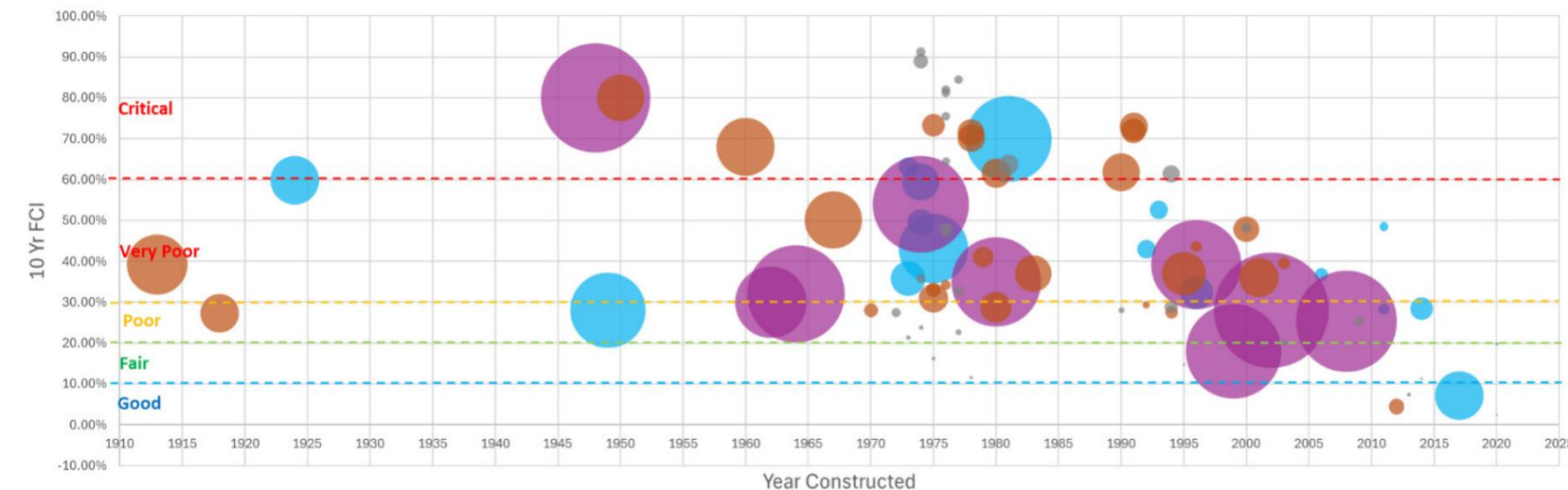
Portfolio Assessment – 5 & 10 yr FCI

0 - 5 Year FCI by Facility Floor Area



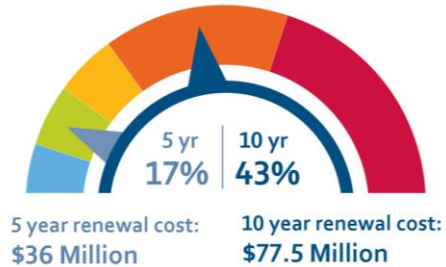
- Good <10%
- Fair 10-20%
- Poor 20-30%
- Very Poor 30-60%
- Critical >60%

0 - 10 Year FCI by Facility Deferred Renewal Cost



Portfolio Assessment – Recommendations

Facility Condition Index



Primary

Public Works Yards Main Building

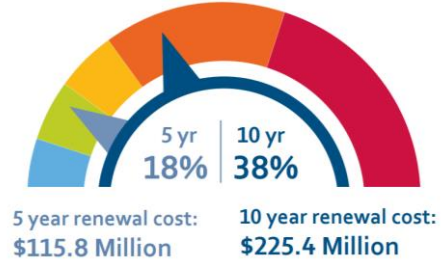
Enterprise Fire Hall 1

Fire Hall 2

Rutland Community Policing Office

KPSB*

Facility Condition Index



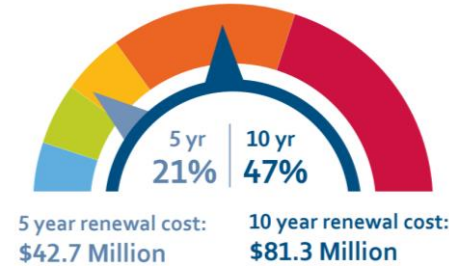
Core

Memorial Arena

Rutland Arena

*Partnerships**: Apple Bowl, Prospera, MNP Place

Facility Condition Index



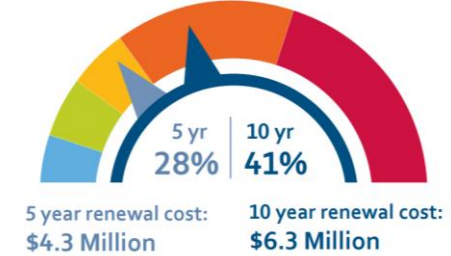
Support

Parks Yard Head Office & Foreman Building

Facilities Headquarters

9 - Recreational Facilities

Facility Condition Index



Ancillary

Public Works Truck Storage

3 – Concessions

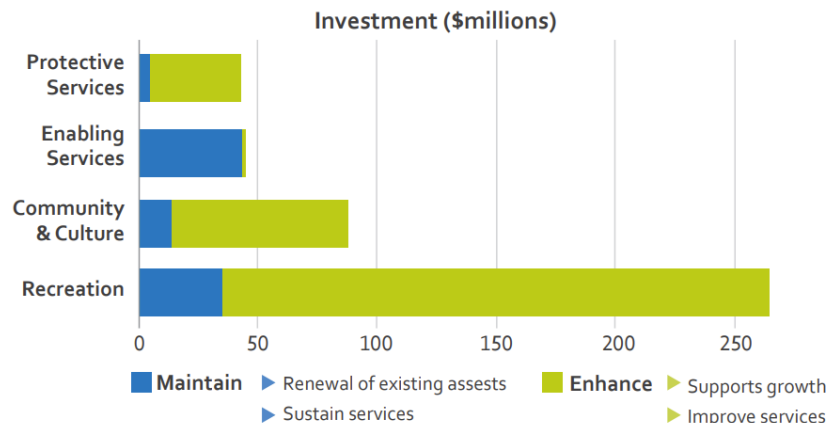
7 - Parks Washrooms

■ Enabling Services – Admin
■ Enabling Services – Ops & Utilities

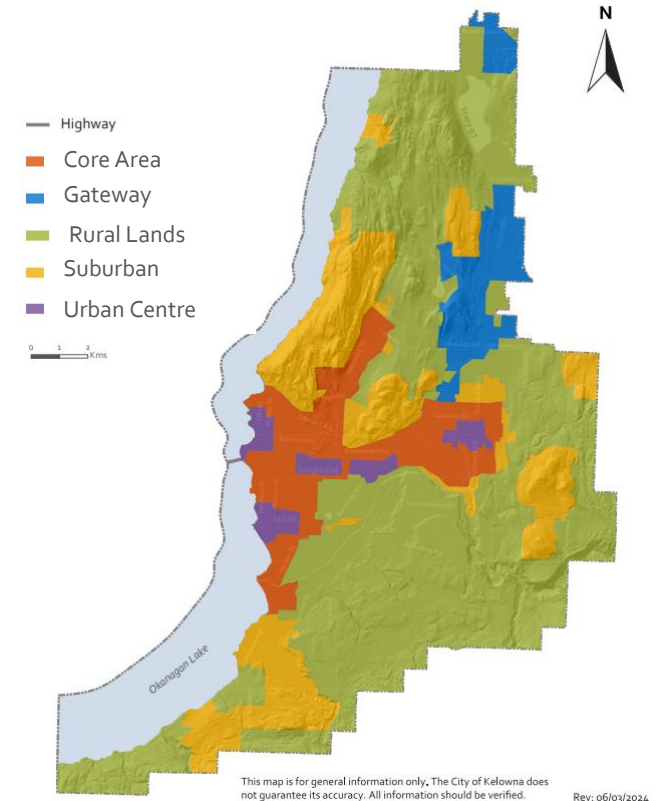
■ Protective Services – Police & Bylaw
■ Protective Services – Fire

■ Recreation
■ Culture

■ Parks

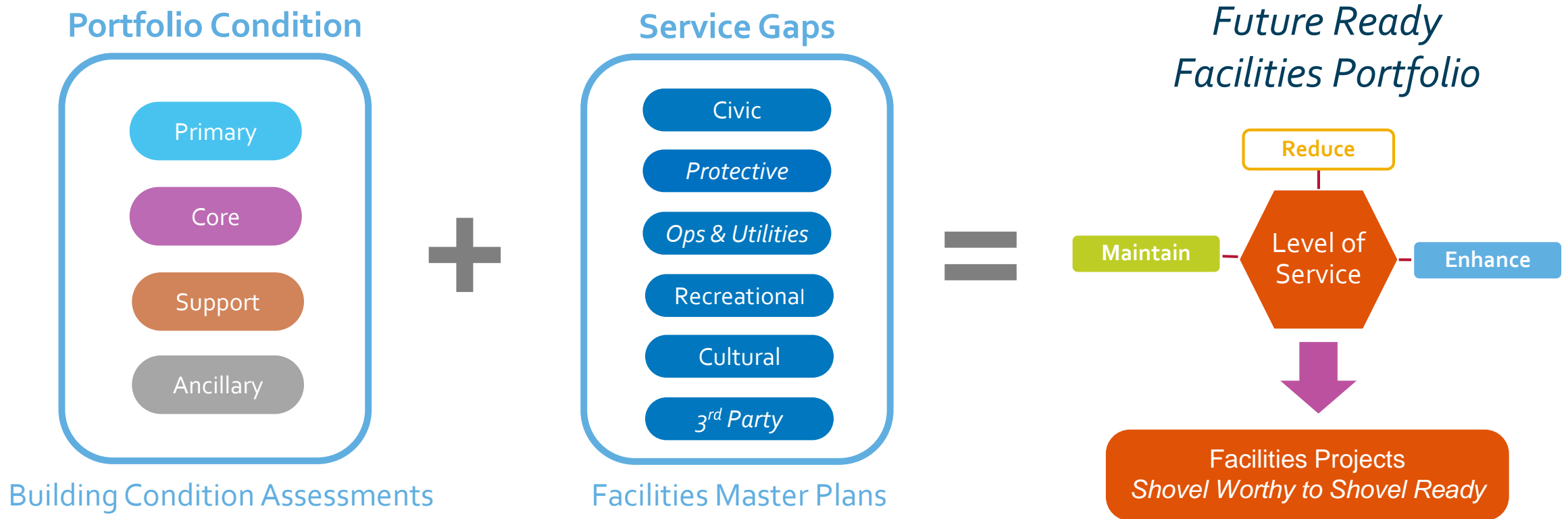


Facilities Planning Continuum





An Integrated Facility Portfolio Planning and Development process that supports a Capital Plan based on forecasted “shovel ready” projects, with clear rationale, confident scope, budget and schedule: *the right facility projects, in the right places at the right time*

Future Vision – Guideposts






Integrated Facilities Portfolio Planning & Development


Strategic Actions

STRATEGIC ACTION	TIMELINE
 Rationalize the Portfolio	
1. Prioritize needs assessments for Primary and Core Facilities with highest risk to services	● Short Term
2. Rank each facility within each facility category by Service Area	● Short Term
3. Establish criteria for renovating, building new or disposing of facilities	● Mid Term
4. Establish Scenario and Portfolio Planning	● Mid to Long Term
 Forecast Future Needs	
1. Complete Departmental Facility Master Plans (FMPs) and update existing FMPs	● Short Term
2. Assess facility location based on 2041 OCP Growth Districts	● Mid to Long Term
3. Assess co-located or multi-use vs single service facilities	● Short to Mid Term
4. Assess centralized vs decentralized facilities	● Short to Mid Term

Support Strategies

 Investigate Municipal Benchmarks	
1. Establish criteria for defining and measuring acceptable Levels of Service (LoS)	● Short to Mid Term
2. Establish criteria for defining and measuring total cost of facility ownership and cost for providing services including on-going staffing costs	● Mid to Long Term
3. Investigate criteria for defining and measuring facilities portfolio allocation by Service Area	● Mid to Long Term

STRATEGIC ACTION	TIMELINE
 Pursue Alternate Approaches	
1. Enable Partnership opportunities	● Short to Mid Term
2. Establish service delivery options and criteria	● Mid to Long Term
3. Establish lease vs own criteria	● Short to Mid Term
 Enable Capital Planning	
1. Distinguish between shovel worthy vs shovel ready projects	● Short Term
2. Establish business case / stage gate process	● Short to Mid Term
3. Establish Integrated Facility Portfolio Planning and Development process	● Short to Mid Term
4. Coordinate pro-active land acquisition	● Mid to Long Term
5. Bundle projects	● Short to Mid Term

 Establish Facility Related Guidelines & Policies	
1. Establish Facility Level of Service framework	● Short to Mid Term
2. Establish Facility Design Standards framework	● Mid Term
3. Establish Integrated Facility Planning and Delivery Procedures	● Mid Term
4. Establish Facility Data Governance Procedures	● Mid to Long Term

Prioritization Matrix - Recommendations



1

Facilitate current Capital Plan 2024 –2025 projects:

- Enable projects with well-defined scope, budget and schedule.
- Defer projects with insufficient information to deliver the project within the stated budget or timeline.
- Develop a plan for incorporating deferred projects into future Capital Plan until the project is “shovel ready”.

2

Facilities identified based on SFMPv.1 Portfolio Assessment section:

Primary Facilities

- Public Yards Main Building
- Fire Hall 1
- Fire Hall 2
- KPSB
- Rutland CPO

Core Facilities

- Memorial Arena
- Rutland Arena
- Prospera, MNP and Apple Bowl (Partnership Opportunities)

Support Facilities

- Parks Operations Admin and Foreman Building
- Facilities Department Building
- 9 Recreational Facilities

3

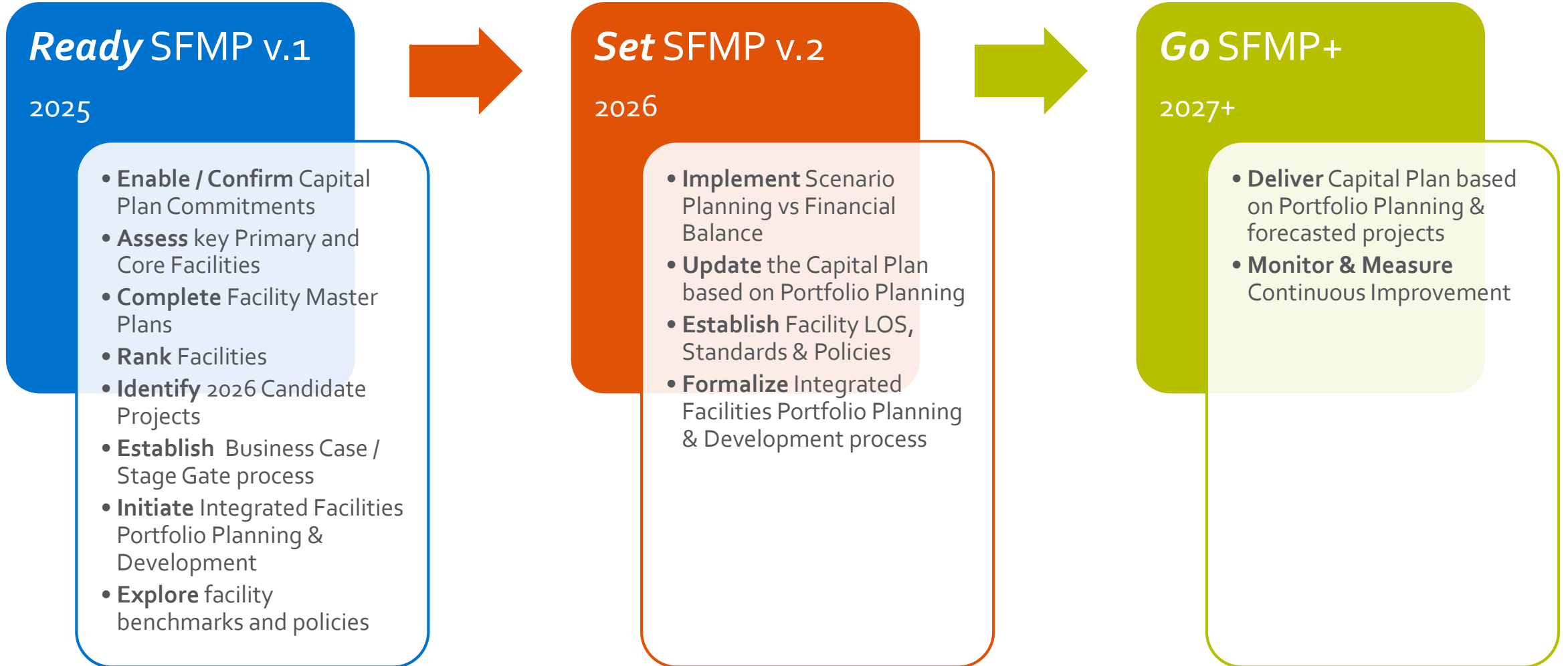
Facility Category + Facility Condition Index + Risk Prioritization, using current available data:

- Prioritize strategic planning and needs assessments for Primary and Core facilities with FCI >40%
- Rank short-, mid- or long-term projects by Category
- Develop a divest criteria and develop a plan for facilities that meet the divest criteria.

4

Assess emergent projects based on Council referrals, partnership opportunities, or as identified thru new or updated departmental facility master plans.

Implementation





Questions?

For more information, visit kelowna.ca.