

# City of Kelowna Regular Council Meeting AGENDA



Thursday, December 15, 2016  
9:00 am  
Council Chamber  
City Hall, 1435 Water Street

Pages

1. Call to Order

2. 2017 Financial Plan

3 - 542

Budget discussions will follow the schedule as outlined below

2.1	Director, Financial Services - Opening Comments	9:00 AM - 9:15 AM
2.2	*Strategic Services (Operating & Capital Program)	9:15 AM - 10:05 AM
	Fire Department (Operating & Capital Program)	
	Airport (Operating & Capital Program)	
2.3	Real Estate (Capital Program)	10:05 AM - 10:10 AM
2.4	Building (Capital Program)	10:10 AM - 10:20 AM
2.5	Parks (Capital Program)	10:20 AM - 10:45 AM
2.6	Transportation (Capital Program)	10:45 AM - 11:15 AM
2.7	Solid Waste (Capital Program)	11:15 AM - 11:20 AM
2.8	Storm Drainage (Capital Program)	11:20 AM - 11:25 AM
2.9	Information Services (Capital Program)	11:25 AM - 11:30 AM
2.10	Vehicle & Mobile Equipment (Capital Program)	11:30 AM - 11:40 AM
2.11	Water (Capital Program)	11:40 AM - 11:50 AM
2.12	Wastewater (Capital Program)	11:50 AM - 12:00 PM
2.13	Infrastructure (Operating Program)	12:00 PM - 12:15 PM

3. LUNCH BREAK

**4. Budget Discussion Schedule (con't)**

<b>4.1</b>	<b>Community Planning &amp; Real Estate (Operating Program)</b>	<b>1:15 PM - 1:30 PM</b>
<b>4.2</b>	<b>Active Living &amp; Culture (Operating Program)</b>	<b>1:30 PM - 1:40 PM</b>
<b>4.3</b>	<b>Civic Operations (Operating Program)</b>	<b>1:40 PM - 2:40 PM</b>
	Water Utility Wastewater Utility	
<b>4.4</b>	<b>Corporate &amp; Protective Services (Operating Program)</b>	<b>2:40 PM - 3:05 PM</b>
	Police Services General Revenue Debt & Other Natural Gas	
<b>4.5</b>	<b>Communications &amp; Information Services (Operating Program)</b>	<b>3:05 PM - 3:10 PM</b>
<b>4.6</b>	<b>Human Resources &amp; Corporate Performance (Operating Program)</b>	<b>3:10 PM - 3:15 PM</b>
<b>4.7</b>	<b>Wrap-Up &amp; Discussion</b>	<b>3:15 PM - 4:00 PM</b>

**5. Termination**

\*Strategic Services includes Capital Program for Fire & Airport

\*\*Note: The times above are a 'guide only' and will change as required.





City of  
**Kelowna**

# 2017 Financial Plan Provisional – volume 1

Kelowna, British Columbia

December 2016

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# Introduction

# INTRODUCTION & OVERVIEW

## Award for Financial Reporting



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Kelowna, British Columbia for its annual budget for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



## Message from the City Manager

I am pleased to present Council with the provisional 2017 Financial Plan. The plan represents staff's work to balance the City's financial outlook with community needs and priorities established by Council for the years ahead.

Guided by our ongoing dialogue with Council and the community, investments proposed for 2017 focus on:

- areas affected by population growth
- processes that improve efficiency and save money
- projects that improve the services we provide

Along with these areas of focus, the 2017 provisional budget also devotes considerable resources for action on homelessness and public safety.

Following through on Council's direction to bring a more purposeful approach to assist the homeless in our community, this year's provisional budget adds resources for the development and implementation of an integrated community plan to address homelessness.

Homelessness has intensified as a concern in cities across North America in recent years, and Kelowna is no exception. It requires attention from all levels of government, including the local level. Developing a balanced strategy to address homelessness in Kelowna, including a recommendation for additional social development staff, will be an ongoing focus of future City budgets. As financial and staff resources are diverted to address homelessness, other City initiatives will receive less funding to balance the tax demand.

The City's long-term commitment to adequately fund public safety initiatives continues in 2017. Momentum gained in recent years will be sustained with recommendations to include two new Bylaw Enforcement positions, two new RCMP positions and 12 new firefighters.

This year's provisional budget reflects what it will take to meet commitments from previous years and provide the resources or funding needed to keep up with our growing population, including our homeless population. A corporate culture of adaptability, innovation and strong financial management enables us to adjust our focus to safety and security with a social conscience.

Another essential community focus for Council is the ongoing effort to diversify housing opportunities in Kelowna for people of all income levels. The community's need for housing options is recognized with recommendations to devote funds to land acquisition, which facilitates partnerships with other levels of government on affordable housing projects. Land acquisition also allows the City to expand parkland. Park projects proposed for construction in 2017 include Rowcliffe Park, Phase 1 of Glenmore Recreation Park, new dog beaches and ongoing park improvements throughout the city.



This year's proposed capital expenditures lean heavily toward renewal of existing assets (39 per cent of recommended capital spending in 2017) and infrastructure investment needed to keep up with growth (41 per cent), while a smaller amount is recommended for new investments to enhance service levels (20 per cent).

The recommendation to achieve the objectives described above is for a 2.84 per cent increase for new commitments, including 12 new career firefighters, plus previous commitments of 1.56 per cent for Police Services building and contract costs, for a total 4.40 per cent tax increase for 2017.

### **Managing growth**

The Kelowna census area was the fastest growing region in Canada between 2013 and 2015. Unprecedented real estate activity in 2016 and market forecasts for 2017 indicate this growth trend will continue. Thousands of new residents moving to this area put pressure on City service delivery and infrastructure needs. While staff continuously assess operations, looking for innovative ways to do more with less, improve efficiency or eliminate duplication, some City services and operations require investment in 2017.

Housing, transit improvements, active transportation corridors, parking strategies and public safety are examples of ongoing programs that require funding to keep up with the pace of population growth and fulfill Council's direction to focus on planning excellence and make balanced infrastructure investments.

Traffic projects, such as a roundabout at Doyle Avenue and Water Street, parking expansion and the new LED streetlight replacement program, are priorities to improve traffic flow and safety in our growing city. At the same time, we are providing citizens with alternative transportation options by expanding the active transportation corridor network, including the next two phases of the Ethel Street corridor, extension of the Sutherland Road corridor to Pandosy Street and continuing work on the Okanagan Rail Corridor.

### **Efficiency & cost savings**

During the pre-budget review process, staff are required to review all operations and programs to ensure they still provide value to residents and visitors. Although no services are recommended for cancellation in 2017, this staff review has identified new or better ways to provide greater value to citizens.

For example, the conversion to LED streetlights will cost approximately \$4.0M. However, with grant programs and electricity savings, the business case shows a four-year pay back of the original capital cost and a \$13.0M savings over the lifetime of the LED lights.

A proposal to implement a Sponsorship and Advertising Policy and Program for 2017 supports Council's priority for strong financial management by exploring revenue generation options. The request to develop a five-year strategy and accompanying policy will potentially generate an additional \$800,000 in annual net revenue.

The dark fibre build-out continues in 2017 as this fibre optic network connects City facilities with high-speed telecommunications at significant cost savings, while also offering the service to the burgeoning technology community as an additional source of revenue for the City of Kelowna. The City enjoys \$2.0M in annual cost avoidance by using its own network and annual revenue of \$84,000 from space on the network leased to other organizations.

The economic impact of technology businesses now amounts to \$1.3 billion a year in the Okanagan – a 30 per cent increase since 2013. Providing the infrastructure and services required to make Kelowna the Interior's hub for these clean, creative business ventures supports Council's direction that the City of Kelowna act as a catalyst for business.

## Improve services

As we work to keep up with demands in our growing city, our ability to provide responsive customer service is affected. Along with all the capital projects and amenities we build, City services directly impact the daily quality of life enjoyed by the citizens of Kelowna. To maintain a satisfaction level where 95 per cent of residents say their quality of life is good or very good (2015 Citizen Survey), some specific investments are proposed for 2017.

One of the most effective ways to improve service delivery will come from a new online platform. With more than five million visits to kelowna.ca in 2016, the City's website is among the most visited civic properties and has the potential to be a virtual City Hall.

The new platform will provide users with a powerful search function to find information, along with the convenience of completing more online transactions from a home computer or mobile device. The new platform will allow the City to adapt to new technology and trends as they emerge in web development.

Key new staff positions are also proposed to keep pace with growth and provide value to the community to address identified needs. These positions include staff to follow through on actions to address homelessness, planners and technologists to bolster fact-based decision making to maintain or enhance service levels during this period of significant community growth.

Further investments in Kelowna International Airport will help this economic pillar of the local economy maintain its business advantage, while continuing to contribute to the Kelowna lifestyle enjoyed by citizens and visitors.

## The year ahead

The coming year will see a lot of work from previous years completed, as the economic momentum encouraged by Council carries through 2017.

The Kelowna Police Services Building, one of the City of Kelowna's most complex building projects, will give the RCMP the space and amenities they need to improve public safety. New downtown parkades will provide more than 1,200 vehicle stalls, while a proposed expansion of the Chapman Parkade further expands parking options downtown.

Construction activity at the corner of Ellis Street and Doyle Avenue will wind down in 2017, as tenants occupy the Community Health Services Centre and the Okanagan Centre for Innovation.

Meanwhile, attention shifts to the future of the Civic Precinct, Kerry Park and the downtown waterfront, continuation of the Rutland Centennial Park improvements, improvements on Lakeshore Road and the next phases of public engagement and involvement through Imagine Kelowna, Strong Neighbourhoods and Active by Nature programs.

This year's provisional budget does not have the number of large infrastructure projects previous budgets contained, but follows through on completion of facilities that will last generations. Our financial commitment to these projects, along with the need to keep pace with population growth, are reflected in this document that balances Council's direction for fair and firm approaches to our city's social and economic development.

Yours very truly,



R.L. (Ron) Mattiussi, MCIP  
City Manager

## About this document

This document contains an *Introduction & overview*, with general information about Kelowna (the place), the City of Kelowna (the organization), strategic plans that influence the work we do, and summaries and highlights from this year's financial plan. For more detailed, but general information about Kelowna, visit the supplemental appendix.

The *Strong financial management* section, as well as discussing funds, debt, financial principles, strategies and policies, goes into detail about the City of Kelowna's budget process - an annual cycle involving Council, the City Manager and staff from every division of the City.

### Revenues, operating & capital

Ultimately, the Financial Plan is made up of three main parts:

1. **General Revenues**, which are not specifically attributable to or generated by any particular City of Kelowna division.
2. **Operating Budgets** represent the total cost of operation offset by any direct revenues recognized in each department through user fees, provincial contributions or reserve funds.
3. **Capital Budgets** are summarized by capital cost centre and funding source. Funding from general taxation is also known as pay-as-you-go capital.

### General fund & utilities

Within the operating and capital budgets there is a further breakdown between the General Fund (taxation impact) and the Utility Funds. The City of Kelowna operates two major utilities providing **water** and **wastewater** service. The ongoing operation of these utilities is funded entirely by user rates in the form of annual parcel taxes and/or monthly user fees. There is also a **natural gas** utility obtained by a capital lease of the gas distribution system and offset by revenues received from an operating lease back of the system. The **Airport** operates similar to a utility and is currently funded by user fees for ongoing operations, maintenance and capital improvements.

For example, the City structure under the General Fund is:

<b>Division:</b>	Infrastructure
<b>Department:</b>	Design & Construction Services
<b>Branch:</b>	Roadways Construction

The Financial Plan requirements are summarized on page B1 followed by the three-year details for general revenues, net operating expenditures and taxation capital expenditures. These provide a historical perspective to the current year submissions.

### Capital

In the Capital, each capital cost centre is presented in its own section and starts with a yellow summary sheet that indicates the 2017 capital requests by Priority 1 (included in the budget totals) and Priority 2 (not included in the budget totals). The number on the left side of the summary page indicates the page number to aid in locating specific projects. The funding source for each project is on the right side of the summary page. The summary separates the capital requests into the three categories renew, growth and new. The detailed requests follow, and are in department priority order by Priority 1 and then Priority 2. Similar to operating requests, the cost and sources of funding to support the cost are indicated on the request.

### Divisional/departmental information

The background details for the historical summary sheets are included with each division's details. Volume 1 contains divisional operating information and requests in the first half of the volume followed by the capital program in the second half. Under the various division tabs there is a summary providing a Division Overview.

Following this overview is an organizational chart and narrative describing the major sections of that division. Next is the Division drivers (goals) and work plan activities for the upcoming year.

The City of Kelowna plans work through an annual Work Planning Process, which includes a framework for the development of cascaded work plans that serve a multitude of objectives and inform other initiatives that collectively lead the organization to achieving corporate goals. The purpose of cascading work plans is to confirm the common direction of the organization and ensure adequate resources are available to complete prioritized projects. Cascaded work plans logically flow from the direction set by Council, through to Division plans and on to Departmental and Branch plans. Ultimately, this cascading model is used to develop personal plans for each employee and inform a performance management strategy.

The next part of the Divisional/departmental sections includes data measuring divisional performance, followed by three years of financial information showing revenues and expenditures by category and including capital expenditures to provide the total taxation impact of that division. Finally, there is a summary page highlighting the changes to the operating budget for this budget year.

The additional operating budget request information begins with a blue summary sheet and then detailed operating requests. Operating requests contain a description, justification and the one- to three-year impact of the request, depending on whether the request has been submitted for one-time or on-going. The cost of the request is on the left, followed by the sources of funding to support the cost. Departmental expenditure reductions are listed on pink sheets with the detailed requests following.

The 2017 Financial Plan uses divisional reporting, with the exception of Fire and Police Services in the general fund, and Airport, Water and Wastewater, which are their own funds. For 2017 there are 33 Priority 1 capital requests with operational requirements that have been identified with an "OP" notation on the yellow Capital Summary pages and the corresponding Operating Requests have been included in the associated capital section of this book.





## About Kelowna

With a population of approximately 127,500, Kelowna is the largest city in British Columbia's Okanagan Valley. And this region – the Kelowna Census Metropolitan Area – has been the fastest growing population in Canada since 2013.

A quickly developing technology industry, along with the growth at the University of British Columbia Okanagan campus and Okanagan College are shifting the city's demographics. Kelowna is still a safe, stable community where people like to retire, but now there are also about 15,000 post-secondary students and 52 per cent of the Okanagan tech-sector employees are under the age of 35.

### Attractions

Bordering the eastern shore of Okanagan Lake between Penticton and Vernon, Kelowna is known for its hot summers and temperate winters.

Kelowna residents and tourists alike find the lake offers myriad opportunities for boating, swimming or fishing. The nearby mountains attract hikers, skiers and outdoor enthusiasts of all kinds. Three major ski hills are within a one-hour drive. Learn more about the epic outdoor adventures awaiting you with the City of Kelowna's Active by Nature interactive map, promotional videos and QuestUpon mobile quests at [kelowna.ca/activebynature](http://kelowna.ca/activebynature).

Kelowna boasts all the amenities of a larger city: fine dining, internationally-acclaimed wineries, unique shops and vibrant culture; yet orchards, vineyards and championship golf courses thrive within a 10-minute drive of the downtown core.

### Business opportunities

In 2016, KPMG ranked Kelowna at the top of its list as the most competitive city in Western North America, based on costs and infrastructure needed by businesses. The cost of doing business here is less than in cities such as Portland, Seattle, Vancouver, San Francisco or Las Vegas. To learn more about Kelowna's excellent business climate, visit [investkelowna.com](http://investkelowna.com).

### Economy & industry

Kelowna has a diversified economy of small and medium-sized businesses, plus the "four pillars" of our economy – UBC, Okanagan College, Kelowna International Airport and Kelowna General Hospital.

Kelowna is the main marketing and distribution centre of the Okanagan Valley, with a flourishing tree fruit industry and light industrial sector that competes on a world scale.

Kelowna's fast-growing high-tech sector runs the gamut from aerospace development to animation studios. With more than 633 local technology companies, an annual labour force growth rate of 4 per cent and more than 7,600 workers in the field Okanagan Valley-wide, the technology sector is just beginning to take off here.

The City of Kelowna has built a network of fibre-optic cable running through Kelowna to connect City facilities. The network was over-built on purpose so that businesses that need to send and receive huge amounts of data can lease space on the City network more economically than they can on commercial networks. For more information, visit [kelowna.ca](http://kelowna.ca).

### International airport

[Kelowna International Airport](#) (YLW) is one of the busiest airports in Canada, serving more than 1.6 million passengers annually. YLW plays a vital part in the economic development and prosperity of the Okanagan Valley; its total economic impact is 2,730 jobs and \$610 million in total economic output to the province of B.C.

YLW offers 66 daily non-stop commercial flights with Air Canada, WestJet, Alaska Airlines, Air North - Yukon's Airline, Central Mountain Air and Pacific Coastal Airlines to Vancouver, Calgary, Toronto, Seattle, Victoria, Prince George, Edmonton, Cranbrook, Whitehorse and Fort McMurray, plus seasonal service to Las Vegas, Phoenix, Los Cabos, Puerto Vallarta, Cancun and Varadero.

### Real Estate

Kelowna had an all-time record of 1,069 residential sales in April 2016, up 34.3 per cent from the same month in 2015. The previous record was 1,015 unit sales recorded in May 2007. The average MLS residential price for the Central Okanagan was \$459,595 in April 2016 – up 13.4 per cent compared to April 2015. Included in this real estate mix is an unprecedented number of purpose-build rental accommodation, with more than 1,000 units built or currently under construction.

### Amenities

Some of the great family-friendly amenities in Kelowna include:

- [Prospera Place](#), a 6,000-seat multi-purpose facility that's home to the Kelowna Rockets hockey club, attracts major entertainers and events.
- The [Rotary Centre for the Arts](#) is a significant feature of Kelowna's Cultural District that hosts special events, theatre, music and visual arts.
- [Kelowna Community Theatre](#) is an 853-seat theatre that hosts 250+ events every year, showcasing a wide assortment of live productions from concerts, comedians, dance performances and kids shows.
- Major parks, including:
  - Waterfront Park is equipped with a concession stand and washroom facilities. Winding along the lakeshore, this park has a broad boardwalk that meanders along the water's edge all the way to City Park.
  - City Park is a beachfront public park on Okanagan Lake has a long sandy beach, lawn bowling, kids' waterpark, Wibit aqua park, playground, picnic area, mobile and static concession stands, skateboard park, running track, sports field as well as change room and washroom facilities.
  - Stuart Park, home to Kelowna's iconic "Bear" sculpture, is located directly across from City Hall and connects Waterfront Park to Kerry Park. A boardwalk runs the entire length of the park along Okanagan Lake, connecting many of Kelowna's marinas. The Stuart Park ice rink is a popular feature in the winter months, and the square is home to entertainment throughout the summer.

### A brief history

Kelowna was incorporated in May 1905, when the city's population was 600 and farming was the economic mainstay of the region. Visit the City's heritage webpage for more information on how Kelowna is preserving historical buildings and culture.



## About the City of Kelowna

The City of Kelowna is comprised of more than 900 employees who are dedicated to providing top quality programs and services. The organization is led by an experienced City Manager and passionate Mayor and Council who are committed to making Kelowna the best mid-sized city in North America.

Through thoughtful money management, the City of Kelowna is able to provide core services, build new amenities and maintain existing infrastructure. The 2015 Citizen Survey results showed that 84 per cent of residents believe they receive good value for their tax dollars.

Check out the most recent Annual Report and City Views publications for a look into current and upcoming City services and projects. Many of the services provided by the City can also be found in a self-serve format online.

Available 24/7, residents can place a request for service and can stay informed on City news, [e-Subscribe](#) for updates or chat with City staff on social media.

[kelowna.ca](http://kelowna.ca)

## 2016 accomplishments & activities

The City of Kelowna is building:

- a well-run City
- an active, inclusive city
- a safe city
- a strong economy
- a clean, healthy environment
- resilient, well-managed infrastructure

City accomplishments for the year show how it was done...

### *A well-run City*

- Lead a strategy to encourage the development of more family-friendly affordable housing through revisions to the Rental Housing Grants program and zoning bylaw changes
- Undertook a number of planning exercises to ensure Kelowna continues to develop in a strategic way, including the Healthy City Strategy (HCS), Infill Challenge to develop new forms of housing for select areas of Kelowna's urban core, Civic Precinct Plan that rethinks the future development of Kelowna's civic and cultural heart, Urban Centers Roadmap setting out clear targets and priorities to make Kelowna's urban centres engines of creativity and economic growth, and Hospital Area Plan Phase 2 working closely with the Interior Healthy Authority

- Redeveloped the City's online platforms (including kelowna.ca and microsites for the Community Theatre, Kelowna International Airport, smartTRIPS and Central Okanagan Emergencies) to improve delivery of online services to residents
- Developed a strategy for a corporate Sponsorship and Advertising program and policy to increase revenues
- Researched and actively pursued funding from Provincial, Federal and other funding sources, successfully receiving \$325,000 in funding support for a variety of City projects
- Completed a study recommending all street lights be converted to LED. The business case shows a 4-year pay back of original capital cost and a \$13 million savings over the lifetime of the LED lights
- Installed advanced thermal detection systems that improve signal performance and enable bike detection at six intersections, including Enterprise and Cooper, Springfield and Leckie, Bernard at Burtch and Ethel, Doyle and Ellis, and Dilworth and Summit
- Continued to enhance communications for property taxes, which helped to increase online payments by more than 15 per cent, electronic homeowner grant applications by 18 per cent, and decrease in-person payments by 16 per cent
- Provided City information through online marketing and communications via the City's websites and social media platforms, as well as produced a number of corporate publications including the Annual Report, City Views, Year in Review, Quarterly Reports, YLW Connection and CityScapes (internal)
- Negotiated a new contract with PayByPhone for parking, which eliminates the \$0.25 transaction fee, making digital payment more attractive to users as meter and PayByPhone options will be the same price
- Transitioned suppliers for the City to direct deposit payments. As of September, approximately 70 per cent of suppliers are receiving payment via Electronic Funds Transfer
- Filled 280 job vacancies and showed a five per cent improvement in time to fill internal position
- Continued to produce results through the Career Development and Succession Planning Strategy, with 77 per cent of full-time positions filled by internal transfers and promotions
- Continued to support BC's educational institutions by attending major career fairs at BCIT and Okanagan College, as well as hiring 15 co-op, 20 summer and four practicum students
- Implemented a targeted recruitment plan for hard-to-fill Business Systems Analysts vacancies, filling three positions in under 50 days with highly qualified and skilled staff

#### *An active, inclusive city*

- Hired a Social Development Manager to develop and implement an integrated community plan to address homelessness. The position provides leadership as a convener/liaison among community groups, social agencies and other levels of government to address homelessness and other related social issues
- Worked with BC Housing and Gospel Mission to establish and evaluate a pilot transitional storage program designed to support and connect homeless street-entrenched individuals to services
- Launched the first phase of the city-wide conversation for Imagine Kelowna (a long-term community visioning exercise), which included one-on-one interviews with community leaders, Council speaker's future series, community-led discussion forums, online and social media input opportunities, events around the city and a school curriculum initiative
- Developed and implemented public engagement activities for policy and planning projects including the Okanagan Rail Corridor, Pedestrian and Bicycle Master Plan, Cameron House Idea Fair, Agriculture Plan Update and Healthy City Strategy
- Worked with Volinspire to create an online marketplace to recruit, manage and engage special event volunteers, and worked directly with key event staff to develop best practices



- Administered and distributed approximately \$563,000 worth of community building grants to various community organizations, individuals and events. Grant areas include Social Development, Arts, Culture and Heritage, and Sport and Events
- Created and implemented Sesquicentennial Grants as part of the Canada 150 program. As of fall 2016, \$41,000 has been awarded and it is expected the remaining \$19,000 will be awarded by year end
- Continued development of the Strong Neighbourhood Program – new in 2016 included Neighbour Day and the Youth Development and Engagement Grant
- As part of the Active by Nature initiative, launched two “Quests” using the QuestUpon App making the Knox Mountain Apex Trail an interactive and fun challenge
- Completed and opened the Rutland Centennial Park all-inclusive playground
- Provided floating wheelchairs at Gyro and Rotary beaches

#### *A safe city*

- Continued with intelligence-led policing to efficiently and effectively deal with prolific offenders, hot spots and problem residences, and continued drug enforcement efforts to target those causing harm
- Kelowna RCMP and the City’s Bylaw Services worked together providing a combined bike patrol unit downtown during the summer months
- As the result of a Provincial court order and through a collaboration between Bylaw Services and the RCMP, 12 of Kelowna’s most chronic offenders were given conditions to restrict their activity, reducing the likelihood they would repeat their civil disobedience. This key collaboration contributed to the implementation of the Council-approved Downtown Enforcement Strategy
- Attended to 551 transient camp files, removing illegal occupants and abandoned materials, including tents, clothes, garbage and needles
- Successfully completed the WorksafeBC Certificate of Recognition (COR) in Occupational Health & Safety and Stay at Work programing. The City performed on target, scoring 90 per cent overall in an independent external audit. Maintaining the COR demonstrates the City’s commitment to our staff’s wellbeing and earns the City an annual rebate of more than \$175,000
- Updated the Community Wildfire Plan with funding from the Province Updated and implemented the Kelowna International Airport Crisis Communication Response Plan to ensure organized dissemination of information during times of crisis
- Supported three regional Emergency Operation Centre (EOC) activations and maintained the Central Okanagan Emergencies' online and social media channels
- Completed and obtained Council support for the 2016-2030 Kelowna Fire Department (KFD) Strategic Plan
- Completed 2,358 fire inspections and 1,056 company inspections
- Trained firefighters on opioid overdose naloxone administration
- Conducted fire prevention and public education events including the School District #23 Boot Camp, North Glenmore Smoke Alarm Campaign, FireSmart, Youth Firesetter program, UBCO and Okanagan College Orientation week, P.A.R.T.Y. (Prevent Alcohol and Risk Related Trauma to Youth), Too Hot for Tots for preschools and young mom’s groups, and fire and life safety educational support for local industry, senior’s facilities, apartment and strata managers and Interior Health caregivers
- Installed traffic calming measures in northeast Rutland, including raised crosswalks, traffic circles and speed humps; installed speed humps on Terai Road, Gaggin Road, Drysdale Road and Appaloosa Road
- Finalized the dispatch (Kelowna Fire Department) contract agreement with Regional District East Kootenay (RDEK) and began implementation of the contract in June
- Implemented an improved contractor safety program, including processes, documentation, and training 132 staff and more than 33 business partners

*A strong economy*

- Applied tax and development incentives to spur multiple rental housing projects, which totaled 500 rental housing units
- Updated project costs and amended the DCC bylaw so that Development Cost Charges generate the revenue required to construct infrastructure projects to keep up with growth in our community
- Continued to implement the Dark Fibre Strategy, which welcomed four new customers producing a monthly revenue of \$7,000 and monthly cost-savings of \$2,400; connected the Memorial Parkade and City offices in the Memorial parkade to the fibre network, and installed additional fibre conduit in the downtown core
- Kelowna International Airport (YLW) traffic in 2016 was approximately 1.7 million passengers, which is on track with airport's medium-range Master Plan forecast and is six per cent greater than the highest number of annual passengers in YLW's history
- Co-lead a regional partnership to develop a unified approach to the accommodation of Temporary Farm Workers
- Completed Phase 1 of Kelowna International Airport's Departures Lounge renovation, resulting in a concessions area offering quality local merchandise from the Okanagan region and a new Kid's Zone, providing travelers with a child-friendly area that includes iPad stations with children games, static interactive displays and television
- Launched the Farm to Flight program, the first of its kind in Canada. Kelowna International Airport and Skyway Group teamed with De Simone Farms Ltd., a local produce distributor that grows, grades and packages Okanagan fruit, to provide travelers with fresh, quality fruit packaged in special YLW containers that they can take anywhere in Canada
- Construction commenced on Phase 1 of the Airport Plaza, which will consist of an Esso gas station including a convenience store, a drive-through Tim Horton's and a Freshii. This project is expected to be completed in early 2017
- Finalized the Airport's 2045 Master Plan, which was approved by the airport's key stakeholders, including City Council, Airport Advisory Committee and Airline Consultative Committee
- Purchased the Shadow Ridge Golf Course, in support of the long-term land use strategy for Kelowna International Airport
- Continued to coordinate the Benvoulin Corridor Agricultural Compliance & Enforcement Strategy
- Processed an estimated 7400 construction permits with a \$505 million construction value (versus 7,228 permits and \$464 million in 2015). Turn-around times for new commercial permits took 4-5 weeks, two weeks for new residential single-family dwellings, two days for smaller permits (e.g. renovations, garages, decks), and same day for plumbing and gas permits. This is the best turn around in BC based on a 2015 survey of municipalities
- Reviewed and processed more than 900 development applications during 2016, versus 816 in 2015
- Expanded the fast-track permit program. Approximately 32 per cent of 2016 Building Permits were issued in two days or less
- Created a same-day permitting process for some plumbing and natural gas permits
- Approximately 640 respondents completed the satisfaction survey during/upon project approvals. The average customer satisfaction for one window is 85.8 per cent, plan checking 84.7 per cent and for inspector services 88.5 per cent
- Supported the growth and progress of Kelowna as a desirable place to do business by conducting 60 business site visits and following up with 25 businesses, addressing questions ranging from demographics to workforce development challenges

- Supported the growth of Metabridge, a non-profit organization dedicated to the local start-up ecosystem; provides Kelowna exposure as a technology centre; 330 conference attendees and 102 VIP guest entrepreneurs; three ongoing conversations about firms relocating to Kelowna
- Assisted business owners to navigate government services, with approximately 550 inquiries from local and external businesses – including a significant increase in connections, contacts and questions from Vancouver and Toronto

#### *A clean, healthy environment*

- Continued work with the Provincial Government and four major irrigation districts on an integrated city-wide water supply system
- Delivered quality water to residents and businesses within our utility boundaries, with no water quality advisories
- Assisted the Cedar Creek Water Users Group and the South Okanagan Mission Irrigation District (SOMID) when these two small, independent water systems were unable to continue operating on their own
- Implemented a Day of Week irrigation program to reduce overall utility operating costs, prolong the life of infrastructure and enhance a water conservation culture in Kelowna
- Acquired various key park properties which will contribute to building healthy, safe and active communities, including 862 Burne Avenue for the Mill Creek Neighbourhood Park and 2424 Mayer Road for legalization of an existing encroachment of the Mission Creek Greenway Trail
- Acquired the new 2.9-acre Lakeshore Beach Park that complements existing City waterfront holdings in the area. In total, this acquisition will allow for the creation of a 3.6-acre waterfront park with more than 705 feet of sandy beachfront located next to the commercial node along Lakeshore Road

#### *Resilient, well-managed infrastructure*

- Completed major City plans, including the 2030 Infrastructure Plan – the City's long-term infrastructure plan that details all of the City's infrastructure needs from now until 2030, and the Pedestrian and Bicycle Master Plan: Kelowna on the move – a major study, based on extensive public engagement, stakeholder input and technical analysis, that identifies necessary policy, project and program measures to improve walking and cycling in Kelowna
- Managed the acquisition of the former CN corridor and explored opportunities for land use and dispositions along the corridor
- Completed a number of parks and public spaces related maintenance projects, including re-surfacing of the Basil Meikle tennis courts at the Parkinson Recreation Centre, upgraded play equipment at the Southridge Park Playground, expanded the cigarette butt receptacle program along Bernard Avenue and installed plant material and irrigation at the Running Man roundabout at Queensway
- Completed recreation and active transportation projects, including Rutland Centennial Park Phase 1 (Soccer Field) and Phase 2 (Playground), Ethel Street Phase 2 Active Transportation Corridor (Bernard to Cawston), Valley – Cross – Longhill Roundabout, Bulman Road – UBCO Bike Connection, Bernard Avenue (Lakeview to Burtch) upgrades, KLO Road (Pandoso to Richter) bike lanes and crosswalk, and Rose Avenue (Gordon to Pandoso) bike lanes
- Completed a number of transportation related projects, including inspections and repairs to 420 kilometres of sidewalk, and maintained 1,640 lane kilometres of roadway, 115 parking lots, 300+ bus stops, 14 rapid transit stops and six rapid transit exchanges
- Continued construction on a number of major downtown projects, including the City of Kelowna Police Services Building and two parkades
- Completed construction of the new Legacy Gardens at Kelowna Memorial Park Cemetery

- Operated & maintained 100+ civic, recreational, leased and rented facilities
- Replaced more than 200 inefficient, high-pressure sodium lighting fixtures with efficient LED units in the Airport parking lots, ring road and Airport Way south of the Combined Operations Building. The new LED units improve passenger and employee safety and security and increase energy efficiency
- Installed more than 12 km of buffered bike lane markings (two parallel lines) on multiple sections of Lakeshore Road, Springfield Road, Dilworth Drive and KLO Road, as well as durable (hot thermoplastic) centerlines and bike lane road markings on majority of pavement overlay projects
- Upgraded traffic signals by adding audible pedestrian signals at Glenmore Road and Kane Road, Glenmore Road and Yates Road, Clement Avenue and Clifton Road, Richter Street and Lakeshore Road, installed new pedestrian flashing light crossings at Rutland Road and Robson Road and Enterprise Way and Hunter Road, and more accessible pedestrian push button / poles at KLO Road & Richter and Gordon Drive and Lanfranco/Bothe Road
- Implemented an area parking management plan to address issues in the hospital area
- Implemented a vehicle counting system at the Library Parkade to provide better customer information about available parking spaces before entering the parkade
- Completed installation of a heat recovery system at Rutland Arena
- Redeveloped City-owned lands adjacent to the Kelowna International Airport which will support economic growth in the aeronautic sector
- Finalized the transfer of the St. Aiden's church site to the Okanagan Buddhist Society in a way that preserves the heritage asset for future generations while minimizing costs to the city
- Oversaw the redevelopment of the Central Green lands including the LEED neighbourhood certification process
- Completed the Transit Customer Satisfaction and Utilization biennial survey, with approximately 1,700 respondents providing information on how transit customers use the service, what value they place on it and their level of satisfaction. Two-thirds of riders surveyed rate the service as good to excellent and 31 per cent agree that transit service quality has improved during the past year

### Awards & recognition received by the City

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for our 2016 Financial Plan
- For the thirteenth year in a row, received the Government Finance Officers Association's Canadian award for Financial Reporting for our 2015 Annual Report
- Received a PERC Award for Management Innovation and Ingenuity at the 2015 BCRPA Provincial Awards for the Strong Neighbourhoods Program. The award is presented to a project or program that has demonstrated creativity in its objectives and implementation, demonstrating benefits that are new to the community being served, and creating opportunities for other organizations to adapt it for implementation in other settings.
- Received a 2016 Tommie silver finalist award – Best outside of the box for the Queensway Transit Exchange (Sawchuk Developments)
- City Manager Ron Mattiussi was presented with the LGMA's Distinguished Member Award, which recognizes the extraordinary contribution of a member to the Association or to a local government or organization and to their high ethical standards
- Nominated for Best of the Okanagan for the Queensway Transit Exchange at the Urban Development Institute Awards for Excellence





## Strategic plans

### Council priorities | 2014-2018

Each Council works to determine how they will do business during their term, agrees on focus areas and projects that will support its priorities and meet the needs of the community.

#### Working philosophy

Lead by Mayor Colin Basran, Kelowna City Council is committed to building on the momentum of past Councils and being open for opportunity through community engagement and partnerships. Council will be consistent and transparent in its decisions, creating a favourable environment for customer service, development and business in Kelowna.

*Open for opportunity:* Council wants to lead a community known for being open for opportunity. Opportunities may arise in the form of innovation and partnerships to deliver and expand services and amenities.

*Build on momentum:* Kelowna has momentum and Council is committed to building on this through consistent and transparent governance. Council will focus on long-term planning, policy development and project/service delivery to continue to meet the needs of citizens.

*Fair but firm:* As Kelowna becomes better known worldwide as a destination and a great place to live and invest, Council anticipates growth and development pressures. Council recognizes the value in maintaining a great quality of life in Kelowna. A high standard of expectations will be set by Council actions and decisions, which will attract investment because investors will have clear expectations of what they will experience when doing business with the City.

*Pragmatic leadership:* Council is committed to active listening and being open to new ideas because it knows engaged residents and key stakeholders are essential to community building and decision making. This will be balanced with the need for leadership, particularly when difficult decisions are needed for the long-term benefit of the community.

*Transparency in decision making:* Council understands we build trust through engagement and timely and transparent decision making. The City of Kelowna will continue to foster an open government, with civic information made easily understandable and accessible to the public.

*Balanced infrastructure investments:* Each year, the City of Kelowna invests in facilities and major infrastructure. By integrating a long-term financial plan with an asset management strategy, Council will balance investment between new and existing infrastructure while improving community assets.

*Responsive customer service:* Council places high value in planning for the public good while also incorporating a strong commitment to customer service. Achieving high quality outcomes through municipal process and customer service are important to encouraging thoughtful investment in the community.

*Planning excellence:* Council wants to ensure a strong foundation is in place so the short- and long-term needs of the community are met. This will require a focus on long-term planning that is innovative, while based on best practices.

### Focus & priority projects

Council identified six focus areas for its term:

- clean drinking water
- building vibrant urban centres
- ensuring a healthy, safe, active & inclusive community
- delivering a balanced transportation network
- acting as a catalyst for business
- providing strong financial management

For more information and a list of priority projects, review the Council Priorities on [kelowna.ca](http://kelowna.ca).

### Corporate Framework

The City of Kelowna's Corporate Framework captures what the City of Kelowna does, with our Corporate Plan (*A well-run City*) at its core.

Our Corporate Plan ensures we have the right infrastructure, skills, services and processes in place to achieve the community goals outlined in the Corporate Framework.

To achieve the City's vision *to be the best mid-sized city in North America*, and mission in *leading the development of a safe, vibrant and sustainable city*, we need to be a well-run City.

The six strategies that contribute to achieving the Corporate Plan and goal of being a well-run City are:

- **Strong financial management** - ensure the City is financially sound, accountable and transparent, and that long-term plans and policies protect the financial viability of services, programs and infrastructure
- **Performance excellence** - ensure alignment of work to our highest priorities, focus on results, continuous improvement of services based on innovation and best practices
- **Responsive customer service** - ensure services are accessible and focused on the needs of the customer
- **Passionate public service** - build a resilient, adaptable workforce that shares a public service culture supported by career planning, learning opportunities, empowerment and employee accountability
- **Pioneering leadership** - incubate new ideas and approaches, and seize opportunities to demonstrate leadership at any level to make significant improvements to key services
- **Engaged communities** - ensure communication, outreach and engagement efforts reach all residents and stakeholders using multiple communication channels including new technologies and social media



## Budget highlights

### Budget at a glance

City of Kelowna staff have worked to balance the City's current financial outlook with community needs and priorities established by Council for the years ahead.

While meeting financial commitments from previous budgets, including significant commitments to police and fire services, the **2017 budget focuses on supporting areas of the City affected by population growth, including homelessness, improving efficiencies and saving money, and improving the services that we already provide.**

A corporate culture of innovation and continuous improvement continues to produce the highest value for citizens when delivering Council priorities.

Previous years' budgets include commitments that impact the 2017 Financial Plan, such as a provision for contractual obligations, the Police Services building project and the annualization of the six new RCMP members approved in 2016, which account for \$4.3 million, more than one-half of the proposed 4.40 per cent tax increase.

#### Operating

The financial plan's Priority 1 (P1) Operating Requests total \$7.8M, of which \$5.7M is being funded from taxation. Fifty-eight per cent of the \$5.7M total comes from three major requests: increases from the police services contract, operating impacts of the 2016-2030 Kelowna Fire Department Strategic Plan and a provision for contractual obligations. The rest of the City's divisional requests equal \$2.1M.

For 2017, divisions have submitted expenditure reductions totaling \$83,020.

In addition to the P1 Operating Requests, there are 21 Priority 2 (P2) requests totaling \$842,860 which are not included in the totals; however, are included in the document for Council's consideration.

#### Capital

The 2017 General Fund Capital Expenditure Program (minus the Airport and Utilities) is \$49.9M, of which \$12.3M is projected to be funded from taxation.

The 2017 general taxation contribution to the capital program has increased by \$306,160 compared to the 2016 Final Budget funding level of \$12.0M.

Funding from sources other than taxation is \$37.6M.

There are 18 P2 capital requests totaling \$5.1M which are not included in the budgetary totals.

#### 2017 themes

Aside from meeting previous commitments, the City's 2017 budget focuses on:

- areas affected by population growth
- processes that improve efficiency and save money
- projects that improve the services we provide

#### *Managing growth*

The 2017 budget is about providing the resources needed to keep up with our continuous population growth, including the homeless population. To keep pace with this population growth and fulfill Council's direction to focus on planning excellence and make balanced infrastructure investments, investments in programs like housing, transit and public safety are required.

To meet the needs of a growing population, \$200,000 is requested to develop a Homeless-Serving System Strategy. External contributions will reduce the taxation impact of this one-time request to \$125,000.

Looking to the future, \$125,000 is requested from reserve funding for Phase 2 of the community visioning initiative, Imagine Kelowna. The project asks residents to imagine Kelowna's future - What kind of community do we aspire to be? What are our core values? How can Kelowna adapt to future challenges? What are those challenges? In the end, Imagine Kelowna will guide future decision-making and ensure Kelowna is adaptable and resilient to change over the next 25 years.

Along with the population growth comes an increase in urban planning and development applications. The Community Planning and Real Estate division is requesting a new Planner Specialist Position and a new Development Technician Position to accommodate this increased work load. The increase in applications has resulted in increased revenues; therefore, Community Planning Revenues budgets are being increased by \$100,500, and Development Services Revenue and Development Engineering Service revenue budgets are being requested to increase by \$290,000 and \$60,000 respectively.

On the infrastructure side of growth, Phase 3 of the Ethel Street Active Transportation Corridor is requested at \$2.5M. The majority of this project would be funded by Gas Tax revenue, with the remainder split between development cost charges collected and taxation.

Additionally, a request of \$71,440 from reserve funding is proposed to support a two-year term position to respond to growth and new technologies in the transit system.

Park projects proposed in the 2017 budget include construction of Phase 1 of Glenmore Recreation Park for \$2.7M, with \$2.1M funding from reserves.

#### *Efficiency & cost savings*

The City's Dark Fibre network will continue to grow in 2017 with a proposed investment of \$1.2M. This ongoing project provides benefits to the City of cost savings, revenue generation and improved customer service, as well as benefits to the local tech sector by providing an economical option for access to unlimited bandwidth data service.

The Street Lighting Retrofit, costing nearly \$4M with a \$962,000 taxation impact will see the City's street lighting transferred over to LED bulbs. As a result, there will be an expenditure reduction of \$15,000 in 2017, growing to \$251,000 in 2019 and \$741,000 in 2020 ongoing.

Additional cost savings projects include building repairs to Parkinson Recreation Centre at \$385,000 funded from reserve, and road resurfacing at nearly \$3M, both of which will extend the life of these assets and reduce costs ongoing.

The Transportation Master Plan update will provide a strategic opportunity to leverage the resources available for the Regional Transportation Plan, incorporate the results of Imagine Kelowna and help to inform the Official Community Plan Update.

Two new positions will help to generate revenues for the City:

- The Partnership Manager position has a primary focus of providing evaluation, analysis and research for both existing partnerships and new opportunities. The City currently manages more than 30 partnerships where the amount of City-owned assets controlled or operated by partners is over \$165M, making effective management crucial
- The Sponsorship & Advertising Management position is part of a five-year pilot, forecasted to generate an additional \$800,000 annually (net) in sponsorship and advertising revenue, off-setting all program costs over time



*Improve services*

Investment in infrastructure and services that we already provide will enhance the experience that our residents have in our city. For example, development of the Okanagan Rail Corridor will begin with a grant, matching \$185,000 worth of public donations. The Corridor will provide another way to get active in the Okanagan as well as draw tourism interest.

By converting the Glenmore Firehall to a career station, which includes investments into the building (\$175,000), equipment (\$962,000 for a fire engine) and staff (\$449,970 operating), firefighters will be better positioned to serve our growing community.

Parking lot improvements at the City's Boyce Gyro Beach Park, totaling \$2.2M, and construction of a roundabout at Doyle Avenue and Water Street (\$800,000) will improve flow and access to two of Kelowna's busiest areas. And additional sidewalk snow plowing (\$150,000) will allow for increased frequency of in-kind services on arterial roads and bus routes during extraordinary snow events.

The Community for All Ages Assessment for parks and buildings will provide a comprehensive review of the accessibility of City parks and buildings, cataloguing shortfalls, prioritizing needs and identifying areas of success.

Internally, investment in a Performance Improvement Consultant Position will help with the increasing demand from City departments for Business Process Improvement and Performance Measure Process initiatives, provide ever-growing operational support to the corporation for corporate improvement initiatives and for those projects that require dedicated Project Managers.

For more detailed highlights from the 2017 Financial Plan, see the following sections, which cover the General Fund, operating expenditures and revenues, capital expenditures and utility funds.

## General fund highlights

### General Revenues

General Revenues are revenues that are not specifically attributable to or generated by any particular City of Kelowna division. The General Revenue portion of the 2017 Financial Plan is projected to be \$12.3M which is consistent with \$12.2M in 2016.

Significant changes to 2017 General Revenues are attributable to increases in business license revenue of \$60,000 and reductions in penalties and interest of \$89,140.

**Provincial Gaming** revenues budgeted at \$3.85M are expected to remain the same for 2017. Although these revenues are 'general' in nature, they are included in the operating budget under the RCMP section as they are a conditional payment that must be allocated towards a specific program/project.

### Taxation Revenues

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

A large number of the capital programs are funded from existing reserves such as Development Cost Charge (DCC) Reserves and Equipment Replacement Reserves and do not impact directly on taxation.

- Taxation Revenue from new construction based on Preliminary Assessment Roll information, is projected at \$2.4M. The actual new construction assessments will not be available from BC Assessment (BCA) until the second quarter of 2017. New construction revenues are used to reduce the overall taxation demand.

- Although the **overall taxation demand** has increased from \$119.9M to \$127.6M, or 6.40 per cent, the average impact on existing property owners, taking into consideration the revenue generated from new construction, is **4.40 per cent**.
- While it is possible to project the average property tax increase using the overall assessment base and the revenues required to operate the City, the impact on each individual property owner will vary depending on the relationship of their assessment change to the average. Further analysis will be required when BCA provides the Revised Assessment Roll in the second quarter of 2017.

### Operating expenditures & revenues

The highlights, as detailed below, provide Council with a more global overview of divisional operating budgets. However, the items highlighted do not necessarily include all items that may be of interest, nor are they listed in order of priority. A more detailed review of the budget on Dec. 15, 2016, will provide additional information.

#### 2016 Financial Plan impacts

The annualization of operating costs approved in previous budgets will add \$2.2M to the 2017 Financial Plan. The removal of onetime requests approved by Council in 2016 have reduced operating costs for 2017 by \$692,300.

Expenditure reductions of \$83,020 were accepted into the Financial Plan to support net operating requests of \$5.7M.

Following is a summary of the net operating impacts for 2017:

<b>2016 Net Operating Budget</b>	<b>\$120,062,230</b>
Add: 2016 One-time Requests & Expenditure Reductions (net)	(692,300)
Add: Annualized Requests (prior years)	2,166,944
Add: 2017 Base Adjustments (detailed in the departments)	273,036
Add: 2017 Requests (operating requests & expend. reductions)	5,658,020
<b>2017 Net Operating Budget</b>	<b>\$127,467,930</b>

#### Salaries, wages and fringe benefits

The collective agreements for the IBEW and Airport CUPE employees provides for an increase of 1.50 per cent in 2017 that is reflected in the budget. The Airport CUPE agreement covers 2015 – 2019 and the IBEW contract, 2015 – 2017. The City of Kelowna CUPE agreement, which covers the period of 2014 – 2018, provides for a 2 per cent increase in 2017. The Kelowna Fire Department employees (IAFF) agreement covers the period of 2015-2021 and provides a 2.5 per cent increase that is reflected in the 2017 budget.

Fringe benefit load factors that are reflected throughout the divisional operating budgets will be updated in 2017.

#### RCMP Contract

The 2017 General Fund Police contract staffing is at **185 members** with a budgeted vacancy factor for one member. The 2017 **average cost per member** has increased from \$159,654 in 2016 to \$163,183 in 2017. This is a difference of \$3,529 per member or a 2.2 per cent increase. The per member increase requires an additional \$621,080 for 2017. The main cost increases are personnel costs and the indirect cost of division administration.

Police services are also provided through the Reserve Policing and the Auxiliary programs. The reserve program allows the department to quickly fill vacancies or staffing shortages by using a fully trained reserve officer. Both programs are valuable during the busy summer policing season. The reserve program does not have specific budget, but is funded by vacancies within the regular member contingent, as needed.

### **Additional staffing - operating requests – all funds**

The City continues to adhere to controlled recruitment practices by maintaining staffing levels and replacing vacant positions only on a priority basis. Staff additions require a formal business case and City Manager approval.

In the 2017 financial plan there is a number of priority one requests for new staff positions which reflects the need to support core services in order to maintain current service levels, along with programs for community safety. These positions are being requested at 50 to 75 per cent in 2017 to account for the delay in hiring. The 2017 taxation impacts on the budget is \$1.4M.

Within operating requests there are four (4) term position requests. These positions include one (1) two year term Transit Service Coordinator to respond to growth and new technologies in the transit system; one (1) two year term Development Engineering Technologist to help maintain service levels with the increased development; one (1) three year term Safety Coordinator, to be cost shared with Landfill and the Water and Wastewater Utilities, to support utility operations in achieving regulatory compliance with safety regulations; and one (1) one year term HR Recruitment Coordinator to assist Human Resources staff with the increase in recruitment volume in 2017.

On-going operating requests are: Twelve (12) Career Firefighters as part of the 2016-2030 Kelowna Fire Department Strategic Plan. One (1) Asset Management Specialist and one (1) Geographical Information System (GIS) Technician to support the asset management system. An increase (0.43) to the job share hours of the Sustainability Coordinator position. One (1) Planner Specialist and one (1) Development Technician to assist with the high volume of development applications. One (1) Communications Advisor to provide support to the new Social Development Manager. One (1) Partnership Manager to provide evaluation, analysis and research for both existing partnerships and new opportunities. One (1) Street Lighting Technologist for the oversight of street lights on roads within the City of Kelowna. One (1) Business License Manager to take over the day to day business license activities. One (1) Financial Analyst to maintain and address ongoing GST/Excise tax related procedures and processes. One (1) Procurement Management Supervisor to coordinate corporate strategic programs, increase customer service and provide critical efficiencies within the Purchasing branch. Two (2) Bylaw Services Enforcement Officers to maintain service standards with the increased calls for service. Two (2) additional RCMP members with a hiring date of July 1. One (1) Sponsorship and Advertising Manager to implement the City's five-year pilot Sponsorship and Advertising program. One (1) Performance Improvement Consultant to lead improvement initiatives in the areas of service delivery, business process review and performance measurement.

Part-time on-going operating requests include two (2) Scale House Attendants to decrease line up wait times and improve safety during weekend hours and one (1) First Aid Attendant to meet WorkSafe BC requirements. In addition, one (1) HR Administrative Clerk is requested to assist with data entry for benefits changes, WorkSafe BC Claims, Disability Claims, new hire and other employee change requests and other administrative duties required for benefits administration.

There are a number of additional wage dollars being added throughout various operating requests either on an ongoing or one-time basis. These additional wage amounts result in an increase in the available hours for current and seasonal staff to work but may result in additional hires as deemed necessary due to operational needs.

### **Other Division & Department operating highlights**

The financial plan includes a number of Priority 1 Operating Requests, of which \$5.7M is being funded from taxation. The requests for the increase for police services contract of \$621,080 and the provision for contractual obligations of \$2.2M result in 50 per cent of this taxation request. The rest of City divisions have a total of \$2.9M allocated between them. The 2017 expenditure reductions provide for a reduction of \$83,020 taxation. Some of the other changes to the divisional operating budgets for 2017 are as follows:

*Strategic Services Division*

The Fire Department is requesting \$460,970 ongoing, increasing to \$1.3M by 2019, for the conversion of Glenmore Firehall No. 8 to a Career Station. The request is from the 2016-2030 Kelowna Fire Department Strategic Plan and includes 12 new career firefighters in 2017 and an additional 8 in 2019.

The remaining Fire Department requests, totaling \$102,000 ongoing with a 2017 taxation impact of \$68,630, are for operating items such as an increases in repair expense, ancillary equipment, and licenses and dues.

*Infrastructure Division*

Parks & Building Planning is requesting \$40,000 for Community for All Ages Assessment – Parks & Buildings. The City is looking for \$20,000 funding from the UBCM Seniors Housing and Support Initiative.

Utility Planning is requesting \$75,000 to determine what action is required to fix the Storm Drainage Odour on Cerise Drive.

Integrated Transportation is requesting \$71,440 in reserve funding to support a two-year Transit Service Coordinator Term Position to respond to growth and new technologies in the transit system.

*Community Planning & Real Estate Division*

The Community Planning & Real Estate division is requesting \$125,000 reserve funding for Phase 2 of the community visioning initiative Imagine Kelowna.

Development Services is projecting increases in engineering service revenue of \$60,000 and development services revenues of \$290,000.

Community Planning is expecting increases in community planning revenues of \$100,500. The department is requesting a new Planner Specialist Position and a new Development Technician Position to accommodate the increase in urban planning and development applications.

*Active Living & Culture Division*

The Active Living and Culture division is requesting \$200,000 to develop a Homeless-Serving System Strategy. External contributions will reduce the taxation impact of this one-time request to \$125,000.

A Paddle Trail Project for \$50,000 is being requested as part of the Active by Nature initiative and the Canada 150 Program.

*Civic Operations Division*

Civic Operations is requesting \$93,420 for Building Services, and \$35,730 for Parks Services for the increased operating costs for the Police Services Building. The new building is 60,000 square feet larger in size than the old building requiring budget for increased utilities, security systems, landscaping and repairs.

The Parks Services branch of Civic Operations is requesting \$35,130 to maintain the new assets at Rowcliffe Park, and \$26,100 for Parks Washrooms Increased Service Levels.

The Public Works branch is requesting \$150,000 for Additional Sidewalk Snow Plowing. This one-time request is to pilot three leased municipal tractors and report back to Council.

The Public Works branch at the Glenmore Landfill is requesting to increase solid waste revenue budgets by \$1M to reflect the increase in volume of waste for disposal. The increased revenues will be contributed to the landfill reserve.

*Corporate & Protective Services Division*

Corporate and Protective Services is requesting \$78,490 for a Business License Manager Position.

The Risk Management branch is requesting \$14,280 from the Certificate of Recognition reserve to help fund a three-year Term Safety Coordinator Position to be cost shared with the Landfill and the Water and Wastewater Utilities. The position will work to achieve regulatory compliance with safety regulations, inspect worksites to support performance and orient contractors with the City's Safety 8 management system.

The Bylaw Services branch is requesting \$162,490 for two Bylaw Services Enforcement Positions to help maintain service standards.

The Police Services department is requesting \$163,180 for 2 Regular Member Positions.

#### *Communications & Information Services Division*

The Information Services branch is requesting \$64,000 for increased annual support and maintenance fees for new and existing software and hardware.

#### *Human Resources & Corporate Performance Division*

The Human Resources department is requesting \$23,000 for an Employee Community Involvement Program. The program is intended to track and promote City employee involvement in the community.

The Corporate Strategy and Performance department is requesting \$43,010 for a Performance Improvement Consultant Position to support internal clients by leading improvement initiatives in the areas of Service Delivery, Business Process Review and Performance Measurement.

## Capital expenditures

2017 Capital submissions are coordinated by the Infrastructure Division with the integral involvement of all divisions with capital needs. The Infrastructure Division is responsible for the planning, designing and building of the Capital Plan and all Capital Assets.

The Infrastructure Division uses a long-term approach for Capital Planning that strikes a balance between renewing existing infrastructure and investing in new infrastructure to support growth and improve services. Infrastructure investment uses a multiple bottom line approach for decision making and is moving towards a full life cycle cost analysis where capital, operating and maintenance costs are determined over the life cycle of assets. The 2017 Financial Plan is the second year where ongoing operating and maintenance costs are presented along with each capital request.

The City's integrated Asset Management Program continues to improve with Council's endorsement of the 2030 Infrastructure Plan that outlines all of the City's infrastructure needs from now until 2030 including a funding strategy to support the projected one-billion-dollar infrastructure investment. Other notable progress in 2016 include updates to asset management plans to ensure we are renewing exiting assets at the right time and also an update to development cost charges bylaw to ensure development pays for growth-related infrastructure.

All capital submissions from departments were evaluated against Tangible Capital Asset criteria. Where submissions were deemed to not meet the criteria, requests are included in the operating program. **The 2017 General Fund Capital Expenditure Program (not including the Airport and Utilities) is \$49.9M of which \$12.3M is requested to be funded from general taxation sources.**

The 2017 general taxation contribution to the capital program (as described above) has increased by \$306,160 over the 2016 Final Budget funding level of \$12.0M.

The following are some of the other highlights of the 2017 Capital Expenditure Program:

## General Fund Program

The **general taxation** expenditure of \$12.3M. has been allocated to departmental budgets as follows:

Capital Program	Description	\$ 000's
Real Estate	Land acquisition	430
Building	Facilities & improvements	3,050
Parks	Park land/trail/area development	3,314
Transportation	Roadways/pathways/traffic Signals	3,749
Storm Drainage	Drainage systems	565
Information Services	Communication hardware/software	948
Vehicle & Mobile Equipment	Vehicles & equipment	279

Funding from sources other than taxation is \$37.6M.

In Real Estate Capital, there is \$1.4M included for General Land Acquisitions, \$250,000 for Strategic Capital Land Servicing Requirements, and \$185,000 for Okanagan Rail Corridor Grant Matching. Other projects include the expansion of parking management in the hospital area and new parking equipment. Funding other than taxation is from public donations, land sales, and parking reserves.

The Building capital program is requesting \$2.5M for phase IV of the City Hall renovations, \$385,000 for building repairs at the Parkinson Recreation Centre and \$350,000 for washroom renovations at Boyce-Gyro Beach. Additional funding for the program will come from general reserves and gas tax funding.

Major projects in Parks Capital include phase one construction of Glenmore Recreation Park for \$2.7M, parking lot and park improvements at Boyce-Gyro Beach for \$2.2M, and \$1.7M for Rowcliffe Park Construction. The Parks capital program is also requesting \$4.9 M for DCC Parkland Acquisition. Funding sources beside taxation include grants, developer contributions, gas tax, general and DCC reserves.

Transportation projects include the Roads Resurfacing program budgeted at \$3.0M for the annual work maintaining the City's road network, DCC active transportation projects for Ethel and Sutherland at \$2.9M, and roundabout construction at Doyle and Water for \$800,000. The Street Lighting Retrofit project is requested at \$4.0M with a taxation impact of \$962,000. Funding for the requested transportation capital projects are a combination of reserves, grants and taxation.

The Solid Waste Management capital program requires \$4.1M in reserve funding for 2017 and includes \$3M to relocate stockpiles and reprocessing areas, \$300,000 for Glenmore Road Landscaping and Irrigation Replacement, \$200,000 for Landfill Frontage Landscaping, and \$300,000 for Landfill Gas and Leachate Recirculation Laterals.

The Storm Drainage capital program includes \$325,000 for Gopher Creek Pre-design and Land Acquisition, \$150,000 for Chichester Pond Sediment Forebay, and \$90,000 for the installation of an oil and grit separator at the Sutherland Outfall.

The Information Services capital program is requesting \$1.5M for the purchase and implementation of an Asset Management System and \$1.2M for the expansion of the Dark Fibre project. Additional requests include \$724,000 for Server and Data Storage Equipment, Front Office Equipment and Communications Networks Upgrades, and \$70,000 for an Orthophotography update.

Vehicle & Mobile Equipment totaling \$3.8M is included in the budget is to be funded primarily from the Equipment Replacement Reserve. Additional funding includes \$279,000 from the Wastewater Utility, \$139,500 from the City of Vernon and \$279,000 from taxation.



The Fire Department has submitted requests for \$1.1M funded from reserve. The requests include the replacement of End User Radios for \$166,000 and \$962,000 for the purchase of Engine 5.

**Utility fund highlights**

The City of Kelowna operates two major utilities providing Water and Wastewater Service, the ongoing operation of which is funded entirely by user rates in the form of annual parcel taxes and/or monthly user fees.

A Natural Gas utility was created in 2001, when the City entered into a capital lease for the gas distribution system within the municipal boundaries. The debt payments for the capital lease are offset by revenues received from an operating lease-back of the distribution network. The debt commitment ends in 2018.

The Water and Wastewater Utilities require significant capital investment to service new growth, as identified in the 20-Year Servicing Plan and Financing Strategy that was updated in 2011. Analytical work and annual funding continues on the systematic replacement program for the older infrastructure in both of these utilities.

The City’s utility billing function for water and wastewater are managed under third party contracts.

**Water utility**

*General*

The primary goal of the City of Kelowna Water Utility is to provide high quality drinking water and excellent service to its customers. The delivery of safe, high quality potable water will be achieved by ensuring the utility is dedicated to its continuous improvement process and by exceeding customer expectations. The water utility will promote efficient use of the water resource in keeping with Council’s commitment to the Water Sustainability Action Plan. The plan to reduce overall water consumption with further implementation of landscape and irrigation standards will continue in 2017. The water utility will continue to reduce and demonstrate energy efficiency and the reduction of greenhouse gases throughout its operation in conjunction with the corporate commitment to community sustainability.

Under the Filtration exclusion program, increased source, creek and storm water sampling and analysis will be required by the Water Utility in order to maintain Interior Health Authority Filtration Deferral status.

*Water Utility - Financial Outlook - 2017*

The 2017 Operating Revenues are projected at \$13.9M, with approximately \$9.8M required to cover operating expenditures and debt repayment and a budgeted surplus of \$2.3M.

The Water Utility Capital Expenditure Program and the Roads and Wastewater Capital Programs are closely interrelated. The total Capital Expenditure Program in the water utility is \$2.0M with funding from current year utility revenues of \$1.8M with a further \$187,500 required for utility contributions in the General Fund capital program and \$38,137 required for the General Fund operating program.

The major projects budgeted include:

Richter Street Water Main Replacement	\$700,000
Ethel ATC Water Main Replacement	\$350,000
Doyle Ave Water Main Replacement	\$275,000

There is a budgeted surplus of \$2.3M for the water utility in 2017. The anticipated accumulated surplus position at the end of 2017 will be \$14.8M and is supported by reserves for future expenditures.

**Wastewater utility - collection & treatment**

*General*

The Wastewater Utility provides a safe, reliable and efficient sanitary sewer collection system and treatment facility through sound operation and environmentally responsible practices. It is vital to determine the long-range requirements for the wastewater utility to best serve the present and future populations. Efficient and cost effective approaches are used in asset management in order to protect and manage all wastewater infrastructure. The wastewater utility will continue to reduce and demonstrate energy efficiency and the reduction of greenhouse gases throughout its operation in conjunction with the corporate commitment to community sustainability.

*Wastewater Utility - Financial Outlook - 2017*

The 2017 Operating Revenues are projected at \$23.8M with approximately \$11.7M required for operating expenditures of the collection system and debt repayment. A further \$6.8M is required for treatment operations expenditures at the Wastewater Treatment Facility.

The total Capital Expenditure Program in the Wastewater Utility system is \$6.0M, with funding from current year utility revenues of \$4.6M with a further \$466,500 required for utility contributions in the General Fund capital program.

The major projects budgeted are as follows:

Airport Gravity Main Bypass DCC	\$4,230,000
Lane North of Stockwell Sanitary Replacement	\$450,000
Lane North of Fuller Sanitary Replacement	\$440,000

There is a budgeted surplus of \$660,437 for the wastewater utility in 2017. The anticipated accumulated surplus position at the end of 2017 will be \$26.1M.

**Natural Gas**

*General*

The Natural Gas Legacy Fund was established in 2001 with a 35-year capital lease of the gas distribution system within the City and a 17-year operating lease back to Fortis Inc. Each year the City of Kelowna has the option of leasing the distribution system additions from the previous year.

*Natural Gas - Financial Outlook - 2017*

The projected lease revenue and interest for 2017 is \$4.1M with approximately \$4.0M required for principal and interest debt repayments. The Natural Gas utility provides a contribution to the General Fund of \$20,000 for administrative services.

There is a budgeted surplus of \$88,101 for the Natural Gas Utility in 2017 and a projected accumulated surplus at the end of 2017 of \$4.4M

**Airport**

*General*

Kelowna International Airport (YLW) operates on a financially self-sufficient basis, in compliance with Federal regulations and as part of the National Airport System. Passenger traffic in 2016 is anticipated to increase to approximately 1.7M passengers from 1.6M passengers in 2015, which is on track with YLW’s 2025 Master Plan passenger growth forecast and would be the highest number of annual passengers in YLW’s history. A 3.0 per cent increase in passenger traffic is projected for 2017.

In 2016, Phase 2 of the Drive to 1.6 Million Passengers capital improvement program continued with ongoing construction of the new outbound baggage hall, which is a multi-year project. The Flight to 2020 capital

improvement program also continued with the completion of Phase 1 of the Departures Lounge renovation and the Non-passenger Screening facility for vehicles entering the restricted portion of YLW. In addition, servicing of five lots for YLW’s West Lands groundside development and construction by a third party developer on Phase 1 of the Airport Plaza commenced in the summer of 2016, more than 200 inefficient, high-pressure sodium lighting fixtures were replaced with efficient LED units in the airport parking lots and roadways, and YLW purchased Shadow Ridge golf course in support of the airport’s long-term land use strategy. YLW also received approval from the Agricultural Land Commission to exclude certain pieces of land from the Agricultural Land Reserve, subject to satisfying certain approval conditions, which is crucial to the future expansion of the airport.

The airport’s 2045 Master Plan was finalized and approved by key stakeholders, including City Council, the Airport Advisory Committee and the Airline Consultative Committee in 2016. As a part of developing the 2045 Master Plan, an economic impact study was completed and determined the direct impacts of Kelowna International Airport include 1,411 jobs associated with the Airport. The economic impact of this employment on the provincial economy is \$152.0M in gross domestic product and \$83.0M in wages. The airport’s 2015 Economic Impact Study also identified that the airport’s total economic impact is 4,545 jobs and \$789.0M in output to the Province of British Columbia.

*Airport - Financial Outlook – 2017*

In 2017, gross revenues from Airport operations are projected to be \$28.8M, which includes \$11.7M in Airport Improvement Fee (“AIF”) revenue. Total expenditures from Airport operations are projected to be \$13.7M in 2017. In addition to placing the AIF revenue into a reserve, the airport also puts excess revenue into three reserves for future capital projects. In 2017, \$4.1M is anticipated to be appropriated into these non-AIF reserves.

All capital expenditures at the Airport will be funded from reserves and loans received from the Municipal Finance Authority of BC. There will be a carry-over of 2016 funding for the completion of the Drive to 1.6 Million Passengers, Flight to 2020 Capital Improvement programs and certain non-AIF capital projects.

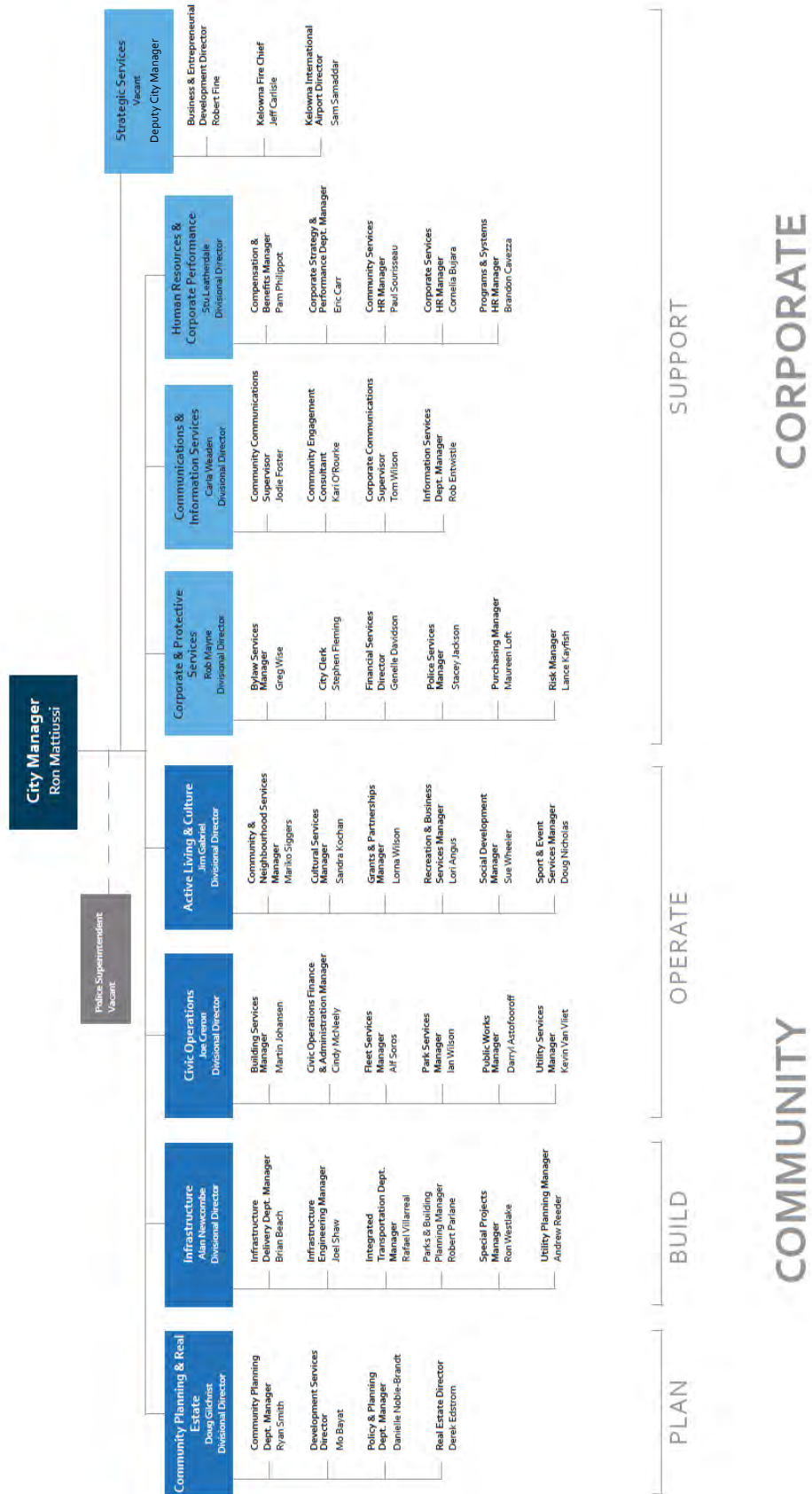
The budget for major 2017 capital projects include:

Drive to 1.6M and Flight to 2020	Carry-over to be determined
West Lands Roads and Servicing	Carry-over to be determined
Land Acquisition	\$10,492,000

Some of these projects are multi-year projects that will be completed beyond 2017. In 2017, a total of \$3.6M of debt and interest repayment is anticipated to be made from the AIF reserve.

# STRONG FINANCIAL MANAGEMENT

## Organizational chart



## Funds & departmental relationship

### Municipal funds

The City's resources and operations are separated into various funds. Each fund is a separate fiscal and accounting entity organized by their intended purpose. They are segregated to comply with finance related legal and contractual provisions.

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

- General Fund
- Water Fund
- Wastewater Fund
- Airport Fund
- Natural Gas Fund
- Library Fund

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

- Land Sales Reserve Fund
- DCC Reserve Fund
- Parking Reserve Fund
- Capital Works, Machinery and Equipment Reserve Fund

The use of these funds is restricted by the Community Charter and associated municipal bylaws.

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

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

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

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

**Natural Gas Fund** | This fund provides for the costs of the capital lease of the gas distribution system and the revenues generated from the operating lease-back. This fund is required to be self-sufficient so that revenues generated must offset all operating and capital expenditures.

**Library Fund** | The Library Fund was created to facilitate the borrowing and repayment of the Ellis Street Branch mortgage. In March of 1997, the society acquired the land and newly constructed building from the City and borrowed \$5,100,000 to finance the unfunded portion of the acquisition. The Library Society will transfer to the City's General Fund the land and building at the retirement of the debt for a nominal amount in 2017.

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

**Parking Reserve Fund** | This fund was established to provide funds to purchase land for parking lots, develop on-street parking and to construct parking lots or parkades. The General Fund appropriates net revenues from the operations of parking lots, parkades and parking meters to the Parking Reserve Fund. Both the revenues and expenditures relating to the collection and use of these funds will be found in the General Fund Financial Plan.

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

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

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

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

DIVISION	FUNDS					
	G	W	WW	NG	L	A
<b>CITY ADMINISTRATION</b>	X					
<b>STRATEGIC SERVICES</b>	X					
Fire Department	X					
Airport						X
<b>INFRASTRUCTURE</b>	X	X	X			
<b>COMMUNITY PLANNING &amp; REAL ESTATE</b>	X					
<b>ACTIVE LIVING &amp; CULTURE</b>	X					
<b>CIVIC OPERATIONS</b>	X	X	X			
<b>CORPORATE &amp; PROTECTIVE SERVICES</b>	X					
Financial Services	X			X	X	
<b>COMMUNICATIONS &amp; INFORMATION SERVICES</b>	X					
<b>HUMAN RESOURCES &amp; CORPORATE PERFORMANCE</b>	X					

G = General; W = Water; WW = Wastewater; NG = Natural Gas; L = Library; A = Airport



## Reserves & fund equity

The City maintains reserves and fund equity in order to protect the current and future financial viability of the municipality. Proper reserve management recognizes the need to stabilize taxation and utility rates, and to prevent annual taxation fluctuations as a result of capital expenditure requirements.

The following are audited reserve and fund equity balances at Dec. 31, 2015 and projected balances to the end of 2017. The projected balance to the end of 2017 assumes all 2016 budgeted expenditures will be completed and funded (even though some of the projects will not be completed in 2016).

	Actual Balance Dec. 31/15	Projected Balance Dec. 31/16	Projected Balance Dec. 31/17
<b><u>General Fund</u></b>			
Surplus	2,251,000	2,251,000	2,251,000
Statutory Reserve Funds	45,304,640	35,662,022	32,147,627
Reserves for Future Expenditures	60,979,190	44,528,647	39,426,607
	108,534,830	82,441,669	73,825,234
<b><u>Water Fund</u></b>			
Surplus	10,342,060	12,541,890	14,807,862
Statutory Reserve Funds	126,331	129,237	132,209
Reserves for Future Expenditures	13,029,997	14,409,202	16,674,282
	23,498,388	27,080,329	31,614,353
<b><u>Wastewater Fund</u></b>			
Surplus	24,058,301	25,478,799	26,139,236
Statutory Reserve Funds	9,535,203	9,912,300	10,406,119
Reserves for Future Expenditures	9,408,661	7,397,511	7,708,901
	43,002,165	42,788,610	44,254,256
<b><u>Airport Fund</u></b>			
Surplus / (Deficit)	596,279	596,279	596,279
Reserves for Future Expenditures	24,340,755	(7,862,593)	(6,703,830)
	24,937,034	(7,266,314)	(6,107,551)
<b><u>Natural Gas Fund</u></b>			
Surplus	4,391,093	4,290,784	4,378,885
	4,391,093	4,290,784	4,378,885
<b><u>Library Fund</u></b>			
Surplus	165,878	165,878	165,878
	165,878	165,878	165,878
<b>Total Reserves &amp; Surplus</b>	<b>204,529,388</b>	<b>149,500,956</b>	<b>148,131,055</b>
<b>Deferred Devt. Cost Charges</b>	<b>10,983,980</b>	<b>9,760,073</b>	<b>12,482,235</b>

The Development Cost Charges are shown separately from other reserves and surplus as they are revenues received for specific projects and cannot be used for any other expenditures. Some of the Deferred Development Cost Charge balances include a receivable portion which is not available for use at Dec. 31, 2017.

The impact of the 2017 general and utility fund operating and capital requests on the reserve balances in terms of contributions to, and expenditures from reserves, are highlighted on the following schedule.

Borrowing for the Mission Recreation Park facility was deferred and is being internally financed from the general reserve balance. This shows as a negative balance in the Misc. Recreation Facilities reserve section. The Multipurpose Facility Investment reserves contain the funds committed by the City for investment into the downtown multi-purpose facility (Prospera Place).

### Reserve & surplus summary

	Actual Balance Dec 31,2015	Projected Balance Dec 31,2016	Contribution to Reserve	Budget Expend	Projected Balance Dec 31,2017
<b>General Surplus</b>	<b>2,251,000</b>	<b>2,251,000</b>	0	0	<b>2,251,000</b>
<b>General Reserves</b>					
Planning Initiatives - Corporate	2,981,806	2,778,237	397,408	1,433,016	1,742,629
Major Facilities	4,745,482	4,767,393	378,035	744,000	4,401,428
Misc. Recreation Facilities	(1,814,358)	(801,743)	973,588	200,000	(28,155)
Park Purch, Dev't, Other Land	2,330,885	2,379,260	1,952,695	3,356,000	975,955
Upgrd/Maint. Existing Assets	5,123,072	1,442,499	159,061	1,783,000	(181,440)
Operating Exp. Equalization	10,463,276	10,231,302	367,473	1,435,880	9,162,895
Operating Rev. Equalization	6,800,375	5,818,554	213,444	567,310	5,464,688
Transport. & Drainage Capital	6,426,376	5,624,479	223,420	413,940	5,433,959
Debt Equalization Reserve	18,865	15,544	6,408	0	21,952
Multipurpose Facil. Investment	5,909,156	6,108,797	159,574	0	6,268,371
Unspent Budget Reserve	17,994,255	6,164,326	0	0	6,164,325
<b>General Reserves Sub-Total</b>	<b>60,979,190</b>	<b>44,528,647</b>	<b>4,831,106</b>	<b>9,933,146</b>	<b>39,426,607</b>
<b>Statutory (CWME, Land, Pkg)</b>	54,966,174	45,703,559	17,885,940	20,903,544	42,685,955
<b>Water Utility Res/Surplus</b>	23,372,057	26,951,092	4,531,052	0	31,482,144
<b>Sewer Utility Res/Surplus</b>	33,466,962	32,876,310	971,827	0	33,848,137
<b>Airport Res/Surplus</b>	24,937,034	(7,266,314)	15,865,536	14,706,773	(6,107,551)
<b>Natural Gas Surplus</b>	4,391,093	4,290,784	88,101	0	4,378,885
<b>Library Society Surplus</b>	165,878	165,878	0	0	165,878
<b>Total Reserves &amp; Surplus</b>	<b>204,529,388</b>	<b>149,500,956</b>	<b>44,173,562</b>	<b>45,543,463</b>	<b>148,131,055</b>
<b>Deferred Devt. Cost Charges</b>	<b>10,983,980</b>	<b>9,760,073</b>	<b>14,741,202</b>	<b>12,019,040</b>	<b>12,482,235</b>

The Reserve and Surplus Summary assumes all projects budgeted will be completed in that year, however, actual expenditures on some of the larger projects may be over several years so the reserve balance at the end of 2016 and 2017 should be higher than indicated above.

The Water Fund Reserves and Surplus will have continued growth in 2017. An increase of 16.8 per cent is expected from a projected fund surplus of \$2.3M and Water Quality Revenues of \$2.2M. The Wastewater Fund

and the Natural Gas Fund expect increases of 3.0 per cent and 2.1 per cent respectively. The Airport Reserves are expected to decline as the capital program continues to increase in 2017. The Statutory Reserves anticipate a decline of 6.6 per cent while the General Reserves expect a decline of 11.5 per cent. There is no projected balance change anticipated for the Library Society Surplus.

## Debt management

The City of Kelowna has various options available to obtain, through borrowing, funds necessary to acquire assets. The following section describes each borrowing option, the City's legal limits, and the estimated outstanding debt balances at Dec. 31, 2016.

Under the *Community Charter* (C.C.) legislation, the provincial regulations establish a limit based on the cost of servicing the aggregate liabilities of the municipality. The cost of servicing the liabilities cannot exceed 25 per cent of the total revenues for the previous year (excluding revenue received for another taxing jurisdiction, tax sharing revenues paid to another municipality, revenue from the disposition of assets, Federal or conditional grants such as water/sewer infrastructure grants and Municipal Finance Authority actuarial adjustments).

### General Fund debt servicing costs

**Net Debt Servicing Costs** are budgeted at **\$5.7M in 2017** (4.47 per cent of taxation demand). This represents an increase of \$825k from the 2016 budgeted amount.

The current net general debt (including internal financing) as a percentage of taxation demand is 5.6 per cent in 2017, as compared to 5.4 per cent of taxation demand in 2016.

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

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

The outstanding debenture borrowing for all funds at Jan. 1 of each year is:

	2015 Balance	2016 Balance	2017 Est. Bal.
General Capital Fund	\$33,590,000	\$65,202,334	\$76,761,065
Water Utility Capital Fund	7,947,000	7,534,188	7,104,301
Wastewater Utility Capital Fund	36,937,000	31,755,702	26,353,277
Natural Gas Utility Capital Fund	16,558,000	12,790,708	8,785,466
Library Fund	1,142,000	681,878	180,052
Airport Fund	7,161,000	12,974,297	17,081,304
<b>Total Debenture Debt</b>	<b>\$103,335,000</b>	<b>\$130,939,107</b>	<b>\$136,265,465</b>

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

Under an agreement, Council may incur a liability payable after the current year as long as it is not a debenture debt and the liability does not exceed the life expectancy of the activity. If the agreement is for longer than 5 years, or contains a right of renewal that could exceed 5 years, an alternative approval process must be provided. This borrowing method is used by the City of Kelowna to secure the purchase of land from a vendor.

### Short Term Borrowing (C.C. Section 178)

Short Term Borrowing is used to undertake capital works programs and must be repaid over a period not to exceed 5 years. The City of Kelowna's short term borrowing legal capacity is approximately \$6.5M based on \$50 per capita and a 2016 population estimate of 129,700. The City uses this borrowing method for the upgrade or construction of facilities and the purchase and development of parks. There are no projects currently funded through short term borrowing.

### Revenue Anticipation Borrowing (C.C. Section 177)

Operating loans may be required to meet current expenditures pending receipt of taxation revenue. This most often occurs in the few months prior to the annual July due date for tax payment and is repaid on June 30. To

transact operating loans, a Revenue Anticipation Borrowing By-Law must be approved by Council and is limited to 75 per cent of taxes due in the preceding year. The City of Kelowna had no operating loans outstanding at December 31, 2016.

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

The City of Kelowna has a loan guarantee in place for the Kelowna Family Y Centre (\$1.8M). There is also a commitment to R.G Arenas (Kelowna) Ltd. to purchase community use time in the multi-purpose facility until the year 2029. A lump sum payment is required to terminate the community use agreement, with the next opportunity in 2021 to make a payment of \$6.7M.

**Internal Financing**

The City of Kelowna borrows funds from its own general reserves with repayment of principal and interest in order to finance capital projects. This may relate to projects that are pending debenture issues and require interim financing or to projects that make use of reserve funds not required in the near future. There is no statutory limit to this borrowing as it is offset by existing reserve balances. It is an effective financing tool, especially when investment interest is low. There are currently three capital programs that are being internally financed and their estimated balances at the end of 2016 are:

- Mission Recreation Park Facilities - \$4,468,200
- Protective Services Site Acquisition - \$1,376,000
- Compost Facility Loaders - \$287,450

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

There were three new debenture borrowings in 2016 and funds were received for the Police Facilities Building and the Airport. Borrowing over the next five years will be determined by the 2030 Capital Plan.

Further detailed debt repayment information for 2017 and future years is illustrated on the following pages.

10-year debt repayment schedule

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>GENERAL</b>										
Debenture										
Principal	4,633,033	4,454,071	4,401,189	3,976,930	4,118,374	5,400,879	6,091,059	6,091,059	6,515,392	6,515,392
Interest	4,639,950	4,634,086	5,127,108	4,914,209	5,028,209	5,998,499	6,568,503	6,568,503	6,910,503	6,910,503
<b>Total Expenditures</b>	9,272,984	9,088,157	9,528,296	8,891,139	9,146,584	11,399,378	12,659,562	12,659,562	13,425,895	13,425,895
Recoveries	(3,714,986)	(3,452,531)	(3,083,217)	(2,446,060)	(2,446,060)	(2,272,133)	(2,063,512)	(2,063,512)	(2,063,512)	(2,063,512)
<b>Net Debenture Debt</b>	5,557,998	5,635,626	6,445,080	6,445,080	6,700,524	9,127,245	10,596,050	10,596,050	11,362,383	11,362,383
<b>Other Debt</b>										
MFA Levy	5,520	5,686	5,856	6,032	6,213	6,263	6,313	6,363	6,413	6,463
Short Term Borrowing	0	0	0	0	0	0	0	0	0	0
Temporary Debt	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000
<b>TOTAL NET DEBT (General)</b>	5,698,518	5,776,311	6,585,936	6,586,111	6,841,737	9,268,508	10,737,363	10,737,413	11,503,796	11,503,846
<b>WATER</b>										
Debenture										
Principal	423,489	423,489	423,489	423,489	423,489	423,489	423,489	422,304	421,593	421,593
Interest	569,432	569,432	569,432	569,432	569,432	569,432	569,432	568,492	568,022	568,022
<b>Total Expenditures</b>	992,922	992,922	992,922	992,922	992,922	992,922	992,922	990,796	989,615	989,615
Recoveries	(28,594)	(28,594)	(28,594)	(28,594)	(28,594)	(28,594)	(27,409)	(26,468)	(25,287)	(25,287)
<b>Net Debenture Debt</b>	964,328	964,328	964,328	964,328	964,328	964,328	965,513	964,328	964,328	964,328
<b>WASTEWATER</b>										
Debenture										
Principal	4,279,950	4,279,950	4,273,529	1,595,655	762,746	762,746	761,553	761,553	655,069	380,813
Interest	2,475,052	2,475,052	1,975,180	994,866	621,866	621,521	621,175	621,175	550,755	416,469
<b>Total Expenditures</b>	6,755,001	6,755,001	6,248,709	2,590,521	1,384,612	1,384,267	1,382,728	1,382,728	1,205,824	797,282
Recoveries	(7,071,426)	(7,071,426)	(6,565,133)	(2,906,945)	(1,701,036)	(1,700,691)	(1,698,062)	(1,698,062)	(1,414,417)	(807,254)
<b>Net Debenture Debt</b>	(316,424)	(316,424)	(316,424)	(316,424)	(316,424)	(316,424)	(315,333)	(315,333)	(208,593)	(9,972)



**NATURAL GAS LEGACY**

Debenture & Capital Lease

Principal	1,699,052	1,699,052	0	0	0
Interest	2,013,740	2,013,740	0	0	0
<b>Total Expenditures</b>	<b>3,712,792</b>	<b>3,712,792</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recoveries	(3,712,792)	(3,712,792)	0	0	0
<b>Net Debenture Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

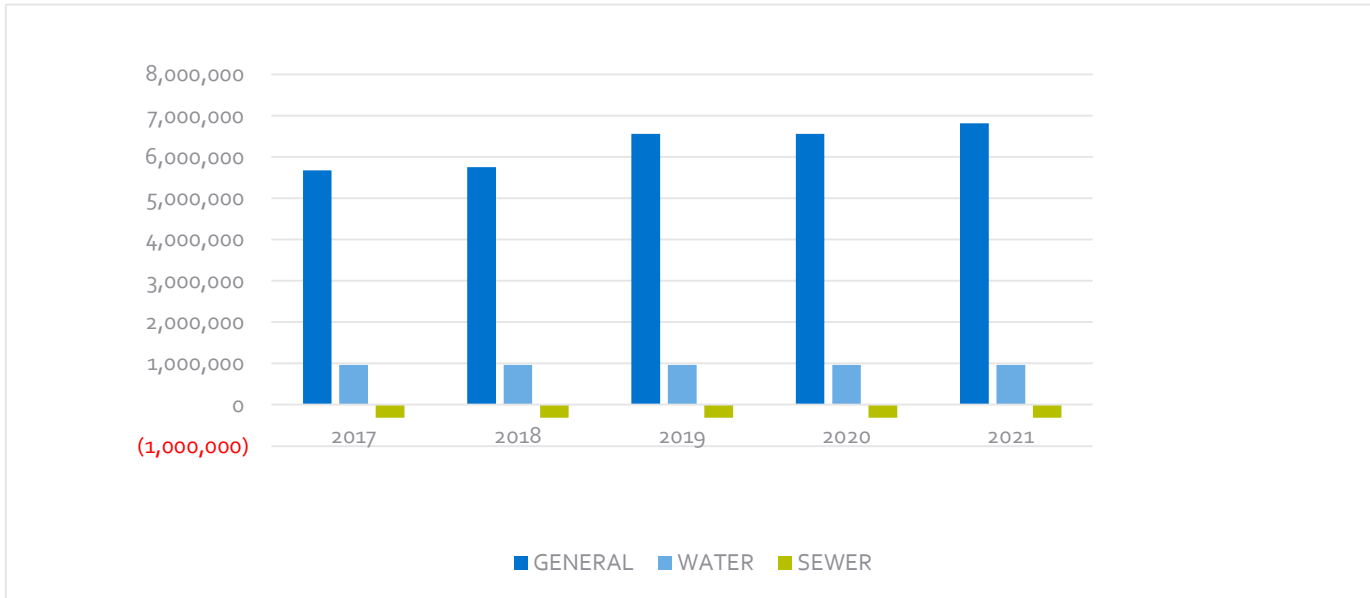
**AIRPORT**

Debenture

Principal	2,532,002	4,014,580	2,681,925	2,681,925	2,681,925	2,681,925	2,681,925	2,681,925	2,681,925	2,042,615
Interest	1,460,250	1,444,250	1,072,250	1,072,250	1,072,250	1,072,250	1,072,250	1,072,250	1,072,250	866,000
<b>Total Expenditures</b>	<b>3,992,252</b>	<b>5,458,830</b>	<b>3,754,175</b>	<b>3,754,175</b>	<b>3,754,175</b>	<b>3,754,175</b>	<b>3,754,175</b>	<b>3,754,175</b>	<b>3,754,175</b>	<b>2,908,615</b>
Recoveries (AIF Revenue)	(3,992,252)	(5,458,830)	(3,754,175)	(3,754,175)	(3,754,175)	(3,754,175)	(3,754,175)	(3,754,175)	(3,754,175)	(2,908,615)
<b>Net Debenture Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL NET DEBT PYMT</b>	<b>6,346,421</b>	<b>6,424,215</b>	<b>7,233,840</b>	<b>7,234,015</b>	<b>7,489,641</b>	<b>9,196,411</b>	<b>11,387,542</b>	<b>11,386,407</b>	<b>12,259,531</b>	<b>12,458,202</b>
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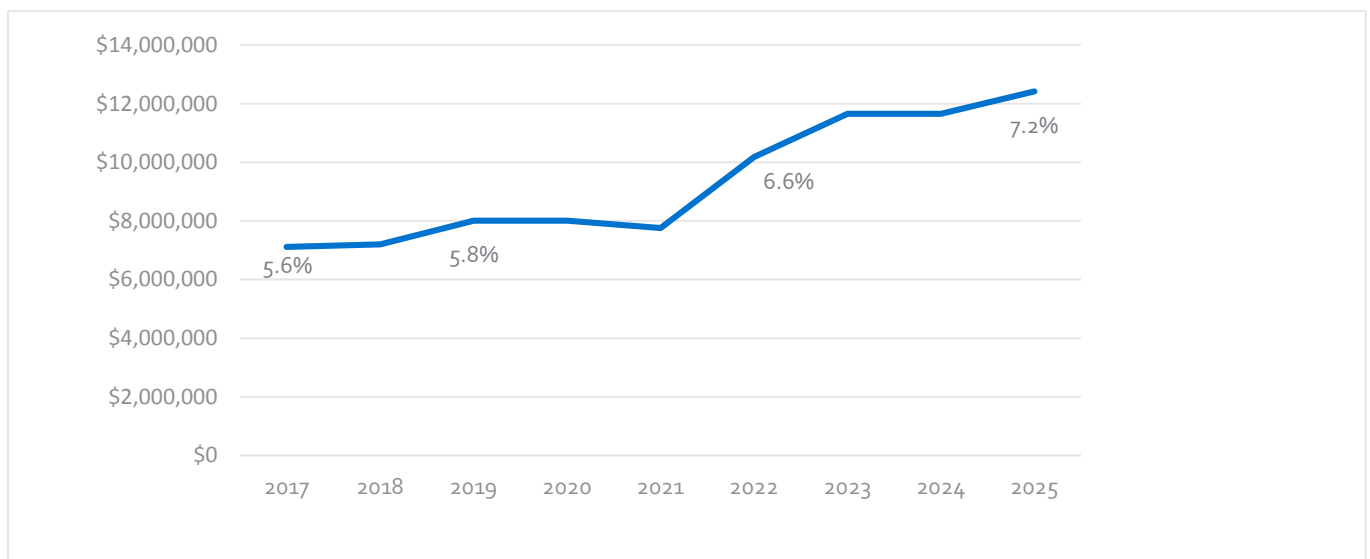
### Five-year net debt repayment



### Taxation funded debt

Council policy has been to limit annual net debt repayment to a maximum of 5 per cent of taxation demand. Net debt repayment for 2017 will be 5.6 per cent and anticipated to reach a maximum of 6.6 per cent over the next five years; increasing to 7.2 per cent by 2025. This includes debt for internal financing and the debt repayment for both the Mission Aquatic Centre and Police Services facility.

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

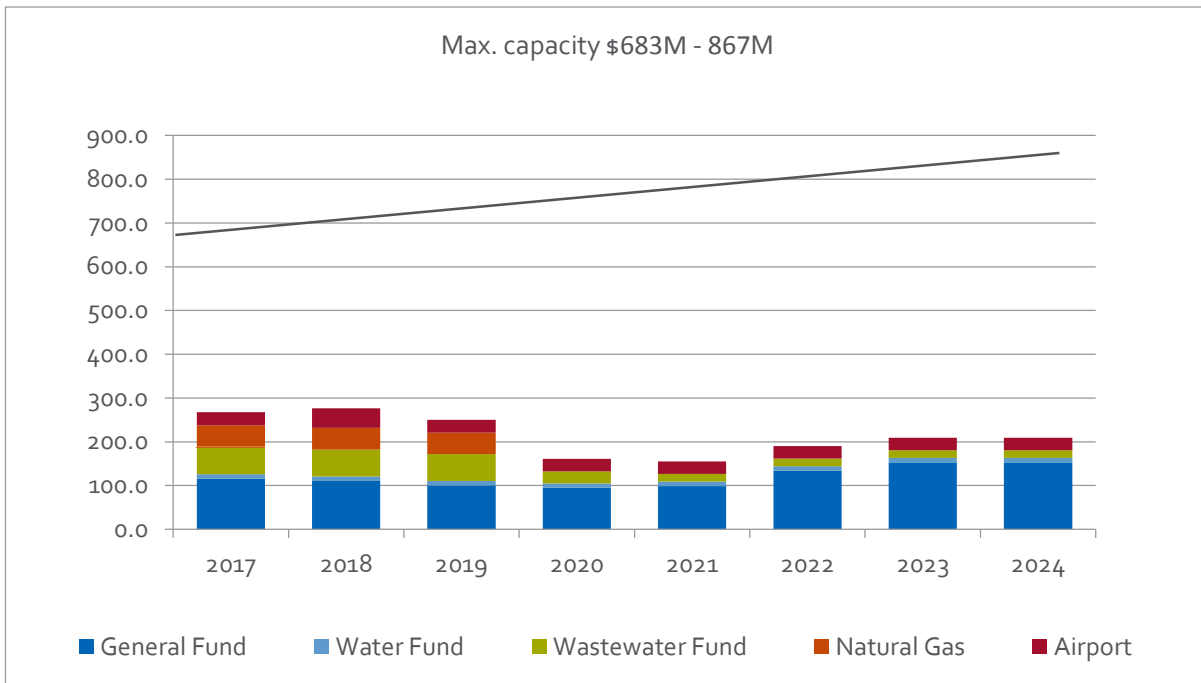


**Existing Debt – All Funds**

The maximum debt that can be undertaken by the City in a given year is based on 25 per cent of previous year revenues. Using 2015 revenues, the current liability servicing limit is \$62.5M of which \$28.2M of this capacity has been used, leaving an available capacity of \$34.3M. While \$28.2M represents approved debt capacity, the total debt servicing cost payable (principal and interest) is \$17M. The balance of \$11.2M represents guarantees and commitments as well as approved borrowings which have not been issued. Using current Municipal Finance Authority lending rates and a 15-year repayment term the unused borrowing capacity of \$34.3M for 2017 is approximately **\$416M**.

The following chart shows the borrowing by various funds and the maximum borrowing limit by the solid line.

Existing debt & maximum borrowing



(Based on current estimated borrowing rates)

## Debt charges analysis – General Fund

	Revised 2016	Provisional 2017		
<b>Debentures</b>				
Parkade Extension & Memorial Parkade MFA 133	942,916	942,916		
Local Improvements - MFA 63	17,762	0		
Local Improvements - MFA 64	20,052	0		
Local Improvements - MFA 66	4,272	4,272		
Local Improvements - MFA 70	3,732	3,732		
Local Improvements - MFA 130	21,936	21,936		
South Pandosy Spec Area 1 & 2 - MFA 71	34,867	34,867		
Library Parkade Plaza - MFA 64	143,555	143,555		
Kokanee Gymnastic Facility - MFA 75	30,371	30,371		
Chapman Parkade - MFA 78	208,621	208,621		
Okanagan Gymnastics - MFA 102	65,425	65,425		
Mission Aquatic Centre - MFA 102&104	2,419,162	2,419,162		
DCC Roads	1,401,826	1,401,826		
Ellis Street Library	541,699	180,555		
Police Facilities	3,216,464	3,216,464		
Automated Collection Carts	599,282	599,282	9,671,942	9,272,984
<b>Debenture recoveries</b>				
Police Facilities	(800,000)	0		
Local Improvement Levies	(67,753)	(29,939)		
Kokanee Gymnastic's Repayment	(34,495)	(34,495)		
- Appropriation to Major Facilities Res.	4,124	4,124		
Okanagan Gymnastics	(65,425)	(65,425)		
South Pandosy Spec Area 1 & 2	(34,867)	(34,867)		
Parking Reserve	(1,295,092)	(1,295,092)		
DCC Roads	(1,401,826)	(1,401,826)		
Library Society	(619,332)	(258,183)		
Landfill Reserve (Auto. Carts)	(599,282)	(599,282)	(4,913,949)	(3,714,986)
<b>Net debenture debt</b>			<b>4,757,993</b>	<b>5,557,998</b>

Debt charges analysis – General Fund

	Revised 2016	Provisional 2017
<b>Short term borrowing</b>		
MFA levy	<u>5,520</u>	<u>5,520</u>
<b>Net short term debt</b>	<u><u>5,520</u></u>	<u><u>5,520</u></u>
<b>Temporary debt</b>		
Interest on prepaid taxes	80,000	105,000
Bank charges/local improvements	<u>51,000</u>	<u>78,000</u>
	<u>131,000</u>	<u>183,000</u>
<b>Temporary debt - recovery</b>		
Parking Reserve	<u>(21,000)</u>	<u>(48,000)</u>
	<u>(21,000)</u>	<u>(48,000)</u>
<b>Net temporary debt</b>	<u><u>110,000</u></u>	<u><u>135,000</u></u>
<b>Net debt - General</b>	<u><u>4,873,513</u></u>	<u><u>5,698,518</u></u>
<b>Dollar change</b>		825,005      16.9%

<b>Internal borrowing</b>		
Mission Recreation Park Facilities	939,660	939,660
Protective Services Property	504,000	504,000
Land Acquisition Reserve	144,000	-
<b>Total including internal financing</b>	6,461,173	7,142,178

### Ongoing budget impacts – General Fund

Operating requests and expenditure reductions submitted in the financial plan are projected over a three-year period. This impact summary analyzes the impacts from current and prior year ongoing and one-time operating requests and expenditure reductions for dollar value changes between the current and subsequent two years. Adoption of this Provisional volume includes the approval of these changes from year to year.

Also included are the estimated contract increase impacts on the 2018 and 2019 budget.

The impact on 2018 and 2019 from the adoption of the 2017 financial plan as submitted is summarized as follows:

	<b>2018 Impact</b>	<b>2019 Impact</b>	<b>2018 % Impact</b>	<b>2019 % Impact</b>
2017 One-Time Requests	(671,540)	0	(0.53%)	0.00%
2017 One-Time Reductions	0	0	0.00%	0.00%
Additional Full Year Costs:				
2016 Operating Requests	283,530	0	0.22%	0.00%
2016 Reductions	0	0	0.00%	0.00%
2017 Operating Requests	1,049,320	820,690	0.83%	0.62%
2017 Reductions	15,000	(251,000)	0.01%	(0.19%)
<b>Total Budget Request Impacts</b>	<b>676,310</b>	<b>569,690</b>	<b>0.53%</b>	<b>0.43%</b>
<b>Estimated Contract Increases</b>	<b>2,803,600</b>	<b>2,949,770</b>	<b>2.21%</b>	<b>2.22%</b>
<b>Total Impacts</b>	<b>3,479,910</b>	<b>3,519,460</b>	<b>2.74%</b>	<b>2.65%</b>



Full time equivalent (FTE) summary

	Budget 2015	Actual 2015	Revised 2016	Provisional 2017
<b>General Fund</b>				
Mayor & Council	10.1	10.1	10.1	10.1
City Management	2.0	2.1	2.0	2.0
Strategic Services	3.0	2.3	2.0	2.0
Fire Department	123.9	120.6	123.9	130.9
Infrastructure	29.0	30.0	28.5	29.1
Community Planning & Real Estate	79.5	78.7	82.7	84.4
Active Living & Culture	58.5	59.9	60.0	61.2
Civic Operations	215.7	203.6	219.9	222.2
Corporate & Protective Services	78.7	79.5	83.2	86.5
Police Services	75.4	77.2	74.6	74.9
Communications & Information Services	34.3	35.4	36.4	38.2
Human Resources & Corporate Performance	15.4	18.2	15.9	16.6
Total General Fund	725.5	717.6	739.2	757.9
<b>Airport &amp; Utility Funds</b>				
Airport	42.8	45.9	43.8	43.8
Wastewater	40.0	39.2	40.4	40.6
Water	29.4	27.1	29.6	30.0
Natural Gas	0.0	0.0	0.0	0.0
Total Airport & Utility Funds	112.2	112.2	113.8	114.4
<b>Total FTEs</b>	<b>837.7</b>	<b>829.8</b>	<b>853.0</b>	<b>872.3</b>

General Fund

Strategic Services

- 2015 Reduction 5.8 FTE Reorg - Regional Services moved to the Infrastructure Division
- 2016 Reduction 1.0 FTE for Corporate Business Ventures Director position

Fire Department

- 2017 Addition 7.0 FTE for Glenmore Firehall No. 8 - Conversion to Career Station operating request

Infrastructure

- 2015 Addition 5.8 FTE Reorg - Regional Services moved from the Strategic Services Division
- Addition 1.0 FTE on-going for Transportation Planning Engineer operating request
- Reduction 0.8 FTE on-going for Transportation Planning Engineer capital allocation
- Reduction 0.5 FTE for reversal of one-time 2014 operating requests
- Reduction 2.3 FTE on-going from reallocation of staff to utility funds
- Addition 0.5 FTE onetime for Regional Transportation Plan amendment & Sustainable Transportation Planner transfer
- 2016 Reduction 0.5 FTE from reversal of 2015 onetime budget amendment and transfer
- 2017 Addition 0.6 FTE for Transit Service Coordinator Term Position operating request

### Community Planning & Real Estate

- 2015 Addition 0.8 FTE for Plumbing & Gas Inspector operating request
- Addition 0.7 FTE for Parking Operations Coordinator operating request
- Addition 0.6 FTE for Permanent Building Inspector/Plan Checker operating request
- Addition 0.2 FTE for pay parking enforcement positions
- 2016 Addition 0.3 FTE for Assistant Development Engineering Manager Position operating request
- Addition 0.7 FTE for onetime Microfiche Scanning Project - Term Position operating request
- Addition 0.3 FTE ongoing from Parking Services General Operating Adjustments operating request
- Addition 0.6 FTE for onetime Co-op Student Position operating request
- Addition 0.6 FTE from annualizing 2015 operating requests
- Addition 0.7 FTE from onetime Planner I Term Position budget amendment
- 2017 Reduction 1.7 FTE for reversal of 2016 one-time operating requests and annualization of 2016 requests
- Addition 0.8 FTE for Development Technician Position operating request
- Addition 0.8 FTE for Planner Specialist Position operating request
- Addition 1.0 FTE for Development Engineering Technologist Term Position operating request
- Addition 0.4 FTE for Sustainability Coordinator Position operating request
- Addition 0.4 FTE from Expansion of Parking Management - Hospital Area operating request

### Active Living & Culture

- 2015 Addition 0.4 FTE for the Program Adjustments operating request
- Reduction 0.3 FTE from onetime 2014 budget transfer and amendments
- Addition 0.1 FTE from onetime 2015 budget amendments
- Addition 0.1 FTE onetime from Kelowna Community Theatre Customer Service Improvements
- 2016 Addition 0.8 FTE Social Issues Coordinator - Term Position operating request
- Addition 0.4 FTE Aquatics Revenue & Wage Adjustment operating request
- Addition 0.4 FTE Outdoor Events Volunteer Program Adjustment operating request
- Addition 0.1 FTE Strong Neighbourhood Program operating request
- Reduction 0.2 FTE for reversal of 2015 onetime operating requests
- 2017 Addition 0.2 FTE annualizing of 2016 operating requests
- Addition 0.2 FTE onetime for Homeless-Serving System Strategy operating request
- Addition 0.4 FTE for Partnership Manager Position operating request
- Addition 0.4 FTE Communications Advisor Position operating request

### Civic Operations

- 2015 Addition 0.3 FTE for annualization of 2014 operating requests
- Addition 0.5 FTE for Energy Specialist Coordinator Position operating request
- Addition 4.9 FTE for various ongoing 2015 operating requests
- Reduction 0.3 FTE for 2014 reversal of onetime budget transfers
- Addition 0.2 FTE ongoing from reallocation of Design Technician from Infrastructure to Public Works
- 2016 Addition 1.0 FTE One-time Special Financial Project Support Term Position operating request
- Addition 2.3 FTE for various ongoing 2016 operating requests
- Reduction 0.1 FTE from increase of Operations Clerk position funding to capital

- Addition 1.0 FTE for Operations Clerk/First Aid Attendant budget transfer
- 2017 Reduction 1.0 FTE for onetime 2016 Special Financial Project Support Term Position operating request
- Reduction 0.8 FTE for 2015 Energy Specialist Coordinator Position operating request
- Addition 0.3 FTE for annualization of 2016 operating requests
- Addition 0.2 FTE for Safety Coordinator - 3 Year Term Position operating request
- Addition 1.0 FTE for Scale House Attendant Part-time Position operating request
- Addition 0.8 FTE for Street Lighting Technologist Position operating request
- Addition 1.8 FTE from various 2017 ongoing operating requests for wages

#### Corporate & Protective Services

- 2015 Addition 0.5 FTE ongoing for the Bylaw Admin Support operating request
- Reduction 0.5 FTE for reversal of 2014 onetime operating requests
- Addition 0.2 FTE for annualization of 2014 operating requests
- Addition 0.4 FTE for onetime Bylaw budget transfer
- 2016 Addition 0.3 FTE for onetime Enhancement of Corporate Purchasing Card Program Term Position operating request
- Addition 0.8 FTE for Accounting Technician Position operating request
- Addition 0.5 FTE Bylaw Administrative Support Position operating request
- Addition 0.8 FTE Bylaw Enforcement Officers - Two Positions operating request
- Addition 1.5 FTE for Two Accountant Positions operating request
- Reduction 0.4 FTE for reversal of 2015 onetime budget transfer
- Addition 1.0 FTE for onetime EDMS Project Manager
- 2017 Reduction 1.3 FTE for reversal of 2016 onetime positions
- Addition 0.9 FTE for annualization of 2016 operating requests
- Addition 1.6 FTE for Bylaw Services Enforcement Positions operating request
- Addition 0.8 FTE for Business License Manager Position operating request
- Addition 0.6 FTE for Financial Analyst Position operating request
- Addition 0.5 FTE for Procurement Management Supervisor Position operating request
- Addition 0.2 FTE for Safety Coordinator - 3 Year Term Position operating request

#### Police Services

- 2015 Addition 0.3 FTE for annualization of 2014 operating requests
- Reduction 0.2 FTE for reversal of 2014 onetime requests and 2015 addition of Computer Support Technician – Term operating request
- Addition 1.5 FTE ongoing for Court Liaison Officer and Secretary operating requests
- Addition 1.3 FTE for Police Services budget transfers
- 2016 Addition 0.5 FTE for annualization of 2015 operating requests
- Reduction 1.3 FTE for reversal of 2015 Police Services budget transfers
- Reduction 0.7 FTE for reversal of 2015 onetime operating requests
- Addition 0.7 FTE for Client Support Technician Position operating request
- 2017 Addition 0.3 FTE for annualization of 2016 operating requests

#### Communications & Information Services

- 2015 Addition 0.8 FTE for annualization of 2014 operating requests

- 2016 Addition 0.5 FTE for Spatial Data BSA Position operating request
- Addition 0.5 FTE for Analytics/Open Data Business Systems Analyst Position operating request
- Addition 0.3 FTE for Communications Coordinator Position operating request
- Addition 0.7 FTE for Virtual City Business Systems Analyst Position operating request
- Addition 0.2 FTE decreasing capital allocation for Communications Advisor budget transfer
- Reduction 0.1 FTE from Adopt-A-Stream and Communications Consultant budget transfer
- 2017 Addition 1.3 FTE from annualization from 2016 Operating Requests
- Addition 0.5 FTE for Sponsorship & Advertising Manager Position operating request

#### Human Resources & Corporate Performance

- 2016 Additional 0.3 FTE for onetime Term HR Recruitment Coordinator Position operating request
- Additional 0.2 FTE Human Resources Co-op Student Position operating request
- 2017 Reduction 0.3 FTE from 2016 onetime operating request
- Addition 0.2 FTE for Part-Time HR Administrative Clerk Position operating request
- Addition 0.3 FTE for Term HR Recruitment Coordinator Position operating request
- Addition 0.5 FTE for Performance Improvement Consultant Position operating request

#### Airport & Utility Funds

##### Airport

- 2015 Addition 1.0 FTE for .5 Mechanic and .5 casual Equipment Operator
- 2016 Addition 1.0 FTE for Airport Duty Manager

##### Wastewater

- 2015 Addition 1.0 FTE for reversal of 2014 onetime operating requests
- Addition 1.1 FTE ongoing from reallocation of staff to utility funds
- 2016 Addition 0.1 FTE for Cedar Ave Lift Station Kiosk onetime operating request
- Addition 0.2 FTE for McKinley Landing Sewer Lift Stations O & M Costs operating request
- Addition 0.1 FTE for Equipment Operator V operating request
- 2017 Reduction 0.1 FTE for reversal of 2016 onetime operating requests
- Addition 0.2 FTE for Safety Coordinator - 3 Year Term Position operating request
- Addition 0.1 FTE for Data Radio Replacement - Wastewater operating request

##### Water

- 2015 Addition 0.7 FTE from 2014 onetime Water Quality Technician Position Pilot Program reduction
- Reduction 0.7 FTE ongoing for Water Quality Technician Position Pilot Program reduction request
- Addition 0.1 FTE onetime for Pump Operations Shop Area operating request
- Addition 0.3 FTE ongoing for Landscape Maintenance operating request
- Addition 0.8 FTE ongoing from reallocation of staff to utility funds
- Reduction 0.8 FTE Water Quality Technician - Summer Student
- 2016 Addition 0.2 FTE Equipment Operator V operating request
- Addition 0.2 FTE for Kettle Valley UV Facility operating request ongoing
- Reduction 0.2 FTE from 2016 budget transfers
- 2017 Addition 0.2 FTE for Safety Coordinator - 3 Year Term Position operating request
- Addition 0.2 FTE for Data Radio Replacement - Water and Vintage Terrace Pressure Reducing Station operating requests

## Basis of accounting/budgeting

### Basis of accounting

#### Definition

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

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

#### Modified accrual basis of accounting

City of Kelowna revenues and expenditures are recognized on a modified accrual basis of accounting. Revenues and related accounts receivable are recognized in the accounting period in which they become earned and measurable.

- expenditures are recognized in the accounting period in which the liability is incurred
- inventory is valued at the lower of cost or replacement cost
- temporary investments are recorded at cost
- tangible capital assets on the balance sheet will be shown at cost, less amortization, less disposal
- tangible capital assets will be written down when non-contributing
- amortization and write-downs of tangible capital assets will be a charge against annual income

#### Basis of budgeting

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

## Financial principles & strategies

The City defines financial strength and stability as “the ability to acquire and manage a portfolio of financial and physical assets that meet the current and future needs of our community.”

This is the goal. The principles and strategies will guide decision-making within the City and help to realize this goal and, ultimately, the vision for Kelowna.

The five financial principles are for the City to be:

PRINCIPLES	
	<b>SUFFICIENT.</b> Revenues and expenses support the City's service levels and long-term goals
	<b>PRAGMATIC.</b> Financial decisions take measured risks while ensuring appropriate service levels are protected
	<b>TRANSPARENT.</b> Financial strategies, plans and processes are accessible and visible
	<b>FLEXIBLE.</b> Financial policies allow for opportunities and changing circumstances
	<b>BALANCED.</b> Service levels are affordable and appropriate

These principles serve as a basis against which the financial strategies that are outlined below can be tested, reviewed and updated as needed.

### Strategies

The financial strategies that will help us meet our financial goals fall under 10 categories:

#### Assets – new

- Expenditures for new assets will be prioritized based on social, economic and environmental factors and life cycle cost implications
- Emergent opportunities will be evaluated against existing priorities
- Investment in new assets should follow the long-term capital plan
- The decision-making process for new asset investment will be documented, transparent and clearly communicated to Council, staff and the community

#### Assets – renew

- The City will invest in existing infrastructure renewal in accordance with the long-term capital plan
- Funding for asset renewal will be balanced against service levels and risk tolerance
- Life cycle costs should be managed through preventative maintenance and renewal strategies

#### Debt

- General Fund debt servicing costs will be maintained at or below a targeted level of annual taxation demand
- The City's debt capacity will be preserved by limiting the use of debt to fund only one-time major capital projects
- If possible and when beneficial, debt will be paid down earlier
- Financing for less than a five-year term will be completed through internal financing
- Impacts on overall City debt levels from “self-funded” cost centres and Funds will be reviewed and understood

#### Development financing



- Developers will pay their fair share for growth-related infrastructure through DCCs and other tools
- Where appropriate, other funding can be used to provide additional capacity over and above the current OCP horizon
- Taxation-funded DCC's through grant programs may be used to encourage economic development and community projects

#### **Grants**

- Grants will only be pursued for the City's priority projects
- Grant funding will not increase the scope of a project without Council endorsement
- Annual project funding must be sufficient without conditional grants
- Long-term financial planning will rely on unconditional grant opportunities only

#### **Operations**

- All services, including new services, must be aligned with the City's priorities and reviewed regularly
- The full financial cost of service and staff requirements will be understood by Council and administration
- Future changes in operating costs, including personnel resourcing requirements, will be considered in long-term capital and financial planning
- Ongoing operating activities will only be funded through taxes, fees and charges

#### **Partnerships & enterprise**

- The City will pragmatically partner with other entities to deliver community services and amenities
- The City will explore access to new sources of capital and revenue streams
- The City will leverage existing assets to attract private sector involvement
- The City will leverage the expertise of outside partners
- Services from partnerships will be reviewed regularly to ensure the needs of the City continue to be met
- The City supports organizations within the community that enhance the quality of life

#### **Property taxation**

- Property taxes will remain as stable as possible over time
- Property taxes will be comparative with similar communities
- Increases to property taxes will be balanced among assessment classes
- Property tax information will be transparent and easy to understand
- Property taxes will reflect the infrastructure, services and service levels that the community believes are important

#### **Reserves & surplus funds**

- The purpose of each reserve will be documented and reviewed regularly
- Ongoing operating requests will not be funded from reserves
- Accumulated surplus will only be used as an emergency funding source

#### **User fees & charges**

- Everyone will pay a fair amount for the services they receive
- Services will be reasonably accessible by all citizens
- User fees will be transparent and easy to understand

For more information, go to [kelowna.ca](http://kelowna.ca) and search for financial principles and strategies.

## Policies

There are various policies adopted by Council or long-standing principles that guide the City of Kelowna and are used in the preparation of the financial plan.

### Financial planning policies

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

**Long Range Planning** | The Community Charter mandates that a 5-Year Financial Plan is prepared. The plan contains current year operating and capital costs along with projected future costs. It includes estimated operating costs and revenues of future capital improvements. The plan is adopted by bylaw in May after Final Budget requests are considered by Council. 10-Year Capital Plan and 10-year utility models are prepared that provide details for the overall Financial Plan. The 20-Year Servicing Plan and Financing Strategy also provides capital details for the 10-year capital plans. Development cost charge rates are based on the requirements of the 20-Year Servicing Plan. Ten-year models are developed for the utilities to ensure that rates and fees are set at a level that allows the funds to be self-supporting (without taxation assistance). There is a strong link between the various plans as they flow from the future right into the current year requirements.

**Asset Inventory** | Civic facilities are reviewed on an annual basis to determine the requirements for maintaining the asset. Funding is included in the base operating budget in Building Services which supports maintenance projects. The amount included in the base is reviewed annually to ensure it is adequate to address the facilities requirements.

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

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

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

### Revenue & expenditure policies

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

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

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

**Debt** | Debt will not be used to fund current operating expenses. For capital improvements the repayment period shall not exceed the reasonable life expectancy of the asset. The maximum debt servicing should not exceed 5 per cent of annual tax demand and cannot exceed debt servicing limits established by the Province.

**Reserves** | The City will maintain a surplus account within the general fund of 5 per cent of the previous year’s taxation requirement to assist with the expenses of unforeseen emergencies and to ensure a continued strong financial position. Additional reserve accounts should be maintained for revenue and expenditure stabilization including reserves for snow removal, street cleaning, flood control, insurance deductible and permit revenue averaging. Under expenditures in these areas should be placed into reserve at year end and over expenditures should be funded from the reserve to avoid the requirement to reduce service levels or raise taxes/fees for a temporary issue. Other reserves should be established to provide for the requirements of the City’s 10-Year Capital Plan.

**Surplus Allocation** | Any surplus generated in a year will be allocated to reserves as recommended by the City’s Audit Committee. Consideration to be given to the requirements identified in the 10 Year Capital Plan, the area where the surplus was generated, future capital requirements or to offset funding shortfalls from other anticipated funding sources.

**Investment & cash management policies**

The City will maintain sufficient short term liquid assets to enable it to meet its annual operating budget as required. Due to the uncertain nature of future expenses, the portfolio will focus on high quality, liquid securities. The goal is to maximize the investment return on the fund, while ensuring that the liquidity, quality and diversification requirements are satisfied. The primary performance objective is to achieve a rate of return over a moving three-year period of greater than the Canada Consumer Price Index for All Items. Additionally, the fund’s performance should match or exceed the Municipal Finance Authority of BC Intermediate Fund and Money Market Fund for the same period. Permitted investments in the fund are eligible securities defined in Section 183 of the Community Charter and investments in internally financed City of Kelowna projects. All securities held in the portfolio shall have a maturity of 10 years or less and the total portfolio shall have an average quality rating of at least AA. Bonds held by the fund will be diversified by sector and rating with the maximum exposure to a single government (Government of Canada, BC MFA, Provincial, and Municipal) or corporation, as a per cent of the total portfolio will be as follows:

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

In addition, the maximum exposure for a single internally financed project is 15 per cent of the total Fund and the maximum exposure for all internally financed projects is 30 per cent of the total Fund. Funds will also not be borrowed to acquire securities or otherwise deal in margin trading. Reports on the fund’s performance will be provided at a minimum annually to City Council.

Previous Councils have approved the ten major corporate strategies identified below that provide direction for the 10 Year Capital Plan and thus for the capital component of the current Financial Plan.

These strategies are:

- **Park Acquisition Strategy** | This plan provides for the park land acquisition standard of 2.2 hectares per thousand of population and the acquisition of natural space by means other than cash outlay.
- **Parks Development Strategy** | Parks development costs will be a function of the capital allocation deemed reasonable annually and are to be shared by the community rather than through increased development cost charge fees.
- **Waterfront Amenities Strategy** | An annual allocation is provided for some waterfront land acquisitions but the emphasis is on private enterprise or community contributions to develop other amenities.
- **Major Recreational Facilities Strategy** | Major recreational/cultural facilities are budgeted with substantial emphasis on funding from public private partnerships, public sector partnering and other contributions. Pay-as-you-go capital and reserve funding will be required to minimize long-term debt financing.
- **Civic Buildings Strategy** | Buildings will be planned and constructed as required, subject to funding availability, with a focus on Public Private Partnerships in the development of these future civic buildings.
- **Pavement Management Strategy** | Annual general revenue contributions are to increase from the baseline of \$1.9M over the ten-year program to achieve an overall roads condition of 73 out of 100.
- **Storm Drainage Retrofit Strategy** | Annual general revenue contribution of \$1.6M to this program over the ten-year plan.
- **Generation/Disposition of Surplus Strategy** | \$1,000,000 is to be allocated to reserves each year from annual surplus in order to mitigate the need for abnormal tax increases or incurring of new debt and to provide for capital expenditure opportunities which might otherwise require an alternative approval and/or referendum process.
- **Capital Pay-As-You-Go Strategy** | Forty per cent of new construction taxation revenue each year is to be allocated to capital, increasing the percentage of capital to Municipal Taxation to a maximum of 30 per cent.
- **Debt Management Strategy** | The existing strategy of using alternative funding for discretionary expenditures, capitalizing on debt reduction opportunities and using short term borrowing and agreements for sale has been maintained. Maximum debt servicing should not exceed 5 per cent of annual taxation demand.

## Budget process

City plans, including the Official Community Plan and Council Priorities, influence development of the City of Kelowna’s budget. Input from City Staff, City Council, outside agencies funded by the City, citizens, and various City committees all helps to build a solid annual and five-year financial plan that meets the needs of our growing community.

### Budget cycle & timeline

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

#### A year-round process

The fiscal year begins Jan. 1 and ends Dec. 31. City budgeting is a near year-round process.

Beginning in August of each year, all divisions prepare department goals and objectives for the upcoming budget year, followed by preparation for review and analysis of budget requirements. Financial Services reviews base budget adjustments, operating requests, expenditure reductions and capital budget requests.

In October, the City Manager meets with each division to go over budget adjustments and requests. After this review, requests are ranked on a City-wide basis and reviewed by Senior Management.

The divisional information and budget requests are consolidated into the Financial Plan and prepared for review by Council in December.

Projects not completed in the previous year (carryovers) are reviewed by Council in March after accounts are finalized at year end.

Final adjustments to the Financial Plan, including requisition amounts from other taxing jurisdictions, are reviewed by Council in late April. The final Financial Plan and appropriate Tax Rate Bylaws are adopted by May 15.

The budget cycle is also guided by the requirements of the Community Charter as described in [Section 165](#) and [Section 166](#).

#### Budget transfers & amendments

As per section 165. (2) of the Community Charter, the Financial Plan may be amended by bylaw at any time. A bylaw amendment is planned for April 2017 for changes to the Financial Plan for all 2016 year–end requirements. Corporate policies 261 & 262 cover the budget transfer and amendment procedures. A formal policy is in place to ensure that the City’s overall internal control objectives are maintained and that there are no material changes to the original budget approved by Council. Appropriate signatures and back-up documentation are required with the transfer or amendment forms.



Budget transfers involve the re-allocation of existing approved budget and do not change the overall budget total. Operating budget transfers in excess of \$50,000 and capital transfers greater than \$75,000 must be approved by the City Manager. Council approval is required to cancel an approved project or to add a new capital project greater than \$15,000. Budget amendments do increase the City’s budget total and must be approved by Council prior to entry.

**2017 budget calendar**

Description	Required Date
<b>2016</b>	
Prepare capital requests for 2017 Financial Plan	June 6
Departmental Integrated Work Plans complete	Aug. 26
Establish City priorities for the 2016 budget year, based on discussion with Council & City Manager	Sept. 8
City Manager meets with each department to review and prioritize capital requests, supplements, and expenditure reductions	Oct. 19/20
Council receives overview presentation of the provisional 2017 Financial Plan	Dec. 12
Council reviews and adopts the provisional 2017 Financial Plan	Dec. 15
<b>2017</b>	
Council reviews and adopts carryover projects from 2016	March 13
Council reviews and adopts final budget requests, property tax rates and the 5-year Financial Plan	April 24

**Prioritization**

There are two priority levels used for operating requests and expenditure reductions:

- **Priority 1 (P1)** items are required to maintain the current level or standard of service, or is required to facilitate good management practices, and
- **Priority 2 (P2)** items improve or enhance the current level of service; however, the item has been omitted from the budget totals in order to present an acceptable level of general tax demand/utility user rate.

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

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

## Budget development

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

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

### Linking to strategic plans

All operating and capital requests strive to support the Corporate Framework and Council Priorities. Therefore, each request has been specifically identified with a link to either a Corporate Framework goal and/or Council Priority.

Divisional Directors have outlined the drivers that guide their departments and managers have provided their action plans, or activities, that will be undertaken in the current year to support the Corporate Framework and priorities of Council. These "drivers and activities" can be found in the first few pages of each Division's operating section and are tied back to a specific goal. Through the use of integrated work plans, the City will embark on a purposeful effort to effectively coordinate human and financial resources to achieve the priorities as set by Council and the community.

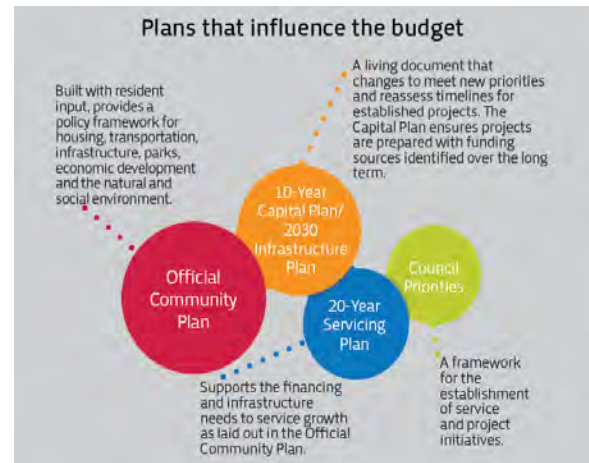
## Performance measurement

The City of Kelowna has initiated an enhanced corporate-wide performance measurement program for integration into the annual Financial Plan and Annual Report. The Province of British Columbia has mandated the requirement under the Community Charter for reporting with annual objectives and measures. Performance measurement is a process for determining how a program is accomplishing its mission through the delivery of products, services or processes. It is government's way of determining if it is providing a quality product at a reasonable cost. For City staff performance measurement is a process for continuous improvement.

Performance measurement is an ongoing program being developed in multiple phases. It is an evolutionary process that will improve with experience. A complete and effective system of performance measurement will require years of consistent, incremental work efforts.

The performance measurement program provides information by division/department under six measurement categories:

- Program Inputs
- Outputs (Activity levels)
- Outcome (Results)
- Process Efficiency (Productivity)
- Customer Service
- Innovation & Learning





The performance measurement program will, at all times, strive for consistency with the City's Corporate Framework and Council's priorities.

The reporting on corporate performance measures developed as part of the financial planning process is to be included in the City of Kelowna Annual Report. This report is to be provided to City Council before June 30, of the following year and presented to a public forum, in accordance with the provisions of the provincial government's Community Charter.

The current format of the performance measures expands on the initial phase. Within each Division/Department there are current-year strategic activities that are linked to Corporate Framework goals and/or Council priorities. These relate to project-type works that are planned for 2017.

Following is a description of the various Division functions, there is a performance measurement section that deals with the ongoing programs in each area, measured on a three-year basis. These categories will be described in further detail:

- Program Input Measures – addresses the question of what amount of resources are needed to provide a particular program or service. These are being measured by the net operating budget requirements.
- Program Outputs – define the activities or units of service provided, measure quantity of service.
- Program Outcomes – focus on results to determine if the service is meeting its proposed goals. They consider the quality or effectiveness of public programs.
- Efficiency Measures – measure the cost per unit of output or outcome. Used to determine productivity trends and provide an indication of the cost effectiveness of a program. These can be expressed as ratios of outputs or outcomes to inputs.
- Customer Satisfaction – based on feedback received from City customers, typically relate to customer satisfaction surveys or complaint receipt.
- Innovation and Learning – to encourage continuous improvement through learning, targeting knowledge and skills as a long term investment.

It is important to strive for a balance of measures for each program area. Measures are to be meaningful and significant and relate directly to the City's mission and goals.

# Summary

# FINANCIAL SUMMARIES

## 2017 Financial Plan summary

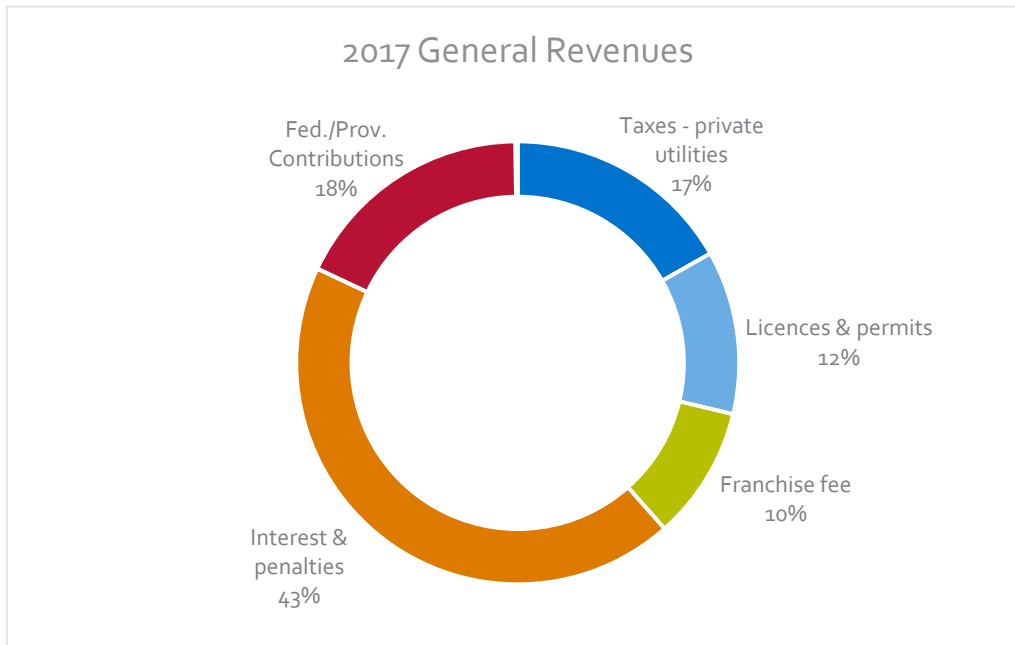
	Actual 2015	Revised 2016	Provisional 2017
General revenues	(12,421,826)	(12,211,640)	(12,250,000)
Net operating budget	113,008,079	120,062,230	127,467,930
2015 surplus	135,594		
Pay-as-you-go capital	12,819,594	12,028,840	12,335,000
Taxation demand	113,541,441	119,879,430	127,552,930
New construction tax revenue	(1,456,700)	(1,667,000)	(2,400,000)
New BCAA Desktop Review revenue	(940,000)	0	0
Police Services: Building & Contract	1.77%	1.97%	1.56%
Fire Department: Strategic Plan	0.00%	0.00%	0.38%
Other	1.43%	2.14%	2.46%
<b>Net property owner impact</b>	<b>3.20%</b>	<b>4.11%</b>	<b>4.40%</b>

## Analysis of tax demand

	2016	2017	Change	% change
Gross departmental operating expenditures	202,831,108	203,426,205	595,098	0.07%
Net departmental revenue	(87,642,391)	(81,656,794)	5,985,597	(6.83%)
<b>Net departmental operating expenditure</b>	<b>115,188,717</b>	<b>121,769,411</b>	<b>6,680,695</b>	<b>5.32%</b>
Net general debt	4,873,513	5,698,519	825,006	16.93%
Capital expenditures from general taxation	12,028,840	12,335,000	306,160	2.55%
General revenue	(12,211,640)	(12,250,000)	(38,361)	0.31%
<b>Gross tax demand</b>	<b>119,879,430</b>	<b>127,552,930</b>	<b>7,673,500</b>	<b>6.03%</b>
Less estimated new construction value	1,667,000	2,400,000		
<b>Net property owner impact</b>	<b>4.11%</b>	<b>4.40%</b>		<b>0.29%</b>

## Revenues & expenditures

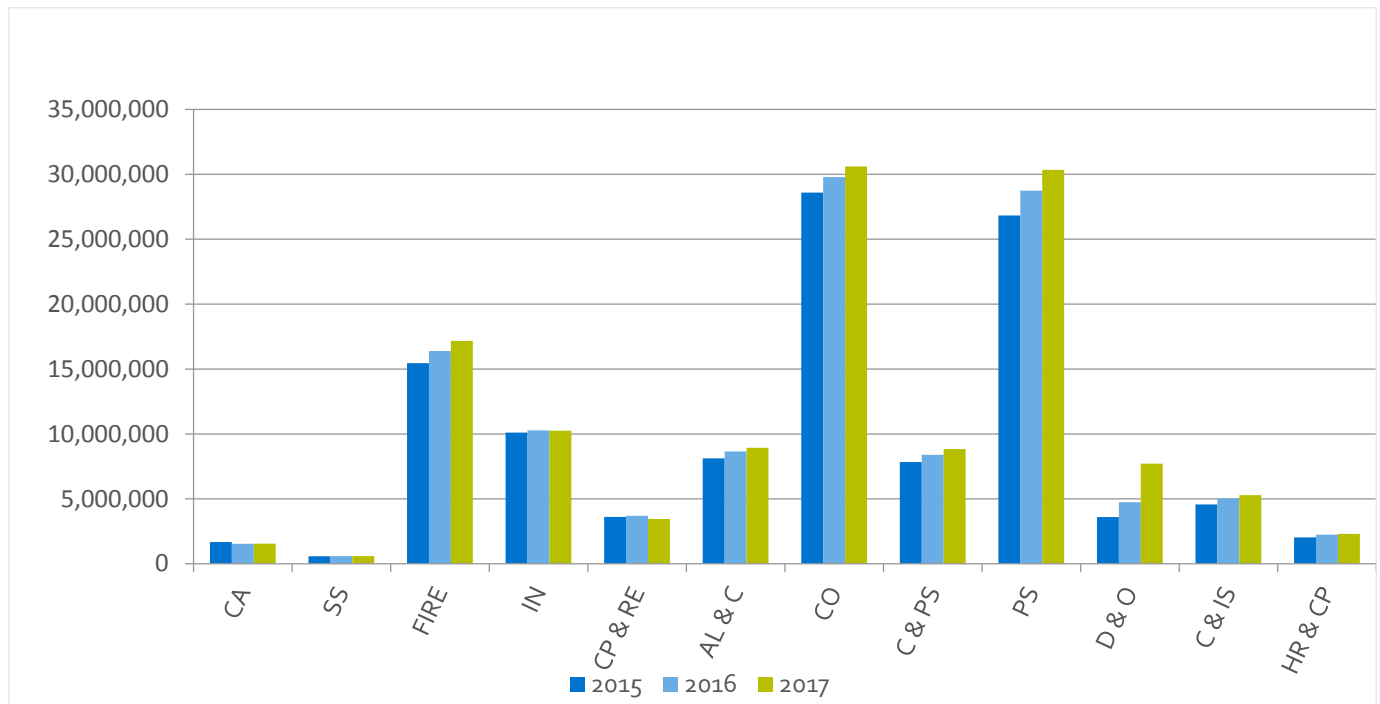
### General revenues



	Actual 2015	Revised 2016	Provisional 2017
Taxes - private utilities	1,885,947	2,102,959	2,084,029
Licences & permits	1,433,026	1,423,900	1,483,900
Franchise fee	1,345,128	1,152,140	1,209,750
Interest & penalties	5,963,303	5,496,190	5,407,050
Miscellaneous revenues	(119,152)	(163,731)	(169,890)
Fed./Prov. contributions	1,893,574	2,180,182	2,215,161
Municipal contributions	20,000	20,000	20,000
<b>Total General Revenues</b>	<b>12,421,826</b>	<b>12,211,640</b>	<b>12,250,000</b>
Property taxation	<b>113,541,443</b>	<b>119,879,430</b>	<b>127,552,930</b>
<b>Total General Revenue &amp; Taxation</b>	<b>125,963,269</b>	<b>132,091,070</b>	<b>139,802,930</b>

General Fund – net operating expenditure by division

Net expenditures by year

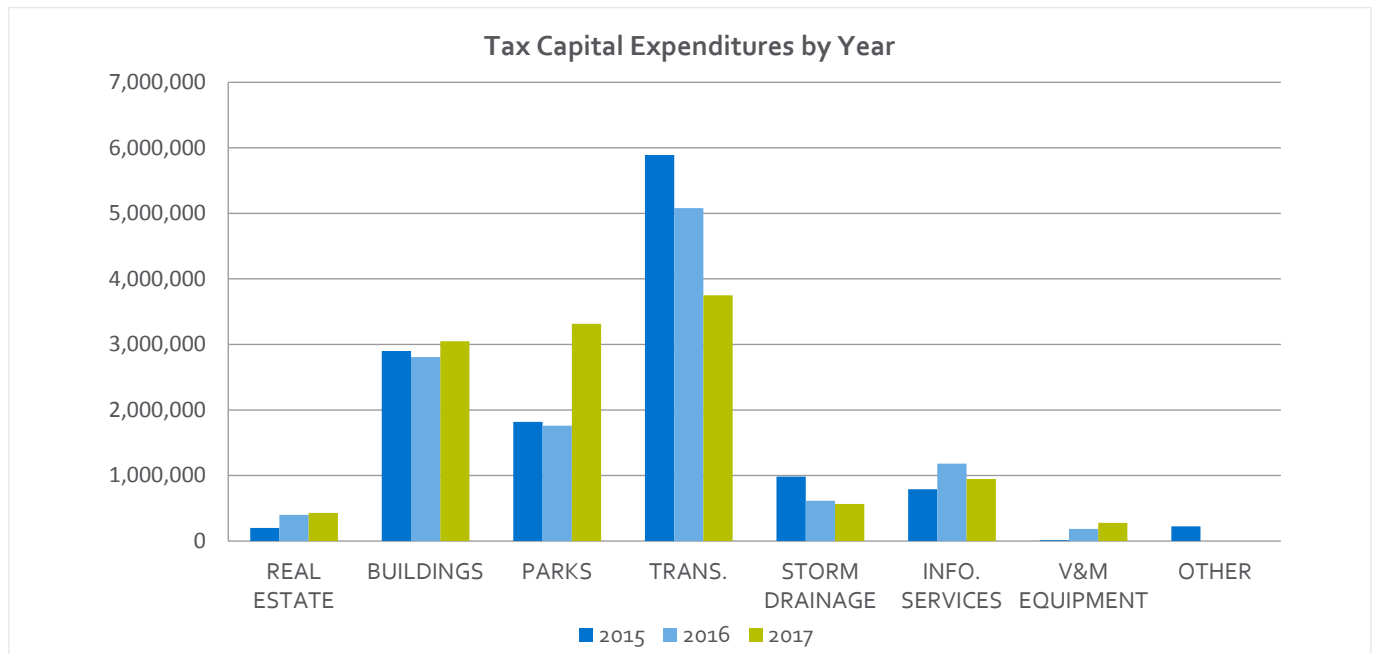


	Actual 2015	Revised 2016	Provisional 2017
City Administration	1,679,306	1,538,362	1,545,303
Strategic Services	575,004	593,681	593,681
Fire	15,455,324	16,387,390	17,165,522
Infrastructure	10,108,775	10,272,873	10,252,943
Community Planning & Real Estate	3,607,069	3,693,005	3,448,343
Active Living & Culture	8,115,820	8,651,937	8,933,067
Civic Operations	28,597,462	29,784,182	30,606,416
Corporate & Protective Services	7,836,133	8,389,447	8,833,963
Police Services	26,825,232	28,740,190	30,338,754
Debt & Other	3,598,387	4,740,411	8,159,086
Communications & Information Services	4,575,232	5,027,602	5,291,642
Human Resources & Corp Performance	2,034,335	2,243,150	2,299,210
<b>Total Division Net Operating Expenditure</b>	<b>113,008,079</b>	<b>120,062,230</b>	<b>127,467,930</b>

\* City Administration includes City Management and Mayor & Council

General Fund – taxation capital summary

Pay-As-You-Go Capital Expenditure by Department



	Actual 2015	Revised 2016	Provisional 2017
Real Estate	199,771	400,000	430,000
Buildings	2,900,260	2,806,500	3,050,000
Parks	1,818,506	1,760,000	3,313,980
Transportation	5,891,353	5,079,840	3,749,020
Storm Drainage	983,600	615,000	565,000
Street Lights	100,001	0	0
Information Services	790,609	1,181,500	948,000
Vehicle & Mobile Equipment	11,795	186,000	279,000
Fire Department	123,699	0	0
<b>Total Taxation Capital</b>	<b>12,819,594</b>	<b>12,028,840</b>	<b>12,335,000</b>

# General Fund - Excluding General Revenue Revenues/Expenditures by Category

CITY OF KELOWNA

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	( 179,270)	( 45,818)	( 8,008)
Parcel Tax	( 41,628)	( 34,867)	( 34,867)
Fees and Charges	( 59,637,878)	( 52,192,082)	( 49,468,834)
Other Revenue	( 30,918,492)	( 32,267,900)	( 31,619,217)
Transfers from Funds			
Special (Stat Reserve) Funds	( 1,238,231)	( 2,515,034)	( 1,493,894)
Development Cost Charges	( 1,972,301)	( 1,401,826)	( 1,401,826)
Accumulated Surplus	( 4,742,432)	( 4,294,948)	( 1,397,266)
<b>Total Revenue</b>	<b>( 98,730,232)</b>	<b>( 92,752,475)</b>	<b>( 85,423,912)</b>
<b>Expenditures</b>			
Salaries and Wages	65,935,181	66,902,860	68,593,197
Internal Equipment	5,994,771	5,957,696	6,418,118
Material and Other	35,502,318	40,684,081	32,708,129
Contract Services	62,183,733	68,335,003	70,557,539
Debt Interest	2,762,759	4,779,241	4,749,951
Debt Principal	2,531,991	4,983,232	4,638,562
Internal Allocations	1,267,952	2,252,513	2,106,193
Transfers to Funds			
Special (Stat Reserve) Funds	23,183,468	14,428,739	16,890,195
Development Cost Charges	0	0	0
Accumulated Surplus	12,376,138	4,491,340	6,229,958
<b>Total Expenditures</b>	<b>211,738,311</b>	<b>212,814,705</b>	<b>212,891,842</b>
<b>Net Operating Expenditures</b>	<b>113,008,079</b>	<b>120,062,230</b>	<b>127,467,930</b>
<b>Capital Expenditures</b>			
Gross Expenditures	98,181,499	121,769,560	49,864,900
Other Funding Sources	( 85,361,905)	(109,740,720)	( 37,529,900)
<b>Taxation Capital</b>	<b>12,819,594</b>	<b>12,028,840</b>	<b>12,335,000</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>125,827,673</b>	<b>132,091,070</b>	<b>139,802,930</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	468.7	462.7	479.8	498.9
Hourly	256.8	254.9	259.4	259.0



## Utility Funds

### Revenues/Expenditures by Category

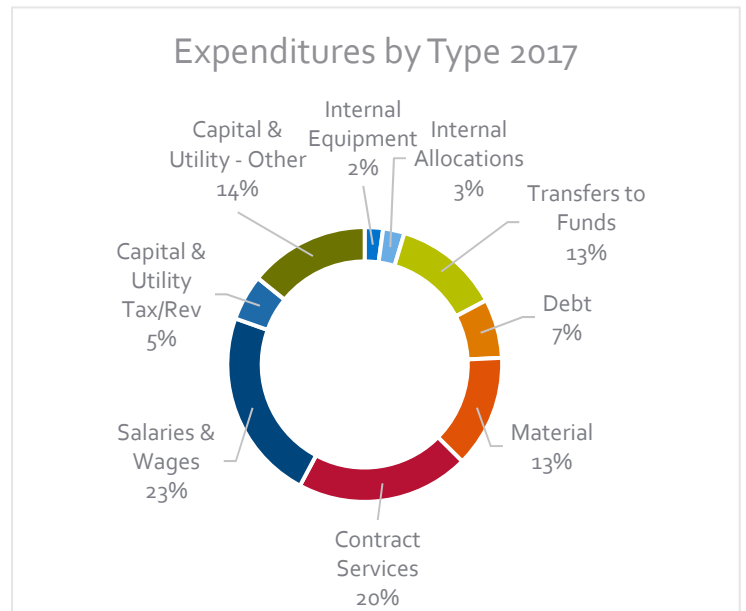
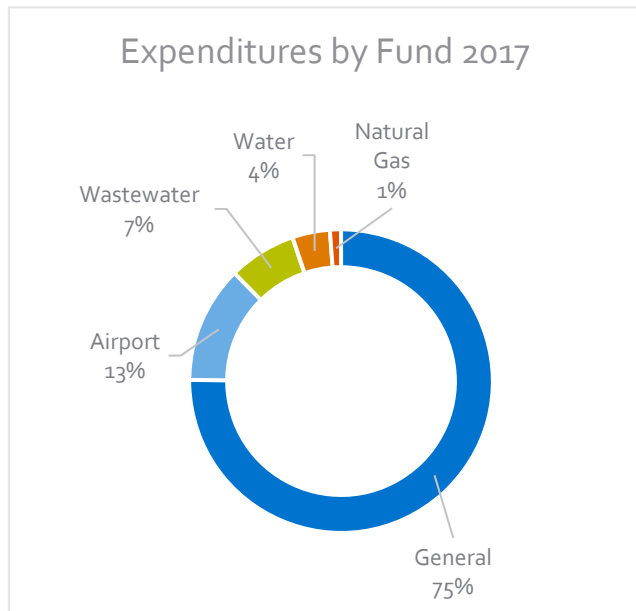
	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	( 3,333,698)	( 3,112,358)	( 3,111,848)
Fees and Charges	( 57,817,978)	( 57,870,543)	( 60,008,343)
Other Revenue	( 2,648,060)	( 2,263,500)	( 2,192,480)
Transfers from Funds			
Special (Stat Reserve) Funds	( 1,320)	0	0
Development Cost Charges	( 5,354,096)	( 5,354,094)	( 5,354,094)
Accumulated Surplus	( 2,848,428)	( 4,913,667)	( 4,295,723)
<b>Total Revenue</b>	<b>( 72,003,580)</b>	<b>( 73,514,162)</b>	<b>( 74,962,488)</b>
<b>Expenditures</b>			
Salaries and Wages	9,330,131	10,058,712	10,447,908
Internal Equipment	1,096,812	1,088,547	1,137,647
Material and Other	11,637,010	13,250,461	13,456,494
Contract Services	464,522	519,135	597,215
Debt Interest	6,613,853	6,563,069	6,153,558
Debt Principal	7,554,126	8,515,022	8,776,712
Internal Allocations	5,638,501	7,222,843	6,649,668
Transfers to Funds			
Special (Stat Reserve) Funds	156,310	156,310	156,310
Development Cost Charges	0	0	0
Accumulated Surplus	18,274,655	20,746,383	21,131,346
<b>Total Expenditures</b>	<b>60,765,920</b>	<b>68,120,482</b>	<b>68,506,858</b>
<b>Net Operating Expenditures</b>	<b>( 11,237,660)</b>	<b>( 5,393,680)</b>	<b>( 6,455,630)</b>
<b>Capital Expenditures</b>			
Gross Expenditures	26,120,628	69,057,920	18,426,050
Other Funding Sources	( 20,129,195)	( 63,664,240)	( 11,970,420)
<b>Taxation Capital</b>	<b>5,991,433</b>	<b>5,393,680</b>	<b>6,455,630</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>( 5,246,227)</b>	<b>0</b>	<b>0</b>

Authorized FTE Positions	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Salaried	54.2	55.8	55.2	55.5
Hourly	58.0	56.4	58.6	58.9

## All funds – revenue/expenditure

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenues</b>			
<b>General Fund</b>			
Taxation (Page B2)	(113,541,443)	(119,879,430)	(127,552,930)
General Revenues (Page B2)	(12,421,826)	(12,211,640)	(12,250,000)
General Fund Revenues (Page B5)	(98,730,232)	(92,752,475)	(85,423,912)
Other Capital Funding (Page B5)	(85,361,905)	(109,740,720)	(37,529,900)
	(310,055,406)	(334,584,265)	(262,756,742)
<b>Utility Funds</b>			
Utility Fund Revenues (Page B6)	(72,003,580)	(73,514,162)	(74,962,488)
Other Capital Funding (Page B6)	(20,129,195)	(63,664,240)	(11,970,420)
	(92,132,775)	(137,178,402)	(86,932,908)
<b>Total Revenues</b>	<b>(402,188,181)</b>	<b>(471,762,667)</b>	<b>(349,689,650)</b>
<b>Expenditures</b>			
<b>General Fund</b>			
General Fund Expenditures (Page B5)	211,738,311	212,814,705	212,891,842
Capital Exp. from Tax Demand (Page B4)	12,819,594	12,028,840	12,335,000
Other Capital Expenditures (Page B5)	85,361,905	109,740,720	37,529,900
	309,919,810	334,584,265	262,756,742
<b>Utility Funds</b>			
Utility Fund Expenditures (Page B6)	60,765,920	68,120,482	68,506,858
Capital Exp. from Utility (Page B6)	5,991,433	5,393,680	6,455,630
Other Capital Expenditures (Page B6)	20,129,195	63,664,240	11,970,420
	86,886,548	137,178,402	86,932,908
<b>Total Expenditures</b>	<b>396,806,358</b>	<b>471,762,667</b>	<b>349,689,650</b>
	<b>(5,381,823)</b>		
*Difference in 2015 actuals due to:			
General Fund Surplus	(135,594)		
Utility Funds Surplus	(5,246,229)		
	<b>(5,381,823)</b>		

Analysis of total expenditures



Expenditures by Fund (millions)

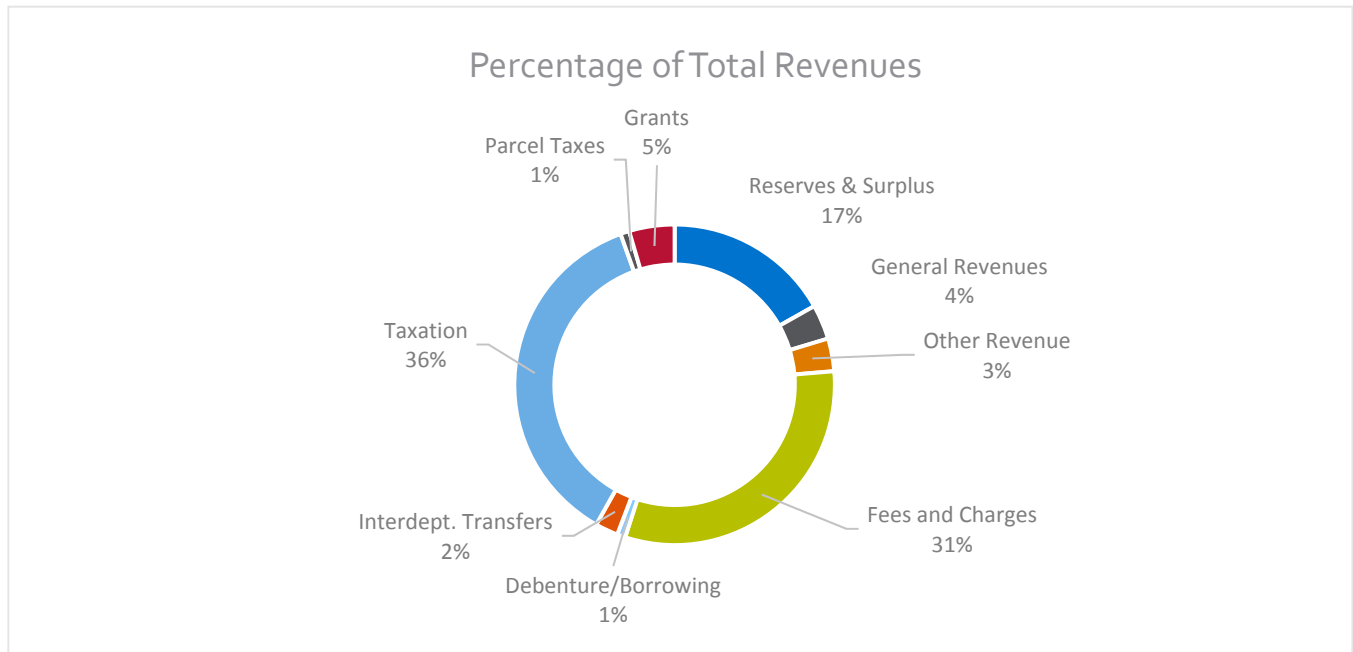
	Actual 2015	Revised 2016	Provisional 2017	
			Operating	Capital
General	309.9	334.6	212.9	49.9
Airport	47.9	89.7	33.2	10.4
Wastewater	22.3	27.0	19.2	6.0
Water	12.1	16.1	12.0	2.0
Natural Gas	4.6	4.4	4.1	0.0
Subtotal			281.4	68.3
<b>Total</b>	<b>396.8 *</b>	<b>471.8</b>		<b>349.7</b>

\* Net of Surplus \$5.4M

Expenditures by Type (millions)

	Actual 2015	Revised 2016	Provisional 2017
Internal Equipment	7.1	7.1	7.6
Internal Allocations	6.9	9.5	8.8
Transfers to Funds	54.0	39.8	44.4
Debt	19.5	24.8	24.3
Material	47.1	53.9	46.2
Contract Services	62.6	68.9	71.1
Salaries & Wages	75.3	77.0	79.0
Capital & Utility Tax/Rev	18.8	17.4	18.8
Capital & Utility - Other	105.5	173.4	49.5
<b>Total</b>	<b>396.8</b>	<b>471.8</b>	<b>349.7</b>

Analysis of total revenues



Total revenue (millions)

	Actual 2015	Revised 2016	Provisional 2017
Taxation	113.5	119.9	127.6
Parcel Taxes	3.4	3.1	3.1
Fees and Charges	117.5	110.1	109.5
Grants	16.7	16.1	16.0
Interdept. Transfers	6.8	8.3	8.0
Reserves and Surplus	111.1	118.8	58.8
Debenture/Borrowing	5.4	55.3	2.9
Other Revenue	15.4	27.9	11.5
General Revenues	12.4	12.2	12.3
<b>Total</b>	<b>402.2</b>	<b>471.8</b>	<b>349.7</b>

## Revenues – total general &amp; utility (thousands)

	Revised 2016	Provisional 2017
<b>Net General Operating</b>		
General Licences	1,424	1,484
Franchise Fee	1,152	1,210
General Interest & Tax Penalties	5,496	5,407
Federal Contribution - In Lieu	109	110
Provincial Contributions		
Traffic Fine Revenue	1,734	1,734
In Lieu	337	371
Municipal Contributions		
Natural Gas	20	20
Miscellaneous Revenue	(164)	(170)
Municipal Taxation Revenues - 1% In Lieu	2,103	2,084
Municipal Taxation Revenues	119,879	127,553
<b>SubTotal</b>	<b>132,091</b>	<b>139,803</b>
<b>Capital Funding Source</b>		
Arts Development Reserve		65
Civic Facilities		500
CWME - Cemetery Replacement		559
CWME - Community Works Fund		6,524
CWME - Fire Equipment		166
CWME - Public Work and Equipment		4,076
CWME - Sanitary Landfill		4,238
DCC - Park A		1,717
DCC - Road A		169
DCC - Road B		1,321
DCC - Road I		647
Electrical Expenditure Reserve		1,436
Energy Management Rebate		1,000
Fibre Optics Network Reserve		1,200
Finance/Major System Software		325
Land - Land Sales Reserve		3,350
Major Facilities		185
Mission Softball Facility		200
Parking - Parking Reserve		62
Parking - South Pandosy Town Center Reserve		215
Parkland Reserve		250
Parks Purchase & Development		3,336
Theatre Improvement		129
Transit Facility Enhancement		160
Various other funding sources		5,701
<b>Sub-Total (2016 various Other Funding Sources)</b>	<b>109,741</b>	<b>37,530</b>
<b>Net General Operating &amp; Capital Revenue</b>	<b>241,832</b>	<b>177,333</b>
<b>Utilities</b>		
Water	1,823	180
Wastewater	3,030	1,380
Natural Gas	0	0
Airport	58,811	10,411
<b>Total Utilities</b>	<b>63,664</b>	<b>11,971</b>
<b>Total General &amp; Utilities Operating &amp; Capital</b>	<b>305,496</b>	<b>189,304</b>

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

## Expenditures – total general &amp; utility (thousands)

	Revised 2016	Net operating	Capital expenditures		Provisional 2017
			General/ utility revenue	Other funding sources	
<b>General</b>					
City Administration	1,538	1,545			1,545
Strategic Services	594	594			594
Fire	19,669	17,165	0	1,128	18,293
Infrastructure	10,273	10,253			10,253
Community Planning & Real Estate	6,599	3,448	430	1,712	5,590
Active Living & Culture	8,652	8,933			8,933
Civic Operations	141,136	30,606	10,957	32,144	73,707
Corporate & Protective Services	8,390	8,834			8,834
Police Services	28,740	30,339			30,340
Debt & Other	4,740	8,159			8,159
Communications & Information Services	9,258	5,292	948	2,546	8,786
Human Resources & Corporate Performance	2,243	2,299			2,299
<b>Net General Operating &amp; Capital Expenditures</b>	<b>241,832</b>	<b>127,468</b>	<b>12,335</b>	<b>37,530</b>	<b>177,333</b>
<b>Utilities</b>					
Water	1823	(1,825)	1,825	180	180
Wastewater	3,030	(4,631)	4,631	1,380	1,380
Natural Gas	0				
Airport	58,811			10,411	10,411
<b>Net Utilities Operating &amp; Capital Expenditures</b>	<b>63,664</b>	<b>(6,456)</b>	<b>6,456</b>	<b>11,971</b>	<b>11,971</b>
<b>Total Expenditures</b>	<b>305,496</b>	<b>121,012</b>	<b>18,791</b>	<b>49,501</b>	<b>189,304</b>

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

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## Revenue sources & trends

This section will be completed prior to final budget consideration at the end of April in conjunction with the 5 Year Financial Plan.



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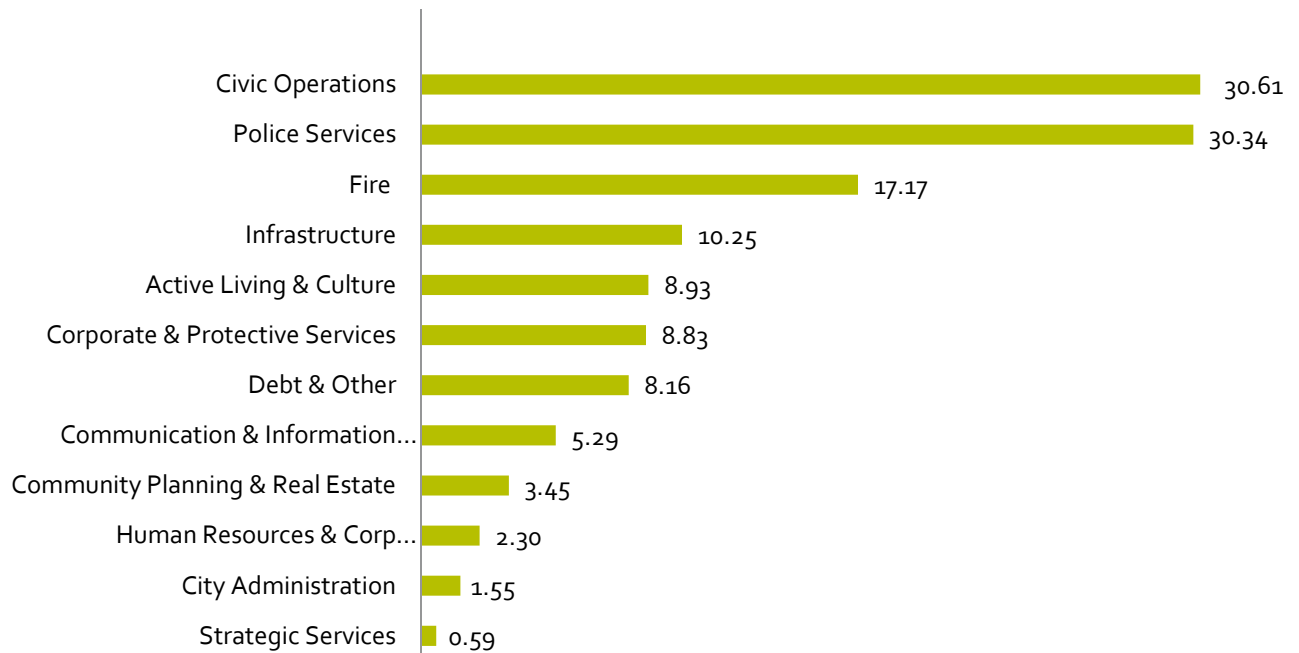
# Operating Budget

## Operating budget

### Net operating budgets by Division

	Expend/ Other	Revenues	Net	% of total
City Administration	3,328,887	(1,783,584)	1,545,303	1.2%
Strategic Services	597,874	(4,193)	593,681	0.5%
Fire	19,053,761	(1,888,239)	17,165,522	13.4%
Infrastructure	27,720,922	(17,467,979)	10,252,943	8.1%
Community Planning & Real Estate	14,782,995	(11,334,652)	3,448,343	2.7%
Active Living & Culture	13,635,443	(4,702,376)	8,933,067	7.0%
Civic Operations	58,674,097	(28,067,681)	30,606,416	24.1%
Corporate & Protective Services	11,154,648	(2,320,685)	8,833,963	7.0%
Police Services	35,656,504	(5,317,750)	30,338,754	23.9%
Debt & Other	20,518,925	(12,359,839)	8,159,086	6.1%
Communications & Information Services	5,353,576	(61,934)	5,291,642	4.2%
Human Resources & Corporate Performance	2,414,210	(115,000)	2,299,210	1.8%
<b>Total Net Operating Budget</b>	<b>212,891,843</b>	<b>(85,423,912)</b>	<b>127,467,930</b>	

### Net operating budgets by Division/Department (millions)



Total 2017 Net Operating Budget \$127,467,930

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# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Strategic Services Division</u>									
<i>Fire Department</i>									
V4	CAP Engine 5	5,000	0	0	0	0	0	(5,000)	OG
N10	CAP *Glenmore Firehall No. 8 - Conversion to Career Station	449,970	0	0	0	0	0	(449,970)	OG
E15	Vehicle Insurance	15,000	0	0	0	0	0	(15,000)	OG
E15	Repair Expense	20,000	0	0	0	0	0	(20,000)	OG
E16	Medical Exams - Career Staff	5,500	0	0	0	0	0	(5,500)	OG
E16	Medical Supplies	7,500	0	0	0	0	0	(7,500)	OG
E17	Ancillary Equipment	18,500	0	0	0	0	0	(18,500)	OG
E17	Marketing & Media Expense for Public Education	2,500	0	0	0	0	0	(2,500)	OG
E18	Licences and Dues	20,000	0	0	0	0	0	(20,000)	OG
E18	Permits & Inspections Revenue	0	0	0	0	(15,000)	0	15,000	OG
E19	Recovery Revenue - Fire Dispatch	0	0	0	0	(18,370)	0	18,370	OG
E19	Enterprise Firehall - Generator Testing	8,000	0	0	0	0	0	(8,000)	OG
Division Priority 1 Total		551,970	0	0	0	(33,370)	0	(518,600)	

## Infrastructure Division

T7	CAP *#Asset Management System Positions	0	0	0	0	0	0	0	OG
F11	Transit Service Coordinator Term Position	71,440	(71,440)	0	0	0	0	0	OG
F11	Transportation Master Planning Program	100,000	(55,000)	0	0	0	0	(45,000)	OG
F12	*Computer Software Upgrades and Annual Fees	21,000	0	0	0	0	0	(21,000)	OG
F12	Transit Security	25,000	0	0	0	0	0	(25,000)	OG
F13	*STPCO - Administration Cost Increases	1,940	0	0	0	(3,120)	0	1,180	OG
F13	Community for All Ages Assessment - Parks & Buildings	40,000	0	0	(20,000)	0	0	(20,000)	OT
F14	Storm Drainage Odour on Cerise Drive	75,000	0	0	0	0	0	(75,000)	OT
F14	Parks Pedestrian & Cyclist Counter	4,800	0	0	0	0	0	(4,800)	OG
F15	Storage Space Rental	3,500	0	0	0	0	0	(3,500)	OT
F15	*Biosolids Management Plan - Community Engagement	50,000	0	0	0	(50,000)	0	0	OT
F16	Increase in Transit Advertising Revenue	0	29,900	0	0	(29,900)	0	0	OG
F16	Transit Base Operating Costs	747,420	0	0	(185,230)	(518,220)	0	(43,970)	OG
Division Priority 1 Total		1,140,100	(96,540)	0	(205,230)	(601,240)	0	(237,090)	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Community Planning &amp; Real Estate Division</u>									
G11	Planner Specialist Position	74,830	0	0	0	0	0	(74,830)	OG
G11	Development Technician Position	75,230	0	0	0	0	0	(75,230)	OG
G12	Development Engineering Technologist Term Position	99,980	(99,980)	0	0	0	0	0	OG
G12	Sustainability Coordinator Position	39,910	0	0	0	0	0	(39,910)	OG
G13	Imagine Kelowna	125,000	(125,000)	0	0	0	0	0	OT
G13	Innovation/Incubator Fund	10,000	0	0	0	0	0	(10,000)	OG
G14	Strategic Land Development Projects	182,500	(182,500)	0	0	0	0	0	OT
G14	Parking Strategy - Downtown Area Plan Development	48,800	(48,800)	0	0	0	0	0	OT
G15	Parking Strategy - Governance Review	25,000	(25,000)	0	0	0	0	0	OT
M6 CAP	Expansion of Parking Management - Hospital Area	73,840	43,760	0	0	(117,600)	0	0	OG
G15	Community Planning Revenue Increase	0	0	0	0	(100,500)	0	100,500	OG
G16	Development Services Revenue	0	0	0	0	(290,000)	0	290,000	OG
G16	Development Engineering Service Revenue Increase	0	0	0	0	(60,000)	0	60,000	OG
G17	Parking Services General Operating Adjustments	26,000	283,035	0	0	(309,035)	0	0	OG
G17	Rental Properties, Concessions & Kiosks Adjustments	10,000	72,901	0	0	(200,101)	0	117,200	OG
G18	Chapman Parkade Expansion - Additional Levels	95,000	(95,000)	0	0	0	0	0	OT
F12	*Computer Software Upgrades and Annual Fees	2,000	0	0	0	0	0	(2,000)	OG
Division Priority 1 Total		888,090	(176,584)	0	0	(1,077,236)	0	365,730	
<u>Active Living &amp; Culture Division</u>									
H11	Homeless-Serving System Strategy	200,000	0	0	0	(75,000)	0	(125,000)	OT
H11	Communications Advisor Position	35,010	0	0	0	0	0	(35,010)	OG
H12	Partnership Manager Position	35,590	0	0	0	0	0	(35,590)	OG
H12	Community Sport Plan	50,000	0	0	(25,000)	0	0	(25,000)	OT
H13	Community Sport Delivery Program	15,000	0	0	0	0	0	(15,000)	OG
H13	Revenue Increases & Budget Adjustments	12,000	92,000	0	0	(104,000)	0	0	OG
H14	Canadian Sport for Life Integration	10,000	0	0	0	0	0	(10,000)	OG
H14	Strategic Event Fund	25,000	0	0	0	0	0	(25,000)	OG
H15	Paddle Trail Project	50,000	0	0	0	0	0	(50,000)	OT
H15	International Children's Games Grant	2,000	0	0	0	0	0	(2,000)	OT
Division Priority 1 Total		434,600	92,000	0	(25,000)	(179,000)	0	(322,600)	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Civic Operations Division</u>									
I15	Emergency Traffic Control	10,000	0	0	0	0	0	(10,000)	OG
U8 CAP	Portable Worksite Traffic Control System	1,500	8,500	0	0	(10,000)	0	0	OG
I15	Road Marking - Buffered Bike Lanes	12,230	0	0	0	0	0	(12,230)	OG
P15 CAP	#Major Traffic Safety Projects	0	0	0	0	0	0	0	OG
I16	First Aid Attendant - Park Services	15,000	0	0	0	0	0	(15,000)	OG
I16	Landfill Fence Repairs	60,000	(60,000)	0	0	0	0	0	OT
I17	#ICBC Premium Increase	0	0	0	0	0	0	0	OG
I17	Parts Procurement Service Fee	28,890	(28,890)	0	0	0	0	0	OG
R5 CAP	Sutherland Outfall - Oil/Grit Chamber	1,000	0	0	0	0	0	(1,000)	OG
I18	Police Services Building - Operating Budget	129,150	0	0	0	0	0	(129,150)	OG
I18	Solid Waste Revenue	0	1,000,000	0	0	(1,000,000)	0	0	OG
I19	Road Usage Permit Revenue	0	0	0	0	(30,000)	0	30,000	OG
Q6 CAP	Landfill Frontage, Landscaping	2,000	(2,000)	0	0	0	0	0	OG
P15 CAP	Sidewalk Network Expansion	1,000	0	0	0	0	0	(1,000)	OG
P16 CAP	#Transit - New Equipment (Bus Stops)	0	0	0	0	0	0	0	OG
P16 CAP	Active Transportation Corridor	1,000	0	0	0	0	0	(1,000)	OG
P17 CAP	#Aggasiz Road Extension	0	0	0	0	0	0	0	OG
P17 CAP	#Stewart Road West 3 DCC (Crawford-Swamp)	0	0	0	0	0	0	0	OG
P18 CAP	#Sutherland (Pandosy-Gordon) DCC ATC	0	0	0	0	0	0	0	OG
I19	H2O Sign Repairs	50,000	(50,000)	0	0	0	0	0	OT
I20	Francis Avenue Beach Access, Manual Beach Cleaning	11,400	0	0	0	0	0	(11,400)	OG
I20	Park Security	9,200	0	0	0	0	0	(9,200)	OG
U8 CAP	Parks Ball Diamond Equipment	13,130	0	0	0	0	0	(13,130)	OG
I21	Portable Sprinkler System	25,000	(25,000)	0	0	0	0	0	OT
I21	Weed Management	50,000	(35,000)	0	0	(15,000)	0	0	OG
I22	Additional Sidewalk Snow Plowing	150,000	0	0	0	0	0	(150,000)	OT
I22	#Gravel Pit Study	0	0	0	0	0	0	0	OT
I23	Retaining Wall Repairs	20,000	0	0	0	0	0	(20,000)	OT
I23	Winter Bike Lane Sweeping	50,000	0	0	0	0	0	(50,000)	OT
I24	Sign Retroreflector	22,000	0	0	0	0	0	(22,000)	OT
I24	Traffic Signs Material	10,000	0	0	0	0	0	(10,000)	OG
I25	#Street Lighting Technologist Position	0	0	0	0	0	0	0	OG
I25	Scale House Attendant Part-time Positions	51,930	(51,930)	0	0	0	0	0	OG
P18 CAP	#Transit - Equipment Renewal (Bus Stops and Shelters)	0	0	0	0	0	0	0	OG
I26	Spring Sweep - Sidewalk Sweeping	50,000	0	0	0	0	0	(50,000)	OG
I26	Sign Shop Equipment	5,000	0	0	0	0	0	(5,000)	OT
I27	New City Properties, Landscape Maintenance	9,500	0	0	0	0	0	(9,500)	OG
I27	#Gravel Pit Card Reader System	0	0	0	0	0	0	0	OT

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
O14	CAP Rutland Centennial Park Improvements - Phases 3 & 4	9,280	0	0	0	0	0	(9,280)	OG
P19	CAP Ethel 3 DCC (Harvey-Sutherland), ATC	1,000	0	0	0	0	0	(1,000)	OG
O14	CAP Upper Mission Trail Building Partnership	2,000	0	0	0	0	0	(2,000)	OG
I28	Parks Flooring Replacement	30,000	(30,000)	0	0	0	0	0	OT
U9	CAP Roadside Mower	13,500	0	0	0	0	0	(13,500)	OG
I28	Trail Maintenance	20,000	0	0	0	0	0	(20,000)	OG
I29	Contract Pruning Services	20,000	0	0	0	0	0	(20,000)	OG
I29	Sidewalk & Roadside Weed Control	30,000	0	0	0	0	0	(30,000)	OG
I30	Transfer Station Bin Repairs	25,000	(25,000)	0	0	0	0	0	OT
I30	Roadway Operations Standby	15,000	0	0	0	0	0	(15,000)	OG
O15	CAP Laurel Packinghouse Courtyard - Museum Partnership	4,130	0	0	0	0	0	(4,130)	OG
O15	CAP Parking Infrastructure Renewal	1,750	0	0	0	0	0	(1,750)	OG
I31	Works Yard - Electrical Distribution	40,000	(40,000)	0	0	0	0	0	OT
I31	Drainage Improvements, Rotary Beach Parking Lot	5,000	0	0	0	0	0	(5,000)	OT
O16	CAP Glenmore Recreation Park - Phase 1 Construction	6,480	0	0	0	0	0	(6,480)	OG
O16	CAP Dog Beaches	7,700	0	0	0	0	0	(7,700)	OG
O17	CAP Rowcliffe Park - Construction	35,130	0	0	0	0	0	(35,130)	OG
I32	City Works Yard Security	30,000	0	0	0	0	0	(30,000)	OG
I32	Quilchena Waterpark - Service Increase	5,100	0	0	0	0	0	(5,100)	OG
I33	Increased Service Levels - Ball Diamonds	33,700	0	0	0	0	0	(33,700)	OG
I33	Pedestrian Walkway Weed/Litter Control	12,000	0	0	0	0	0	(12,000)	OG
I34	Parks Washrooms Increased Service Levels	26,100	0	0	0	0	0	(26,100)	OG
I34	Clean Fill Stockpile Area	200,000	(200,000)	0	0	0	0	0	OG
I35	Sidewalk/Median Repair/Accessibility Ramps	20,000	0	0	0	0	0	(20,000)	OG
I35	Street Sweeper Rates	55,000	0	0	0	0	0	(55,000)	OG
I36	*Mileage Budgets	5,000	0	0	0	0	0	(5,000)	OG
O17	CAP Boyce-Gyro Park Parking Lot and Improvements	8,580	0	0	0	0	0	(8,580)	OG
O18	CAP Lost Creek Park - Neighbourhood Partnership	6,860	0	0	0	0	0	(6,860)	OG
O18	CAP Rutland Recreation Park - Pickleball Courts	8,080	0	0	0	0	0	(8,080)	OG
P19	CAP Lakeshore 1 DCC (Collett Road Intersection), Road	1,000	0	0	0	0	0	(1,000)	OG
P20	CAP Traffic Control Infrastructure (Doyle Roundabout)	770	0	0	0	0	0	(770)	OG
I36	Stores Renovation	30,000	0	0	0	0	0	(30,000)	OT
I37	H2O Building Landscape Improvements	9,000	(9,000)	0	0	0	0	0	OG
I37	Garbage Compactors	10,000	0	0	0	0	0	(10,000)	OT
N10	CAP *Glenmore Firehall No. 8 - Conversion to Career Station	11,000	0	0	0	0	0	(11,000)	OG
T7	CAP *# Asset Management System Positions	0	0	0	0	0	0	0	OG



Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
F12	*Computer Software Upgrades and Annual Fees	6,000	0	0	0	0	0	(6,000)	OG
J13	*Procurement Management Supervisor Position	18,750	(18,750)	0	0	0	0	0	OG
J14	*Safety Coordinator - 3 Year Term Position	14,280	(14,280)	0	0	0	0	0	OG
F15	*Biosolids Management Plan - Community Engagement	50,000	0	0	0	(16,670)	(33,330)	0	OT
Division Priority 1 Total		1,616,120	418,650	0	0	(1,071,670)	(33,330)	(929,770)	

#### Corporate & Protective Services Division

J11	Bylaw Services Enforcement Positions	162,490	0	0	0	0	0	(162,490)	OG
J11	Business License Manager Position	78,490	0	0	0	0	0	(78,490)	OG
J12	Financial Analyst Position	59,300	0	0	0	0	0	(59,300)	OG
J12	CP - Contract Management and Governance Implementation	50,000	0	0	0	0	0	(50,000)	OT
J13	Needle/Sharps Sterilization & Disposal	12,600	0	0	0	0	0	(12,600)	OG
J13	*Procurement Management Supervisor Position	45,240	0	0	0	(18,750)	0	(26,490)	OG
J14	*Safety Coordinator - 3 Year Term Position	14,280	(14,280)	0	0	0	0	0	OG
J14	*#Utility Billing and Property Tax System Positions	0	0	0	0	0	0	0	OG
J15	Insurance and Deductible Budgets	38,000	50,000	0	0	0	0	(88,000)	OG
J15	Elections	30,000	0	0	0	0	0	(30,000)	OG
J16	Procurement Card Rebate	0	0	0	0	(16,000)	0	16,000	OG
Division Priority 1 Total		490,400	35,720	0	0	(34,750)	0	(491,370)	

#### Corporate & Protective Services Division

##### Police Services

J29	RCMP - 2 Regular Member Positions	163,180	0	0	0	0	0	(163,180)	OG
J29	LiveScan Civilian Fingerprint Fees	12,000	0	0	0	(12,000)	0	0	OG
J30	RCMP Contract Services	621,080	0	0	0	0	0	(621,080)	OG
Division Priority 1 Total		796,260	0	0	0	(12,000)	0	(784,260)	

#### Corporate & Protective Services Division

##### Revenue & Fees

J39	Business Licence Revenue	0	0	0	0	(60,000)	0	60,000	OG
J39	1% in Lieu of Taxes	0	0	0	0	18,930	0	(18,930)	OG
J40	FortisBC Gas Franchise Fee Revenue	0	0	0	0	(57,610)	0	57,610	OG
J40	Grants in Lieu of Taxes	0	0	0	0	(34,980)	0	34,980	OG
J41	Penalties and Interest	0	0	0	0	89,140	0	(89,140)	OG
Division Priority 1 Total		0	0	0	0	(44,520)	0	44,520	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
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Corporate & Protective Services Division

*Debt & Other*

J49	BC Assessment Non-Market Assessment	0	450,000	0	0	0	0	(450,000)	OG
J49	Other Working Capital	1,982,460	255,800	0	0	0	0	(2,238,260)	OG
J50	Debt Changes - General Fund	(398,960)	(144,000)	0	0	399,190	0	143,770	OG
F13	*STPCO - Administration Cost Increases	8,320	0	0	0	(1,940)	0	(6,380)	OG
Division Priority 1 Total		1,591,820	561,800	0	0	397,250	0	(2,550,870)	

Communications & Information Services Division

K11	Software and Hardware Maintenance	64,000	0	0	0	0	0	(64,000)	OG
K11	Professional and Consulting Services	30,000	0	0	0	0	0	(30,000)	OG
K12	Online Engagement Platform	25,000	0	0	0	0	0	(25,000)	OG
K12	Sponsorship & Advertising Manager Position	47,890	0	0	0	0	0	(47,890)	OG
T7 CAP	*Asset Management System Positions	0	0	0	0	0	0	0	OG
J14	*Utility Billing and Property Tax System Positions	0	0	0	0	0	0	0	OG
Division Priority 1 Total		166,890	0	0	0	0	0	(166,890)	

Human Resources & Corporate Performance Division

L11	Term HR Recruitment Coordinator Position	29,040	0	0	0	0	0	(29,040)	OT
L11	Corporate Performance Management System Software	55,000	(55,000)	0	0	0	0	0	OG
L12	Part-Time HR Administrative Clerk Position	10,270	0	0	0	0	0	(10,270)	OG
L12	Performance Improvement Consultant Position	43,010	0	0	0	0	0	(43,010)	OG
L13	Employee Community Involvement Program	23,000	0	0	0	0	0	(23,000)	OG
Division Priority 1 Total		160,320	(55,000)	0	0	0	0	(105,320)	

Total Priority 1 Operating		7,836,570	780,046	0	(230,230)	(2,656,536)	(33,330)	(5,696,520)	
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# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Infrastructure Division</u>									
U9	CAP Asphalt Milling Machine	16,670	0	0	0	0	0	(16,670)	OG
F17	Building Technician Position	37,930	0	0	0	0	0	(37,930)	OG
F17	STPCO - Bike to Work/School Week	1,420	0	0	2,030	(1,100)	0	(2,350)	OG
F18	STPCO - Programs Administration	3,130	0	0	0	(1,000)	0	(2,130)	OG
F18	Downtown Drainage Basin Plan	150,000	0	0	0	0	0	(150,000)	OT
Division Priority 2 Total		209,150	0	0	2,030	(2,100)	0	(209,080)	
<u>Active Living &amp; Culture Division</u>									
H16	Regional Grant-in-Aid Transitional Funding	100,000	0	0	0	0	0	(100,000)	OG
H16	Outdoor Event Part-Time Position	8,770	0	0	0	0	0	(8,770)	OG
H17	Neighbourhood Development Coordinator Position	20,550	0	0	0	0	0	(20,550)	OG
Division Priority 2 Total		129,320	0	0	0	0	0	(129,320)	
<u>Civic Operations Division</u>									
I38	*Customer Care Coordinator Position	(14,300)	2,870	0	0	3,820	7,640	(30)	OG
U10	CAP Pickup (Roadways Maintenance)	7,120	0	0	0	0	0	(7,120)	OG
U10	CAP Street Sweeper	25,500	0	0	0	0	0	(25,500)	OG
I38	#Gravel Pit Landscaping	0	0	0	0	0	0	0	OT
U11	CAP Pickup (Building Services)	7,130	0	0	0	0	0	(7,130)	OG
O19	CAP Barlee Park Expansion	1,800	0	0	0	0	0	(1,800)	OG
I39	Parks Washrooms Increased Service Levels	4,000	0	0	0	0	0	(4,000)	OG
U11	CAP Pickup (Parks)	7,130	0	0	0	0	0	(7,130)	OG
Division Priority 2 Total		38,380	2,870	0	0	3,820	7,640	(52,710)	
<u>Corporate &amp; Protective Services Division</u>									
T7	CAP Document Management - Disposition and Retention Solution	26,520	0	0	0	0	0	(26,520)	OG
J16	Bylaw Enforcement Officer Seasonal Support Positions	108,320	0	0	0	0	0	(108,320)	OG
Division Priority 2 Total		134,840	0	0	0	0	0	(134,840)	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<b>Corporate &amp; Protective Services Division</b>									
<i>Police Services</i>									
J30	Crime Analyst Technician Position	57,990	0	0	0	0	0	(57,990)	OG
J31	Business Intelligent Consultant	110,000	0	0	0	0	0	(110,000)	OT
J31	RCMP - 2 Regular Member Positions	163,180	0	0	0	0	0	(163,180)	OG
Division Priority 2 Total		331,170	0	0	0	0	0	(331,170)	
Total Priority 2 Operating		842,860	2,870	0	2,030	1,720	7,640	(857,120)	

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# 2017 Reduction Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Infrastructure Division</u>									
F21	STPCO - Website Development and Hosting	(1,500)	0	0	0	480	0	1,020	OG
Department Priority 1 Total		(1,500)	0	0	0	480	0	1,020	
<u>Civic Operations Division</u>									
P21	CAP Street Lighting Retrofit	(15,000)	0	0	0	0	0	15,000	OG
I43	Biosolids Composting Lease Payments	(47,390)	0	0	0	15,800	31,590	0	OG
I43	Pool Vehicles	(30,000)	0	0	0	0	0	30,000	OG
Department Priority 1 Total		(92,390)	0	0	0	15,800	0	45,000	
<u>Corporate &amp; Protective Services</u>									
J19	Legislative Services - Material Administrative Reductions	(30,000)	0	0	0	0	0	30,000	OG
Department Priority 1 Total		(30,000)	0	0	0	0	0	30,000	
<u>Communications &amp; Information</u>									
K15	Program Reductions	(7,000)	0	0	0	0	0	7,000	OG
Department Priority 1 Total		(7,000)	0	0	0	0	0	7,000	
Total Priority 1 Reduction Requests		(130,890)	0	0	0	16,280	0	83,020	

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

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# 2017 Operating Requests Provisional Budget Summary - Utility Funds

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Water</u>								
I53	Knox Mountain Transmission Main Condition Assessment	50,000	0	0	0	0	(50,000)	OT
I53	UV Disinfection Particle Size Study	45,000	0	0	0	0	(45,000)	OT
I54	Water Master Plan Update	75,000	0	0	0	0	(75,000)	OT
I54	Water Diversion Licensing Fee	15,000	0	0	0	0	(15,000)	OG
I55	Data Radio Replacement - Water	50,000	0	0	0	0	(50,000)	OG
I55	SCADA Licensing Fee - Water	7,000	0	0	0	0	(7,000)	OG
X8	CAP Vintage Terrace Pressure Reducing Station	2,400	0	0	0	0	(2,400)	OG
I56	Professional & Consulting Services - Water	20,000	0	0	0	0	(20,000)	OG
T7	CAP <i>*#Asset Management System Positions</i>	0	0	0	0	0	0	OG
J14	<i>*#Safety Coordinator - 3 Year Term Position</i>	0	0	0	0	0	0	OG
J14	<i>*#Utility Billing and Property Tax System Positions</i>	0	0	0	0	0	0	OG
I36	<i>*#Mileage Budgets</i>	0	0	0	0	0	0	OG
Department Priority 1 Total		264,400	0	0	0	0	(264,400)	
<u>Wastewater</u>								
I65	Air Compressor Replacement	70,000	0	0	(70,000)	0	0	OT
I65	Wastewater Revenues	0	0	0	0	(427,100)	427,100	OG
I66	Biosolids Hauling Contract	45,000	0	0	0	0	(45,000)	OG
I66	Transformer Replacement	50,000	0	0	0	(50,000)	0	OT
I67	Data Radio Replacement - Wastewater	25,000	0	0	0	0	(25,000)	OG
I67	SCADA Licensing Fee - Wastewater	4,000	0	0	0	0	(4,000)	OG
I68	Debt Changes - Wastewater	(510)	0	0	0	510	0	OG
I68	Professional & Consulting Services - Wastewater	20,000	0	0	0	0	(20,000)	OG
T7	CAP <i>*#Asset Management System Positions</i>	0	0	0	0	0	0	OG
J14	<i>*#Safety Coordinator - 3 Year Term Position</i>	0	0	0	0	0	0	OG
J14	<i>*#Utility Billing and Property Tax System Positions</i>	0	0	0	0	0	0	OG
F15	<i>*#Biosolids Management Plan - Community Engagement</i>	0	0	0	0	0	0	OT
I36	<i>*#Mileage Budgets</i>	0	0	0	0	0	0	OG
Department Priority 1 Total		213,490	0	0	(70,000)	(476,590)	333,100	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Airport</u>								
E31	Debt Changes - Airport	324,440	(324,440)	0	0	0	0	OG
E31	Airport Improvement Fee Revenues	0	601,770	0	0	(601,770)	0	OG
E32	Airport Improvement Fee Expenses	120,610	(120,610)	0	0	0	0	OG
E32	Airport Airside Revenues	0	468,520	0	0	(468,520)	0	OG
E33	Airport Airside Expenses	251,480	(251,480)	0	0	0	0	OG
E33	Airport Terminal Revenues	0	864,070	0	0	(864,070)	0	OG
E34	Airport Terminal Expenses	645,580	(645,580)	0	0	0	0	OG
E34	Airport Groundside Expenses	14,800	(14,800)	0	0	0	0	OG
E35	Airport Groundside Revenues	0	(86,440)	0	0	86,440	0	OG
E35	Airport Finance & Administration - Revenues	0	(1,000)	0	0	1,000	0	OG
E36	Airport Finance & Administration - Expenditures	115,960	(115,960)	0	0	0	0	OG
Department Priority 1 Total		1,472,870	374,050	0	0	(1,846,920)	0	
<u>Natural Gas</u>								
J59	Lease Revenue / Interest Costs	0	0	0	0	133,340	(133,340)	OG
J59	Debt Changes - Natural Gas	(321,750)	0	0	0	0	321,750	OG
Department Priority 1 Total		(321,750)	0	0	0	133,340	188,410	
Total Priority 1 Operating		1,629,010	374,050	0	(70,000)	(2,190,170)	257,110	

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# 2017 Operating Requests Provisional Budget Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Water</u>								
156	Succession Management - Water	60,000	0	0	0	0	(60,000)	OG
138	<i>*# Customer Care Coordinator Position</i>	0	0	0	0	0	0	OG
Department Priority 2 Total		60,000	0	0	0	0	(60,000)	
<u>Wastewater</u>								
169	#Succession Management - Wastewater	0	0	0	0	0	0	OG
138	<i>*Customer Care Coordinator Position</i>	9,490	0	0	0	(5,270)	(4,220)	OG
Department Priority 2 Total		9,490	0	0	0	(5,270)	(4,220)	
Total Priority 2 Operating		69,490	0	0	0	(5,270)	(64,220)	

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# 2017 Reduction Requests Provisional Budget Summary - **Utility** Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Wastewater</u>								
Y6	CAP Airport Gravity Main Bypass DCC	0	0	0	0	0	0	OG
I43	* <i>Biosolids Composting Lease Payments</i>	0	0	0	0	0	0	OG
Department Priority 1 Total		0	0	0	0	0	0	
Total Priority 1 Reduction Requests		0	0	0	0	0	0	

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# Financial Plan

# FIVE-YEAR FINANCIAL PLAN

Added after final budget is approved in April/May 2017.

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# City Administration

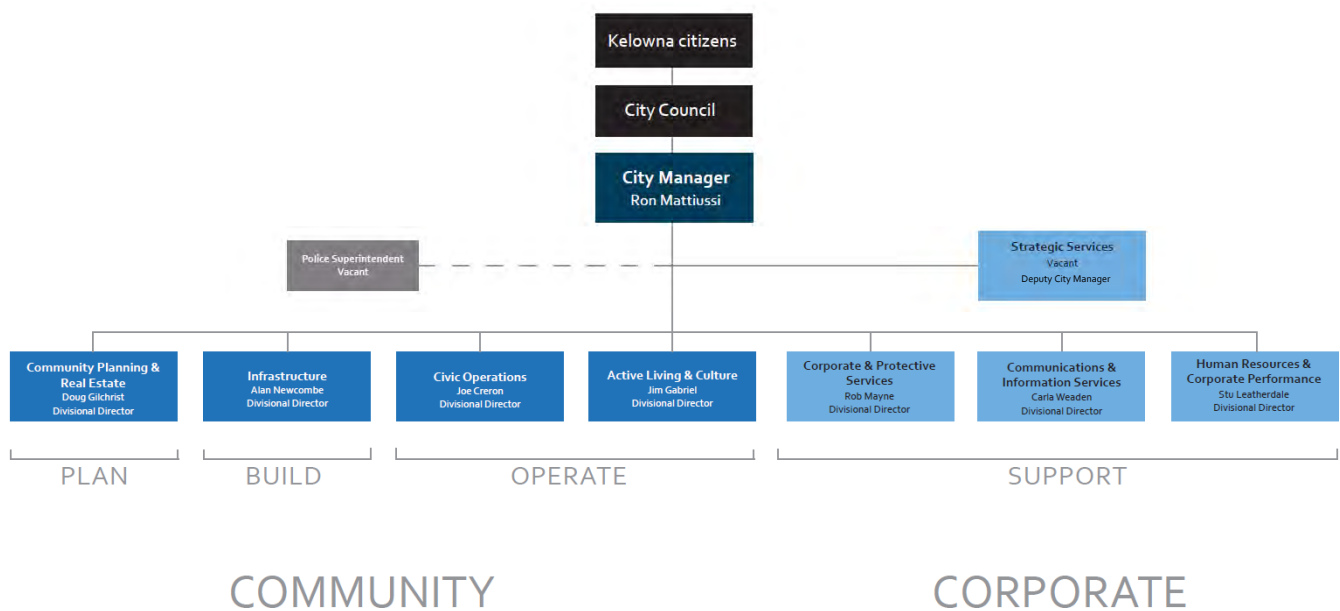


# DEPARTMENTAL INFORMATION

## The City & its divisions

City Manager Ron Mattiussi provides leadership and coordination to all City Divisions to ensure City operations provide excellent customer service to the citizens of Kelowna.

Eight Divisions report to the City Manager, along with the Police Superintendent. City Divisions can be generally categorized into teams that deliver community services or corporate services. Community focused divisions work to deliver civic services based on a *plan, build and operate* model.



## City administration

A Mayor and eight Councillors govern the City of Kelowna. Every four years, Kelowna citizens elect our Council to represent the city at large. In British Columbia, the Community Charter and the Local Government Act grant Council authority to establish policies that guide the growth, development and operation of the City, set budgets and levy taxes to provide services.

Council’s priorities and the Corporate Framework guide the City Manager, who administers City operations.

### Council Priorities

- open for opportunity
- build on momentum
- fair but firm
- pragmatic leadership
- transparency in decision making
- balanced infrastructure investments
- responsive customer service
- planning excellence

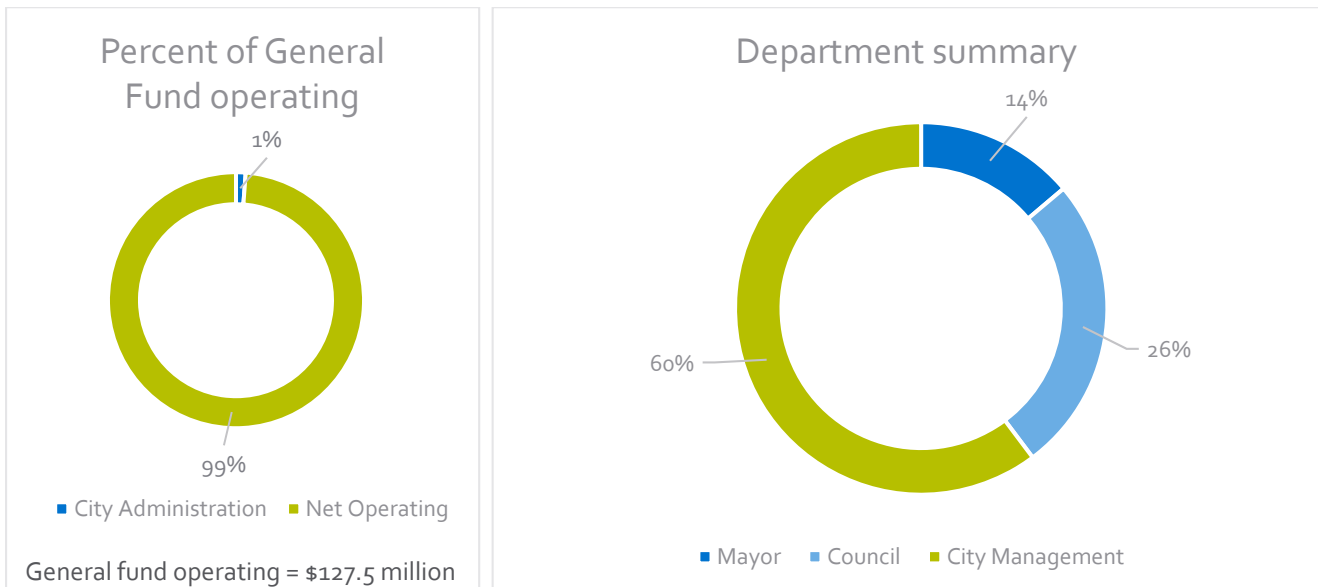
### Corporate Framework

- a well-run City
- an active, inclusive city
- a safe city
- a strong economy
- a clean, healthy environment
- resilient, well-managed infrastructure

Eight Divisional Directors and the Deputy City Manager report to the City Manager. City divisions deliver either community or corporate services. Divisional drivers and activities in the 2017 Financial Plan show how Council’s priorities and corporate goals guide the work done at the divisional level.

Community divisions deliver civic services based on a plan, build and operate model, while corporate divisions provide a variety of services to support the operation of the City of Kelowna as an efficient organization and employer.

## City Administration budget overview



Taxation expenditure

Department overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	1,538,362	1,545,303	6,941	0.5%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>1,538,362</b>	<b>1,545,303</b>	<b>6,941</b>	<b>0.5%</b>
Authorized positions	12.1	12.1	0.0	0.0%

Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Mayor &amp; Council</b>			
103 Council	384,274	394,846	400,376
104 Mayor	217,837	212,951	214,362
<b>Net operating expenditures</b>	<b>602,111</b>	<b>607,797</b>	<b>614,738</b>
			<b>City Manager</b>
100 City Manager	1,077,195	930,565	930,565
<b>Net operating expenditures</b>	<b>1,077,195</b>	<b>930,565</b>	<b>930,565</b>
<b>Total Division net operating expenditures</b>	<b>1,679,306</b>	<b>1,538,362</b>	<b>1,545,303</b>

**City Administration**  
**City Manager, Council and Mayor - General Fund**  
**Revenues/Expenditures by Category**

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 3,409)	( 4,274)	( 4,274)
Other Revenue	( 1,761,692)	( 1,479,580)	( 1,779,310)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	( 192,570)	0
<b>Total Revenue</b>	<b>( 1,765,101)</b>	<b>( 1,676,424)</b>	<b>( 1,783,584)</b>
<b>Expenditures</b>			
Salaries and Wages	852,376	841,698	847,139
Internal Equipment	11,977	13,917	13,917
Material and Other	2,037,724	1,834,841	2,121,401
Contract Services	344,430	346,430	346,430
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	197,900	177,900	0
<b>Total Expenditures</b>	<b>3,444,407</b>	<b>3,214,786</b>	<b>3,328,887</b>
<b>Net Operating Expenditures</b>	<b>1,679,306</b>	<b>1,538,362</b>	<b>1,545,303</b>
<b>Capital Expenditures</b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>1,679,306</b>	<b>1,538,362</b>	<b>1,545,303</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	12.0	12.2	12.0	12.0
Hourly	0.1	0.1	0.1	0.1

Description of Operating program changes

	<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>	1,538,362	12.1
<b>2017 net impacts</b>		
One-time operating requests		
One-time expenditure reductions		
Incremental costs - prior year(s)		
Salary adjustments		
Other adjustments	5,441	
Departmental adjustments	1,500	
	6,941	
	1,545,303	12.1
<b>2017 program additions</b>		
2017 operating requests		
2017 expenditure reductions		
<b>2017 provisional</b>	1,545,303	12.1
<b>Unfunded 2017 requests</b>		
2017 operating requests		
2017 expenditure reductions		
<b>Total unfunded requests for 2017</b>	0	0.0

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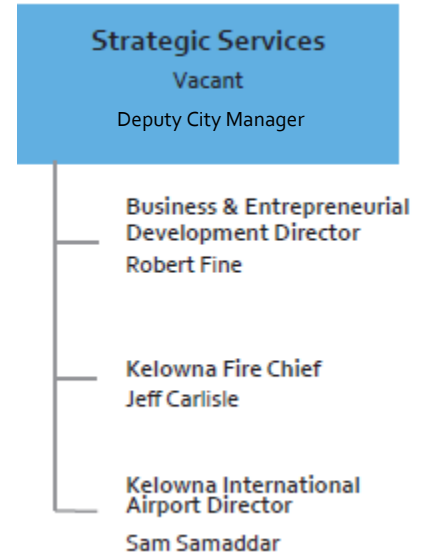
# Strategic Services

## Strategic services

Lead by the Deputy City Manager, Strategic Services is responsible for providing leadership, policy direction and overall coordination of the Airport, Fire, and Business & Entrepreneurial Development departments.

Corporately, Strategic Services provides City Council and the City Manager with recommendations and advice on corporate policy matters, investigates entrepreneurial and partnering opportunities for the City of Kelowna, supports the Office of the City Manager through emergent issues management, direct responsibility for the Internal Audit function and fulfills the role of Acting City Manager as the need arises.

**Business & Entrepreneurial Development** connects with the public and local business community facilitating new investment opportunities and assistance in overcoming obstacles to small business growth. Focusing on innovation, the department also seeks to develop new programs aimed at increasing City revenues and Improving local government service delivery by seeking entrepreneurial partnerships with public and private entities.



## 2017 drivers & activities

### Drivers

- Aid in the growth and progress of Kelowna as a desirable place to do business with a focus on the technology/ innovation sector
- Assist business owners and investors in navigating government resources and services
- Connect new entrepreneurs to the existing business community
- Work collaboratively with internal business units to ensure a business perspective is considered and respected
- Develop strategies and innovative approaches as a means of generating revenue and/or reduce costs through exploration of existing City capital assets, internal knowledge and expertise, local legislated powers and any other singular or partnership opportunities to benefit of Kelowna citizens

### Activities

#### *A strong economy*

- Build partnerships, programs and services to support economic development
- Work to continue to build technology brand for Kelowna through promotion of the sector, with activities including the involvement with the Okanagan Centre for Innovation, metabridge and Make it Here
- Build on site visitation to Kelowna businesses increasing visits to up to 80 firms to provide connection and service
- Maintain and build partnerships with business service providers such as the Central Okanagan Economic Development Commission, Kelowna Chamber of Commerce, Accelerate Okanagan, Downtown Kelowna Association, Uptown Rutland Business Association and others
- Continue to Focus efforts on workforce development by fostering input into the curriculum development of post-secondary institutions

#### *Resilient, well-managed infrastructure*

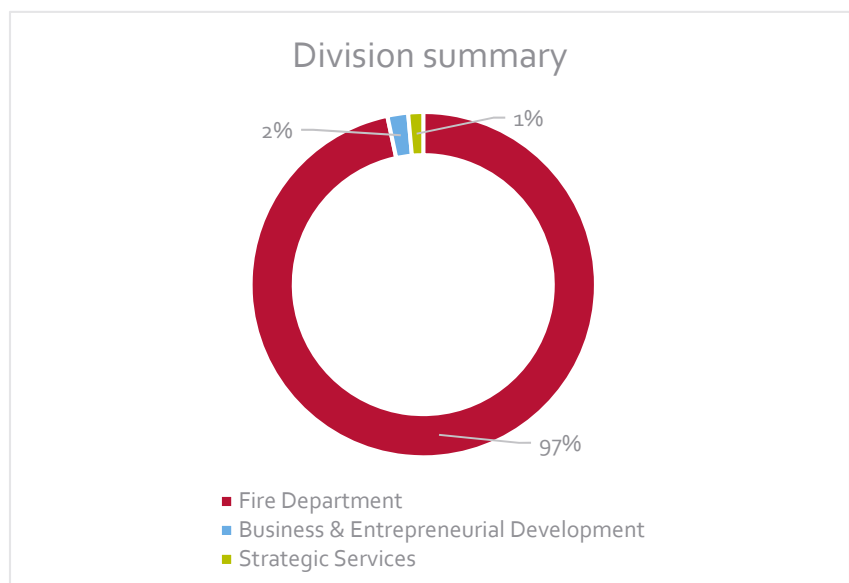
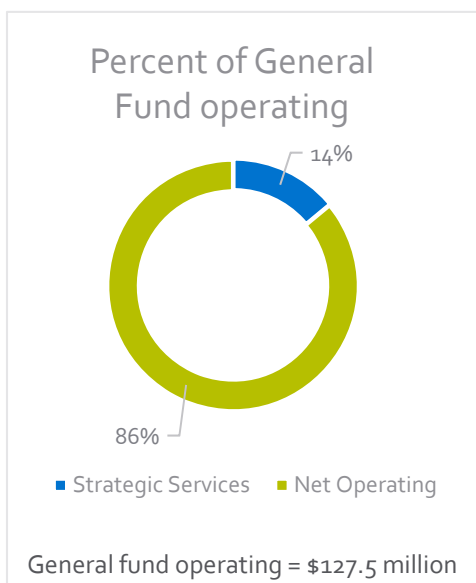
- Marketing and expansion of the City’s Dark Fibre network



Performance measures

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
# of Fibre network customers	2	7	12
# of enquiries handled	310	550	600
# of site visits	24	60	90
# of companies provided direct follow up assistance	40	77	90
# of Mayor company site tours	6	10	10

Strategic Services budget overview



Taxation expenditure

Division overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	16,981,071	17,759,203	778,132	4.6%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>16,981,071</b>	<b>17,759,203</b>	<b>778,132</b>	<b>4.6%</b>
Authorized positions	125.9	132.9	7.0	5.6%

## Net operating expenditure

Departments		Actual 2015	Revised 2016	Provisional 2017
<b>Strategic Services</b>				
175	Strategic Services projects	102,533	0	0
226	Strategic Services	262,500	249,058	249,058
<b>Net operating expenditures</b>		<b>365,033</b>	<b>249,058</b>	<b>249,058</b>
<b>Business &amp; Entrepreneurial Development</b>				
250	Business & Entrepreneurial Development	209,971	344,623	344,623
<b>Net operating expenditures</b>		<b>209,971</b>	<b>344,623</b>	<b>344,623</b>
<b>Fire Department</b>				
133	Fire Department	224,994	218,300	221,360
134	Fire Operations	12,859,730	13,507,501	14,312,243
135	Fire Communications & Emergency Mgmt	127,418	354,800	366,180
136	EOC Operations & Hydrants	288,187	0	0
137	Fire Admin, Training & Fire Prevention	1,954,995	2,306,789	2,265,739
<b>Net operating expenditures</b>		<b>15,455,324</b>	<b>16,387,390</b>	<b>17,165,522</b>
<b>Total Division net operating expenditures</b>		<b>16,030,328</b>	<b>16,981,071</b>	<b>17,759,203</b>

## Strategic Services - General Fund Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 1,770,554)	( 1,578,454)	( 1,611,824)
Other Revenue	( 250,071)	( 276,608)	( 276,608)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 2,080,342)	( 36,500)	( 4,000)
<b>Total Revenue</b>	<b>( 4,100,967)</b>	<b>( 1,891,562)</b>	<b>( 1,892,432)</b>
<b>Expenditures</b>			
Salaries and Wages	17,884,000	16,417,515	17,081,617
Internal Equipment	139,122	128,522	128,522
Material and Other	1,363,086	1,574,742	1,603,642
Contract Services	149,972	151,854	137,854
Debt Interest	173	0	0
Debt Principal	0	0	0
Internal Allocations	123,428	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	412,304	600,000	700,000
Development Cost Charges	0	0	0
Accumulated Surplus	59,210	0	0
<b>Total Expenditures</b>	<b>20,131,295</b>	<b>18,872,633</b>	<b>19,651,635</b>
<b>Net Operating Expenditures</b>	<b>16,030,328</b>	<b>16,981,071</b>	<b>17,759,203</b>
<b>Capital Expenditures</b>			
Gross Expenditures	228,409	3,281,980	1,128,000
Other Funding Sources	( 104,710)	( 3,281,980)	( 1,128,000)
<b>Taxation Capital</b>	<b>123,699</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>16,154,027</b>	<b>16,981,071</b>	<b>17,759,203</b>

Authorized FTE Positions	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Salaried	125.0	121.5	124.0	131.0
Hourly	1.9	1.4	1.9	1.9

Description of Operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		16,981,071	125.9
<b>2017 net impacts</b>			
One-time supplementals	(15,000)		
One-time expenditure reductions			
Incremental costs - prior year(s)	200,000		
Salary adjustments	70,932		
Other adjustments			
Departmental adjustments	3,600	259,532	
		<u>17,240,603</u>	<u>125.9</u>
<b>2017 program additions</b>			
2017 supplementals	518,600		7.0
2017 expenditure reductions		518,600	
<b>2017 provisional</b>		<u>17,759,203</u>	<u>132.9</u>
<b>Unfunded 2017 requests</b>			
2017 supplementals			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>

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# Fire Department

**Kelowna Fire Department**

*Operations*

The Kelowna Fire Department (KFD) has 122 full time personnel and 50 paid on call members operating out of seven fire stations located strategically throughout the city. Each station has a full complement of modern, up-to-date vehicles and equipment. In 2016 the department estimates it will respond to 11,178 incidents ranging from structural fires, vehicle fires, alarms, motor vehicle incidents, technical rescue, hazardous material incidents and first medical responses.

*Training*

The Fire Training Branch coordinates and facilitates training and support to 122 career members and 50 paid on call members in 7 fire stations ranging from recruit fire fighter training, fire officer training, hazmat training, technical rescue, task and drill assignments, high rise training and live fire training.

*Prevention*

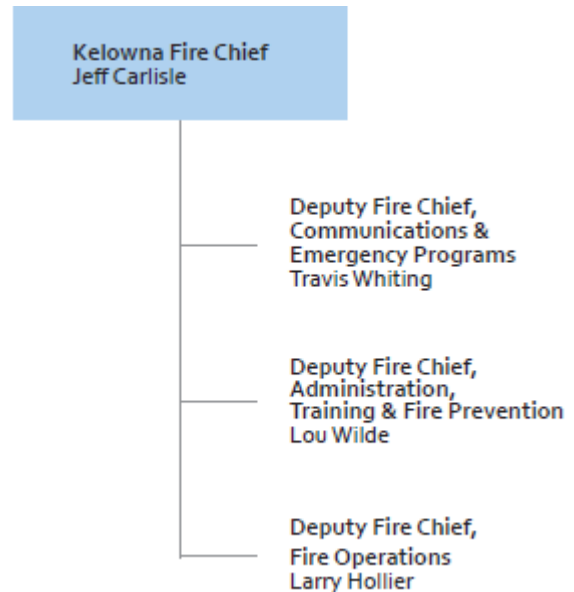
The Fire Prevention Branch provides fire inspection services, public education, fire investigations and operational support to all other areas of the department as well as other city services. Fire Inspectors are authorized Local Assistants to the Fire Commissioner and provide code enforcement in accordance to the Fire Services Act, British Columbia Fire Code and British Columbia Building Code. The Fire Prevention staff work closely with the general public from an educational perspective to enhance awareness of fire & life safety concerns.

*Fire Communication & Emergency Management*

The Fire Communication & Emergency Management Branch oversees the Regional Fire Dispatch Centre, providing emergency call taking and communications to the Central Okanagan and Okanagan Similkameen Regional Districts as well as various other Civic Operations including Bylaw Enforcement. The dispatch center estimates it will handle 33,419 incident reports during 2016. The branch delivers the Central Okanagan Regional Emergency Program, supporting major incidents and disasters in our regional, coordinating volunteers and staff as well as the Emergency Operations Centre. In addition to coordinating the Regional Rescue Program including high angle rescue, ice rescue, confined space rescue and the hazardous materials response team, the branch also manages the technology needs of the KFD.

*Administration*

The administration branch administers all finance and business processes for the department and provides operational and administrative support to the Fire Operations Branch, Fire Training Branch, Fire Prevention Branch, and the Fire Communications & Emergency Programs Branch as well as the general public.



## 2017 drivers & activities

### Drivers

- Excellence in customer service through safe, efficient, and sustainable resource levels
- Engage and enhance communication with our stakeholders
- Efficiently plan for future growth to create a sustainable, vibrant and safe City
- Maintain a training system for a progressive and modern fire service
- Utilize advanced technology for efficient and effective resource management
- Fiscal responsibility through partnerships & service agreements that enhance services
- Optimize public safety through a leading practices communication center
- Deliver service excellence in public education for our evolving community
- Safe and effective response standards for the protection of life, property and the environment

### Activities

#### *A well-run City*

- Completed Employee Survey and achieved very positive results particularly with employee engagement
- Relocated fire dispatch, replaced consoles and commenced implementation of 4<sup>th</sup> module of Predictive Modelling system implementation

#### *A safe city*

- Completed the 2016-2030 KFD Strategic Plan and obtained support from Council
- Conducted numerous fire prevention and public education programs and events including FireSmart, Youth Firesetter program, UBCO and OK College Orientation week, P.A.R.T.Y. (Prevent Alcohol and Risk Related Trauma to Youth), – Too Hot for Tots for preschools and young mom’s groups, fire and life safety educational support for local industry, senior’s facilities, apartment and strata managers, and Interior Health Authority (IHA) caregivers, etc.
- Conducted 3 Emergency Operations Centre (EOC) activations
- Conducted 6 EOC training sessions for Regional Staff total number trained = 140
- 6 Immediate Action Team (IAT) sessions were conducted

#### *A strong economy*

- Awarded Regional District East Kootenay (RDEK) Fire Dispatch contract and achieved additional revenues and cost constraint measures
- In process of contract renewal with Regional District Okanagan Similkameen (RDOS) for another 5-year fire dispatch contract
- Finalizing the Fire Dispatch partnership agreement with Regional District of the Central Okanagan (RDCO)

#### *Resilient, well-managed infrastructure*

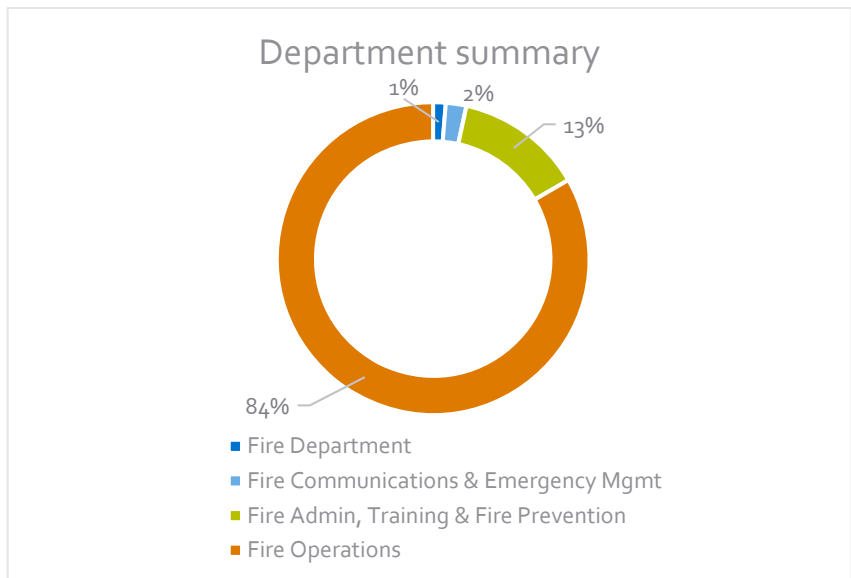
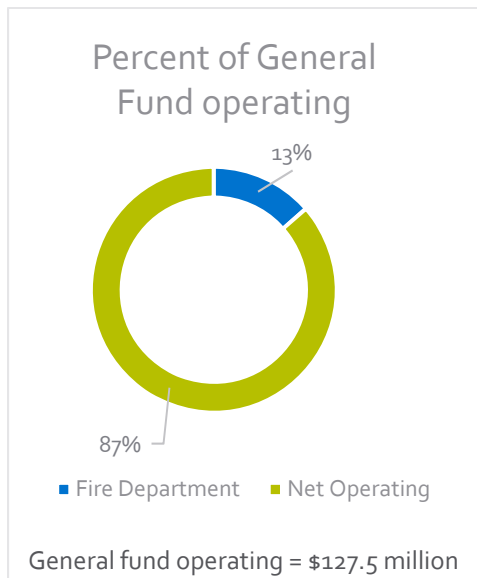
- Initiating a study to determine optimum location of the new Station 5 with life cycle projections and operational analysis of all current stations. This will include Real Estate and Building Services, Capital Projects and Infrastructure Planning, Information Systems & GIS Analytics and Finance Department



Performance measures

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
Incidents by year – Kelowna	10,736	11,178	11,856
Structure Fires	113	114	127
Vehicle Fires	61	65	59
Regional Dispatch Centre – total Incidents	30,336	33,419	34,918
Inspections completed according to City schedule	4,654	3,976	4,362
<b>Program outcomes</b>			
Incidents per 1000 population	89.5	93.2	98.8
Total dollar loss (millions)	\$2.39	\$3.93	\$2.11
Percentage of fire inspectable properties completed	100%	100%	100%
<b>Efficiency measures</b>			
Percentage within 7:40 minute response time (Inside Personal Growth Boundary (PGB))	78%	77%	85%
Percentage within 11:40 minute response time (Outside PGB)	71%	70%	85%
Percentage over 11:40 minute response time (Outside PGB)	29%	30%	15%

Fire Department budget overview



## Taxation expenditure

Department overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	16,387,390	17,165,522	778,132	4.7%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>16,387,390</b>	<b>17,165,522</b>	<b>778,132</b>	<b>4.7%</b>
Authorized positions	123.9	130.9	7.0	5.6%

## Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Fire Department</b>			
133 Fire Department	224,994	218,300	221,360
134 Fire Operations	12,859,730	13,507,501	14,312,243
135 Fire Communications & Emergency Mgmt	127,418	354,800	366,180
136 EOC Operations & Hydrants	288,187	0	0
137 Fire Admin, Training & Fire Prevention	1,954,995	2,306,789	2,265,739
<b>Net operating expenditures</b>	<b>15,455,324</b>	<b>16,387,390</b>	<b>17,165,522</b>
<b>Total Department net operating expenditures</b>	<b>15,455,324</b>	<b>16,387,390</b>	<b>17,165,522</b>

**Strategic Services**  
**Fire Department - General Fund**  
**Revenues/Expenditures by Category**

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 1,761,020)	( 1,574,261)	( 1,607,631)
Other Revenue	( 250,071)	( 276,608)	( 276,608)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 2,080,342)	( 36,500)	( 4,000)
<b>Total Revenue</b>	<b>( 4,091,433)</b>	<b>( 1,887,369)</b>	<b>( 1,888,239)</b>
<b>Expenditures</b>			
Salaries and Wages	17,398,053	15,877,902	16,542,004
Internal Equipment	122,684	121,676	121,676
Material and Other	1,320,933	1,523,327	1,552,227
Contract Services	149,972	151,854	137,854
Debt Interest	173	0	0
Debt Principal	0	0	0
Internal Allocations	123,428	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	412,304	600,000	700,000
Development Cost Charges	0	0	0
Accumulated Surplus	19,210	0	0
<b>Total Expenditures</b>	<b>19,546,757</b>	<b>18,274,759</b>	<b>19,053,761</b>
<b>Net Operating Expenditures</b>	<b>15,455,324</b>	<b>16,387,390</b>	<b>17,165,522</b>
<b>Capital Expenditures</b>			
Gross Expenditures	228,409	3,281,980	1,128,000
Other Funding Sources	( 104,710)	( 3,281,980)	( 1,128,000)
<b>Taxation Capital</b>	<b>123,699</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>15,579,023</b>	<b>16,387,390</b>	<b>17,165,522</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	122.0	119.2	122.0	129.0
Hourly	1.9	1.4	1.9	1.9

Description of Operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		16,387,390	123.9
<b>2017 net impacts</b>			
One-time operating requests	(15,000)		
One-time expenditure reductions			
Incremental costs - prior year(s)	200,000		
Salary adjustments	70,932		
Other adjustments			
Departmental adjustments	<u>3,600</u>	<u>259,532</u>	
		<u>16,646,922</u>	123.9
<b>2017 program additions</b>			
2017 operating requests	518,600		7.0
2017 expenditure reductions		<u>518,600</u>	
<b>2017 provisional</b>		<u>17,165,522</u>	<u>130.9</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>

# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Strategic Services Division</u>									
<i>Fire Department</i>									
V4	CAP Engine 5	5,000	0	0	0	0	0	(5,000)	OG
N10	CAP *Glenmore Firehall No. 8 - Conversion to Career Station	449,970	0	0	0	0	0	(449,970)	OG
E15	Vehicle Insurance	15,000	0	0	0	0	0	(15,000)	OG
E15	Repair Expense	20,000	0	0	0	0	0	(20,000)	OG
E16	Medical Exams - Career Staff	5,500	0	0	0	0	0	(5,500)	OG
E16	Medical Supplies	7,500	0	0	0	0	0	(7,500)	OG
E17	Ancillary Equipment	18,500	0	0	0	0	0	(18,500)	OG
E17	Marketing & Media Expense for Public Education	2,500	0	0	0	0	0	(2,500)	OG
E18	Licences and Dues	20,000	0	0	0	0	0	(20,000)	OG
E18	Permits & Inspections Revenue	0	0	0	0	(15,000)	0	15,000	OG
E19	Recovery Revenue - Fire Dispatch	0	0	0	0	(18,370)	0	18,370	OG
E19	Enterprise Firehall - Generator Testing	8,000	0	0	0	0	0	(8,000)	OG
Division Priority 1 Total		551,970	0	0	0	(33,370)	0	(518,600)	
Total Priority 1 Operating		551,970	0	0	0	(33,370)	0	(518,600)	

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

\**italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

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# 2017 Operating Request Details

CITY OF KELOWNA

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Vehicle Insurance EXISTING

**Justification:**

Funding is requested for additional insurance expense budget due to increasing insurance rates being charged.

2017 Base Budget: \$27,505

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	15,000	0	0	0	0	0	0	(15,000)
2018	17,000	0	0	0	0	0	0	(17,000)
2019	19,000	0	0	0	0	0	0	(19,000)

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Repair Expense EXISTING

**Justification:**

Funding is requested to cover expenses for vehicle repairs that are third party contracted by City of Kelowna Fleet Services Department.

2017 Base Budget: \$10,000

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	20,000	0	0	0	0	0	0	(20,000)
2018	20,000	0	0	0	0	0	0	(20,000)
2019	20,000	0	0	0	0	0	0	(20,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Medical Exams - Career Staff EXISTING

**Justification:**

Funding is requested to cover the increased costs to the medical exams for Career staff. Medicals are a requirement within the collective agreement. With the adoption of ten identifiable cancers being included in presumptive legislation and the reinstatement of heart disease in the Province of British Columbia, this request is to finance the additional screening of 122 personnel for cancer. Early detection and prevention of any of the cancers or heart disease decreases lost time claims and ensures a healthy and progressive work force.

2017 Base Budget: \$13,620

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	5,500	0	0	0	0	0	0	(5,500)
2018	5,500	0	0	0	0	0	0	(5,500)
2019	5,500	0	0	0	0	0	0	(5,500)

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Medical Supplies EXISTING

**Justification:**

Funding is requested to increase the medical supplies budget as the current Automatic External Defibrillators (AED's) have reached the end of their service life. Kelowna Fire Department currently has 10 AED's in service. This increase will cover the cost of replacement and maintenance as the inventory ages.

2017 Base Budget: \$16,000

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	7,500	0	0	0	0	0	0	(7,500)
2018	5,000	0	0	0	0	0	0	(5,000)
2019	5,000	0	0	0	0	0	0	(5,000)



# 2017 Operating Request Details

CITY OF KELOWNA

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Ancillary Equipment EXISTING

**Justification:**

Funding is requested for the onetime replacement of rescue airbags as they have reached the end of their service life. This request also includes an ongoing amount of \$4,000 to replace other ancillary equipment as necessary including repair on extrication tools. The current budget does not have the capacity to replace or repair all the required equipment without falling short on the replacement of other life safety equipment required for fire and rescue operations.

Other equipment required: High Pressure Air bag system with controller - \$12,840; Low Pressure Air bag - \$5,200; Windshield glass cutter - \$460

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	18,500	0	0	0	0	0	0	(18,500)
2018	4,000	0	0	0	0	0	0	(4,000)
2019	4,000	0	0	0	0	0	0	(4,000)

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Marketing & Media Expense for Public Education EXISTING

**Justification:**

Funding is requested to purchase carbon monoxide detectors, smoke alarms, fire extinguishers and other home fire safety equipment to promote the ongoing public education and fire safety initiatives delivered by Kelowna Fire Department to the citizens of Kelowna.

2017 Base Budget: \$5,500

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	2,500	0	0	0	0	0	0	(2,500)
2018	2,500	0	0	0	0	0	0	(2,500)
2019	2,500	0	0	0	0	0	0	(2,500)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Strategic Services	Priority:	1
Department:	Fire Department		ON-GOING
Title:	Licences and Dues		EXISTING

**Justification:**

Funding is requested for the ongoing licensing and dues for LiveMUM, the 4th component of Deccan's Predictive Modeling Software to enhance operational efficiencies in the deployment of Kelowna Fire Department resources.

2017 Base Budget: \$49,850

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	20,000	0	0	0	0	0	0	(20,000)
2018	20,000	0	0	0	0	0	0	(20,000)
2019	20,000	0	0	0	0	0	0	(20,000)

Division:	Strategic Services	Priority:	1
Department:	Fire Department		ON-GOING
Title:	Permits & Inspections Revenue		NEW

**Justification:**

With the introduction of the new Fire and Life Safety Bylaw, Kelowna Fire Department is now taking payment for permits, fire reports and fire safety plan reviews.

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(15,000)	0	15,000
2018	0	0	0	0	0	(15,000)	0	15,000
2019	0	0	0	0	0	(15,000)	0	15,000

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Recovery Revenue - Fire Dispatch NEW

**Justification:**

This revenue is from a contract that Kelowna Fire Department dispatch has for monitoring on behalf of the Westbank First Nations Bylaw Officers.

Corporate Framework: A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(18,370)	0	18,370
2018	0	0	0	0	0	(19,020)	0	19,020
2019	0	0	0	0	0	(19,020)	0	19,020

Division: Strategic Services Priority: 1  
 Department: Fire Department ON-GOING  
 Title: Enterprise Firehall - Generator Testing NEW

**Justification:**

In 2016, the Firehall Dispatch Centre was relocated to a stand alone facility located behind Enterprise Firehall. The new location was designed to meet Canadian Underwriters Laboratories of Canada (ULC) requirements for emergency communication facilities. One of the requirements is to have the emergency generator tested once a week, under full load, for a minimum period of 30 minutes. This request is to cover the cost of additional testing to meet the Canadian ULC requirement.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	8,000	0	0	0	0	0	0	(8,000)
2018	8,000	0	0	0	0	0	0	(8,000)
2019	8,000	0	0	0	0	0	0	(8,000)

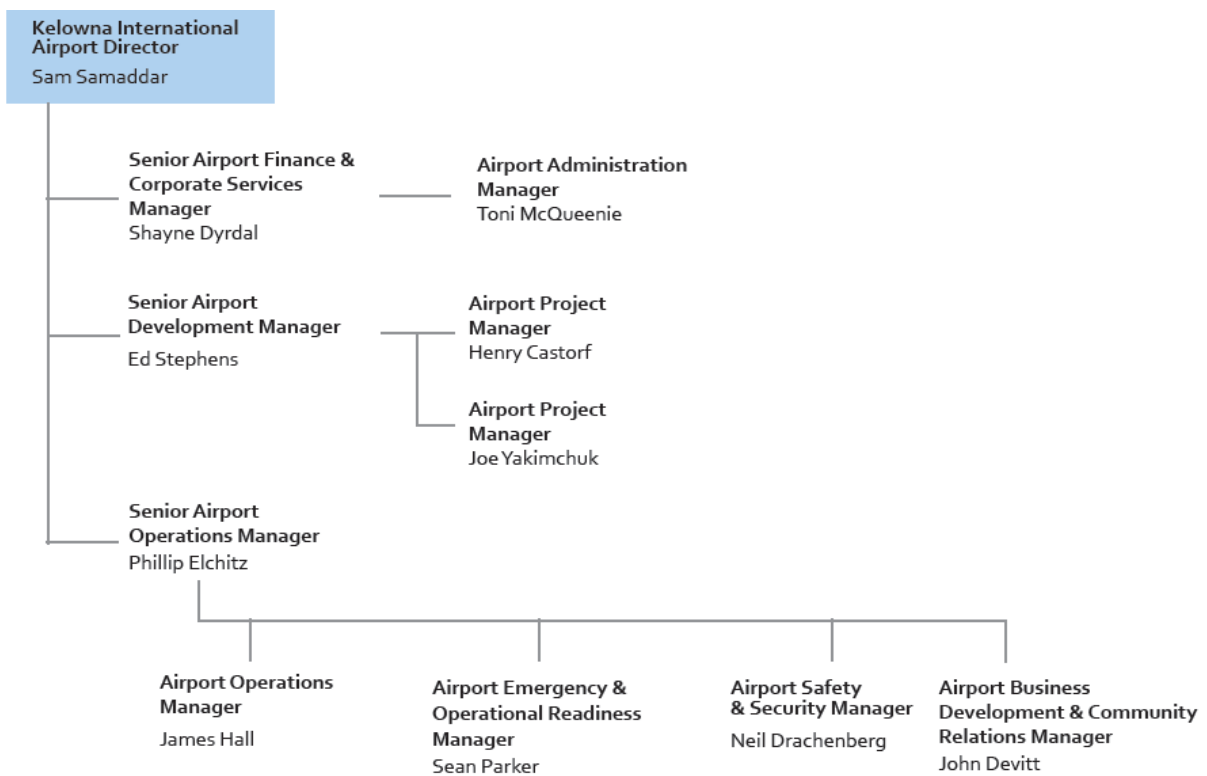
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# Airport

### Kelowna International Airport

Kelowna International Airport (YLW) plays a vital part in the economic development and prosperity of the Okanagan Valley. YLW's total economic impact is 4,545 jobs and \$789 million in total economic output to the province of British Columbia. Serving 1.6 million passengers in 2015, YLW offers more than 60 daily non-stop commercial flights with Air Canada, Air North - Yukon's Airline, Alaska Airlines, Central Mountain Air, New Leaf Travel, Pacific Coastal Airlines and WestJet to Calgary, Cranbrook, Edmonton, Prince George, Regina, Saskatoon, Seattle, Toronto, Vancouver, Victoria, Whitehorse, and Winnipeg, plus seasonal service to Cabo San Lucas, Cancun, Las Vegas, Phoenix, Puerto Vallarta, and Varadero.

Kelowna City Council has established an Airport Advisory Committee to encourage participation from neighbouring communities. The aim is to provide high quality airport facilities in a safe and cost effective manner and assure the capability and flexibility to meet future changes in air transportation, technology and operations.



## 2017 drivers & activities

### Drivers

- Provide a safe, secure, functional and comfortable facility
- Increase YLW's role as a catalyst for economic development across the Okanagan Valley
- Provide excellence in customer experience
- Enhance and develop new marketing and communications initiatives
- Seek new markets to deliver a wide range of customer services

### Activities

#### *An active, inclusive city*

- Completion of an environmental assessment of the Airport Lands in accordance with the CEAA 2012 requirements

#### *A safe city*

- Purchase of an electric robotic, remote package handling system that would remove threat bags from the terminal complex and move them to an isolated area, in order to minimize the public and facility exposure to potential damage and safety concerns while allowing the Air Terminal complex to keep operating
- Purchase of a Loader-mounted Snow Blower to increase the efficiency of clearing snow at the Airport

#### *A strong economy*

- Continue to develop and retain Air Services
- Completion of the necessary road works in order for the YLW West Lands Groundside development to be leased to future tenants
- Completion of the conceptual and detailed design as the first step necessary for the East Side Airside lands of the Airport to be viable for leasing to future tenants
- Completion of a cost-recovery analysis of YLW's fees and charges to ensure the future sustainability of YLW

#### *A clean, healthy environment*

- Implementation of the Environmental Management Plan
- A move to the primary capture of glycol, which will involve the use of equipment to capture glycol directly from the apron
- Completion of a Species at Risk assessment for flora and fauna in order to identify and protect species at risk

#### *Resilient, well-managed infrastructure*

- Review and update of YLW's 10-year Capital Plan
- Continued development of YLW's new AIF plan, including obtaining cost estimates
- Concept development and detailed design for the Highway 97 and Airport Way intersection in order to alleviate current traffic flow issues and ensure efficient traffic flows in the future
- Completion of the Outbound Baggage Hall construction
- Completion of the mechanical refurbishment of bridges 4, 7 and 8, in order to maximize the bridges' life expectancies. This is phase one of a three phase refurbishment, which will also include electrical and interior aesthetic refurbishments

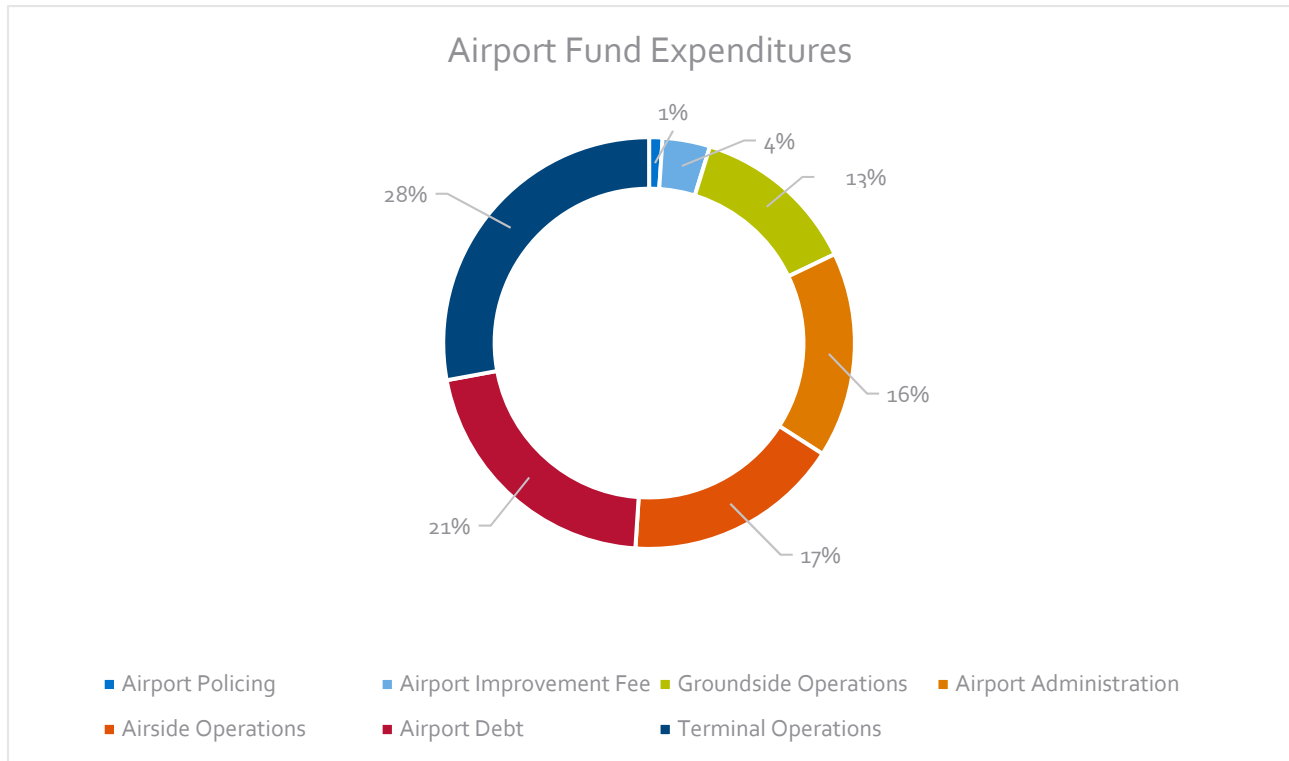
- Completion of phase one of five of a roof replacement program for the air terminal building, as the roof is reaching the end of its life expectancy
- Modification to the older areas of the terminal building as well as updates to mechanical equipment to ensure proper maintenance of infrastructure

## Performance measures

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
Financial audits or studies	1	1	1
<b>Program outcomes</b>			
Safety management system audit	1	1	1
Terminal and Airside safety audits	4	4	4
Security audits	4	4	4
Key control audits	3	2	2
Airport policing contract audits	4	1	2
After hours operational audits	4	5	10
Tenant leasehold audits	30	20	20
License/concession inspections	96	40	70
Meet long-term passenger activity forecast to 2025: High – 2.9M, Medium – 2.4M, Low – 1.8M	Medium	Medium	Medium
<b>Efficiency measures</b>			
Airplane Enplaned Cost per Passenger (less than \$8.00 is considered exceptional in the industry)	\$7.78	\$6.97	\$8.49
<b>Customer satisfaction</b>			
Airport service quality benchmark rating (out of a total score of 5.0)	4.27	4.13	4.35
<b>Innovation &amp; learning</b>			
Communications meetings	0	0	0
Semi-annual staff meetings	2	2	2
Management meetings	10	10	10
Finance and Corporate Services staff meetings	10	12	12
Airport operations team/group meetings	22	20	24
Airport operations employee/manager one-on-one meetings	24	12	12
Airport operations regulatory training	100%	100%	100%
Airport operations discretionary training	75%	80%	80%



Airport budget overview



Utility expenditure

Utility overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	0	0	0	0.0%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
Authorized positions	43.8	43.8	0.0	0.0%

Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Airport</b>			
106 Airport Finance & Corporate Services	2,453,780	2,794,552	2,741,275
230 Airside	(884,813)	(991,784)	(974,377)
231 Groundside	(884,816)	(991,777)	(974,370)
232 Terminal	(884,812)	(991,781)	(974,374)
233 Airport Improvement Fee	0	0	0
234 Airport Policing	200,661	180,790	181,846
<b>Net operating expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Department net operating expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Airport Operating**

## Comparison of 2016 and 2017 revenues &amp; expenditures

	2016 Revised Budget	Variance	2017 Provisional
<b>Revenues</b>			
Airport administration	60,000	(1,000)	59,000
Airport - airside operation	4,023,900	468,520	4,492,420
Airport - groundside operation	5,883,130	(86,440)	5,796,690
Airport - terminal operation	5,807,940	864,070	6,672,010
Appropriation from reserve	140,500	-	140,500
	<b>15,915,470</b>	<b>1,245,150</b>	<b>17,160,620</b>
<b>Expenditures</b>			
Airport administration	2,854,552	(54,277)	2,800,275
Airport - airside operation	2,701,532	248,980	2,950,512
Airport - groundside operation	2,256,884	14,800	2,271,684
Airport - terminal operation	4,188,517	645,580	4,834,097
Airport policing	180,790	1,056	181,846
Contribution to reserve	3,733,195	389,011	4,122,206
	<b>15,915,470</b>	<b>1,245,150</b>	<b>17,160,620</b>
<b>Net operating</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Airport Improvement Fee (AIF) &amp; Debt</b>			
<b>Revenues</b>			
Airport improvement fee	11,141,560	601,770	11,743,330
Appropriation from reserve	3,850,673	445,050	4,295,723
	<b>14,992,233</b>	<b>1,046,820</b>	<b>16,039,053</b>
<b>Expenditures</b>			
Airport improvement fee	526,864	120,610	647,474
Airport debt	3,323,809	324,440	3,648,249
Contribution to reserve	11,141,560	601,770	11,743,330
	<b>14,992,233</b>	<b>1,046,820</b>	<b>16,039,053</b>
<b>Net AIF &amp; debt</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net overall</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Expenditures</b>			
Transfer to general capital fund			
From general utility fund	58,810,550	(48,399,500)	10,411,050
<b>Surplus/(Deficit)</b>			
Projected accumulated surplus	596,279		596,279

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## Strategic Services

### Airport - Airport Fund

### Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 26,806,158)	( 26,797,530)	( 28,630,450)
Other Revenue	( 366,345)	( 259,500)	( 273,500)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 2,594,474)	( 3,850,673)	( 4,295,723)
<b>Total Revenue</b>	<b>( 29,766,977)</b>	<b>( 30,907,703)</b>	<b>( 33,199,673)</b>
<b>Expenditures</b>			
Salaries and Wages	3,887,696	4,066,838	4,404,274
Internal Equipment	30,074	24,040	29,140
Material and Other	6,803,494	7,129,470	7,789,883
Contract Services	28,565	50,000	128,080
Debt Interest	794,717	1,203,500	1,116,250
Debt Principal	1,333,356	2,270,309	2,531,999
Internal Allocations	1,502,249	1,429,291	1,475,011
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	15,386,826	14,734,255	15,725,036
<b>Total Expenditures</b>	<b>29,766,977</b>	<b>30,907,703</b>	<b>33,199,673</b>
<b>Net Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>			
Gross Expenditures	18,086,435	58,810,550	10,411,050
Other Funding Sources	( 18,086,435)	( 58,810,550)	( 10,411,050)
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>0</b>	<b>0</b>	<b>0</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	39.0	39.6	40.0	40.0
Hourly	3.8	6.3	3.8	3.8

Description of Operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>			43.8
<b>2017 net impacts</b>			
One-time operating requests	(207,000)		
One-time expenditure reductions			
Incremental costs - prior year(s)	(2,500)		
Salary adjustments			
Other adjustments	209,487		
Departmental adjustments	13	0	
		<u>0</u>	<u>43.8</u>
<b>2017 program additions</b>			
2017 operating requests			
2017 expenditure reductions			
<b>2017 provisional</b>		<u>0</u>	<u>43.8</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>

# 2017 Operating Requests Provisional Budget Summary - Utility Funds

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Airport</u>								
E31	Debt Changes - Airport	324,440	(324,440)	0	0	0	0	OG
E31	Airport Improvement Fee Revenues	0	601,770	0	0	(601,770)	0	OG
E32	Airport Improvement Fee Expenses	120,610	(120,610)	0	0	0	0	OG
E32	Airport Airside Revenues	0	468,520	0	0	(468,520)	0	OG
E33	Airport Airside Expenses	251,480	(251,480)	0	0	0	0	OG
E33	Airport Terminal Revenues	0	864,070	0	0	(864,070)	0	OG
E34	Airport Terminal Expenses	645,580	(645,580)	0	0	0	0	OG
E34	Airport Groundside Expenses	14,800	(14,800)	0	0	0	0	OG
E35	Airport Groundside Revenues	0	(86,440)	0	0	86,440	0	OG
E35	Airport Finance & Administration - Revenues	0	(1,000)	0	0	1,000	0	OG
E36	Airport Finance & Administration - Expenditures	115,960	(115,960)	0	0	0	0	OG
Department Priority 1 Total		1,472,870	374,050	0	0	(1,846,920)	0	
Total Priority 1 Operating		1,472,870	374,050	0	0	(1,846,920)	0	

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# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Debt Changes - Airport		NEW

**Justification:**

To reduce budget to reflect actual interest paid associated with the spring 2016 borrowing of \$3.5 million and to increase the budget to reflect the principal and estimated interest payments for the \$3 million fall 2016 borrowing.

This request is funded from the Airport Improvement Fee Reserve.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	324,440	(324,440)	0	0	0	0	0
2018	324,440	(324,440)	0	0	0	0	0
2019	324,440	(324,440)	0	0	0	0	0

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Improvement Fee Revenues		EXISTING

**Justification:**

The increase in Airport Improvement Fee Revenues is due to a 3% anticipated growth in passengers between 2016 and 2017.

Revenues are contributed to the Airport Improvement Fee Reserve.

2017 Base Budget: \$11,141,560

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	601,770	0	0	0	(601,770)	0
2018	0	601,770	0	0	0	(601,770)	0
2019	0	601,770	0	0	0	(601,770)	0



# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Improvement Fee Expenses		EXISTING

**Justification:**

The increase in Airport Improvement Fee Expenses is mainly due to an increase in salaries and wages which has been partially offset by a decrease in interest expense. The increase and decrease were both due to a change in process. The increase in salaries and wages is mainly due to the wages of currently existing positions being allocated differently in 2017 to more properly represent the work being done. The decrease in interest expense is to bring it in line with historic actuals.

This request is funded from the Airport Improvement Fee Reserve.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	120,610	(120,610)	0	0	0	0	0
2018	120,610	(120,610)	0	0	0	0	0
2019	120,610	(120,610)	0	0	0	0	0

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Airside Revenues		EXISTING

**Justification:**

Airport Airside revenue changes are a result of increases in landing fees and aircraft parking fees, which were partially offset by a decrease in recovery revenues. The increase in landing fees is mainly due to an increase in air service combined with a 3% rate increase anticipated to come into effect on January 1, 2017. The increase in aircraft parking fees is mainly due to a rate increase anticipated to come into effect on January 1, 2017. The decrease in recovery revenues is mainly due to the decrease in fuel prices between 2014 and 2016.

Revenues are contributed to the Airport Airside Reserve.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	468,520	0	0	0	(468,520)	0
2018	0	468,520	0	0	0	(468,520)	0
2019	0	468,520	0	0	0	(468,520)	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Airside Expenses		EXISTING

**Justification:**

The increase in Airport Airside expenses is mainly due to a reallocation of professional and consulting fees from Administration to Airside and increases in repair parts expense and purchased services, which were partially offset by decreases in gas and diesel expenditures. A portion of professional and consulting fees were reallocated from Administration to Airside as the services were directly related to Airside operations. The increase in repair parts expense is due to repairs anticipated for the Airport's fleet in 2017. The decrease in gas and diesel expenditures were due to the decrease in gas and diesel prices between 2014 and 2016.

This request is funded from the Airport Airside Reserve.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	251,480	(251,480)	0	0	0	0	0
2018	251,480	(251,480)	0	0	0	0	0
2019	251,480	(251,480)	0	0	0	0	0

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Terminal Revenues		EXISTING

**Justification:**

Airport Terminal revenues increased due to increases in Domestic and International Terminal Fees, Car Rental revenues, Airline Terminal Building revenues and Airline Baggage Makeup revenues. The increase in Terminal Fees is due to increased air service, combined with a 3% rate increase anticipated to come into effect on January 1, 2017. The increase in Car Rental revenues is due to an increase in the number of passengers at the Airport, combined with various efforts by the individual car rental companies to increase sales. The increase in Airline Terminal Building and Airline Baggage Makeup revenues are due to the additional office space and baggage makeup space that will be created upon completion of the Outbound Baggage Hall.

Revenues are contributed to the Airport Terminal Reserve.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	864,070	0	0	0	(864,070)	0
2018	0	864,070	0	0	0	(864,070)	0
2019	0	864,070	0	0	0	(864,070)	0

# 2017 Operating Request Details

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Terminal Expenses		EXISTING

**Justification:**

The increase in Airport Terminal expenses is mainly due to an increase in maintenance and electricity expenditures, professional and consulting fees, and software maintenance fees. The increases in maintenance and electricity expenditures are due to the completion of the new Outbound Baggage Hall in 2017, which will increase the footprint of the Terminal building and the corresponding maintenance and utility costs. The increase in professional and consulting fees was due to a change in process. Historically, all professional and consulting fees have been recorded within Administration. In 2017, they have been allocated to the business segment they relate to. The increase in software maintenance fees is for additional technical support required as a result of new systems that have been brought online at the Airport.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	645,580	(645,580)	0	0	0	0	0
2018	645,580	(645,580)	0	0	0	0	0
2019	645,580	(645,580)	0	0	0	0	0

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Groundside Expenses		EXISTING

**Justification:**

The net increase in Airport Groundside Expenses is mainly due to an increase in professional and consulting fees, which was partially offset by a decrease in gasoline expenditures. The increase in professional and consulting fees was due to a change in process. Historically, all professional and consulting Fees have been recorded within Administration. In 2017, they have been allocated to the business segment they relate to. The decrease in gas expenditures was due to the decrease in gas prices between 2014 and 2016.

This request is funded from the Airport Groundside Reserve.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	14,800	(14,800)	0	0	0	0	0
2018	14,800	(14,800)	0	0	0	0	0
2019	14,800	(14,800)	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Groundside Revenues		EXISTING

**Justification:**

The decrease in Airport Groundside Revenues is due to decreases in parking and recovery revenues, which were partially offset by an increase in rental revenues. The decrease in parking revenues is due to a decrease in long-term parking revenues following the economic downturn in Alberta. The decrease in recovery revenues is mainly due to the decrease in fuel prices seen between 2014 and 2016. The increase in rental revenue is mainly due to the purchase of Shadow Ridge Golf Course in the first quarter of 2016 and the corresponding rental revenues commencing in the fourth quarter of 2016.

Revenue adjustments are made to the Airport Groundside Reserve.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	(86,440)	0	0	0	86,440	0
2018	0	(86,440)	0	0	0	86,440	0
2019	0	(86,440)	0	0	0	86,440	0

Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Finance & Administration - Revenues		EXISTING

**Justification:**

Airport Finance and Administration revenues decreased mainly due to a decrease in fuel recovery revenues, which was partially offset by an increase in interest revenues. The decrease in fuel recovery revenues is due to the decrease in the price of fuel between 2014 and 2016. The increase in interest revenue is to bring budget in line with historical actuals.

This request is funded equally from the Groundside, Airside and Terminal Reserve.

Corporate Framework: A strong economy - International airport development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	(1,000)	0	0	0	1,000	0
2018	0	(1,000)	0	0	0	1,000	0
2019	0	(1,000)	0	0	0	1,000	0

# 2017 Operating Request Details

CITY OF KELOWNA

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Division:	Strategic Services	Priority:	1
Department:	Airport		ON-GOING
Title:	Airport Finance & Administration - Expenditures		EXISTING

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Justification:

Airport Finance and Administration expenditures decreased mainly due to a decrease in professional and consulting expenses. The decrease in professional and consulting fees was due to a change in process. Historically, all professional and consulting fees have been recorded within Administration. In 2017, they have been allocated to the business segment they relate to.

This request is funded equally from the Groundside, Airside and Terminal Reserve.

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Corporate Framework: A strong economy - International airport development

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	115,960	(115,960)	0	0	0	0	0
2018	115,960	(115,960)	0	0	0	0	0
2019	115,960	(115,960)	0	0	0	0	0

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# Infrastructure

## Infrastructure

The Infrastructure division is responsible for all aspects of the planning, design and construction of all infrastructure (roads, active transportation, transit, water, sewer and drainage utilities, civic buildings, parks and public art) required by the community as well as the long-term replacement of aging assets. All infrastructure projects and programs include engaging stakeholders for the appropriate level of input. Asset preservation and replacement is essential to a sustainable community and the division establishes systems to maintain and report on the state of the community's infrastructure and plan for its replacement.

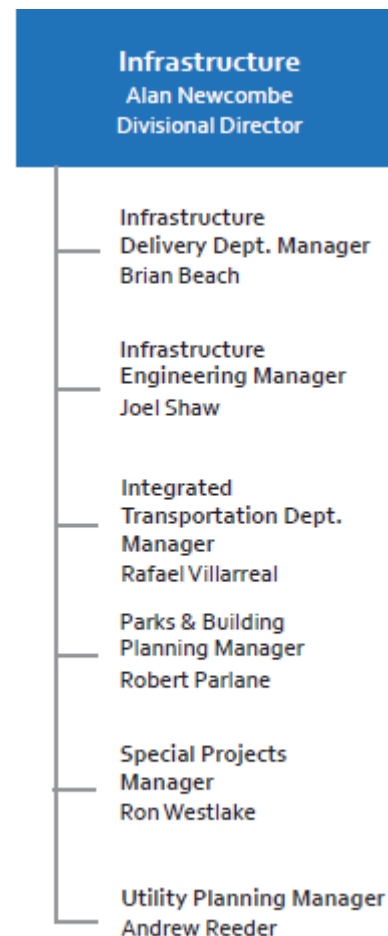
**Infrastructure Engineering** coordinates the annual and long-term capital plans including the City's asset management plans for infrastructure renewal as well as the 20-Year Servicing plan for infrastructure required to support growth. Infrastructure Engineering provides administrative and financial support services for the Division and administers the Development Cost Charge program. Infrastructure Engineering strives to guide all Division staff to understand and comply with corporate policies and best practices for capital planning, project accounting, document management and budgeting.

**Utilities Planning** anticipates future sewer, water, storm drainage and landfill infrastructure needs with a view to providing the best value to the citizens. Individual projects are prioritized with a multiple bottom line approach that includes financial, social, cultural and environmental aspects. The department develops asset management plans for each asset class as well as short and long-range capital and related financial plans based upon new, renewal and growth requirements.

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

**Infrastructure Delivery** is responsible for managing the delivery of City infrastructure projects. Management duties include consultant selection and coordination, overseeing project communications, preliminary design, detailed design, budgeting, tender preparation, construction, contract administration, record keeping and project evaluation. Project delivery assistance is provided by specialist consultants where appropriate. Projects include new construction, alteration, rehabilitation or improvements. A key focus of project delivery is to develop thoughtful and innovative processes and procedures to minimize the impact of City projects on our residents and visitors, while ensuring compliance with Council approved policies and all applicable acts and regulations.

**Integrated Transportation** is a new department that was created in 2016. The department provides a strategic multi-dimensional approach to manage and plan transportation systems. The three branches of this department- *Transit & Transportation Programs*, *Strategic Transportation Planning* and *Transportation Engineering*- are responsible for transit administration, transit service and infrastructure planning, transportation demand management and shared mobility programs, strategic multi-modal transportation planning and prioritization, data collection, monitoring and analytics, corridor conceptual planning, network planning, major traffic impact reviews and road safety planning. This department also provides regional administration and inter-governmental collaboration to transportation planning and programs through management of the *Strategic*



*Transportation Partnership of the Central Okanagan (STPCO)*. As well, regional air quality planning and coordination is provided under contract to the Regional District of the Central Okanagan.

## 2017 Divisional drivers & activities

### Drivers

- Plan for future infrastructure needs and develop strategies for implementation
- Coordinate capital financial plans, budgets and funding sources
- Engage the community and stakeholders in project development and delivery
- Deliver value laden, quality infrastructure that meet the community need
- Foster and maintain regional partnerships
- Focus on value for project and program delivery
- Build awareness, support and utilization of practices and programs through social marketing and communications
- Evidence-based and transparent decision making
- Monitoring performance through data gathering and analytics

### Activities

#### *A well-run City*

- Provide a balance of infrastructure to support and meet the demands of current and new development in support of the Official Community Plan
- Update the Transportation Master Plan
- Update Water Master Plan
- Complete construction of the Memorial Parkade with office space at entry level to accommodate growth within the Corporation
- Partner with the neighbourhood residents group to design and construct a new park in the Wilden Neighbourhood
- Construct the new community park on Rowcliffe Avenue as part of the Central Green development

#### *An active, inclusive city*

- Continue to provide information to the public on alternative and healthy choices of transportation through the SmartTrips website and through sustainable transportation programs
- Develop a communications and engagement strategy for the Biosolids Management Plan
- Prepare the schematic design for a future renovation of the Island Stage within the Waterfront Park to facilitate greater diversity of events
- Begin construction (Phase 1) of the Glenmore Recreation Park
- Expand the playground area and complete new features within the Rutland Centennial Park
- Design and construction of the 3<sup>rd</sup> Phase of the Ethel Street multi-use corridor from Highway 97 to Sutherland Avenue

#### *A safe city*

- Reconfigure the existing parking area and create a drop-off area at Boyce-Gyro Park
- Complete the pre-design of the detention area along Gopher Creek to mitigate flood potential
- Build awareness and increase safety of active transportation choices through the Bike to Work/School Week event and through bike safety programs at the elementary school level



*A strong economy*

- Expand the club house and improve surrounding infrastructure at the Mission Recreation Park Softball Quadplex to continue to attract high quality tournament events to the area
- Develop the Regional Strategic Transportation Plan in collaboration with local governments of the Central Okanagan

*A clean, healthy environment*

- Complete remediation of the foreshore within City Park to protect the beach area from continued erosion
- Reduce regional air pollution through continued participation in partnership programs such as the woodstove exchange and agricultural chipping
- Upgrade water infrastructure within Kelowna's water utility boundary
- Replace aging wastewater infrastructure in various areas throughout Kelowna

*Resilient, well-managed infrastructure*

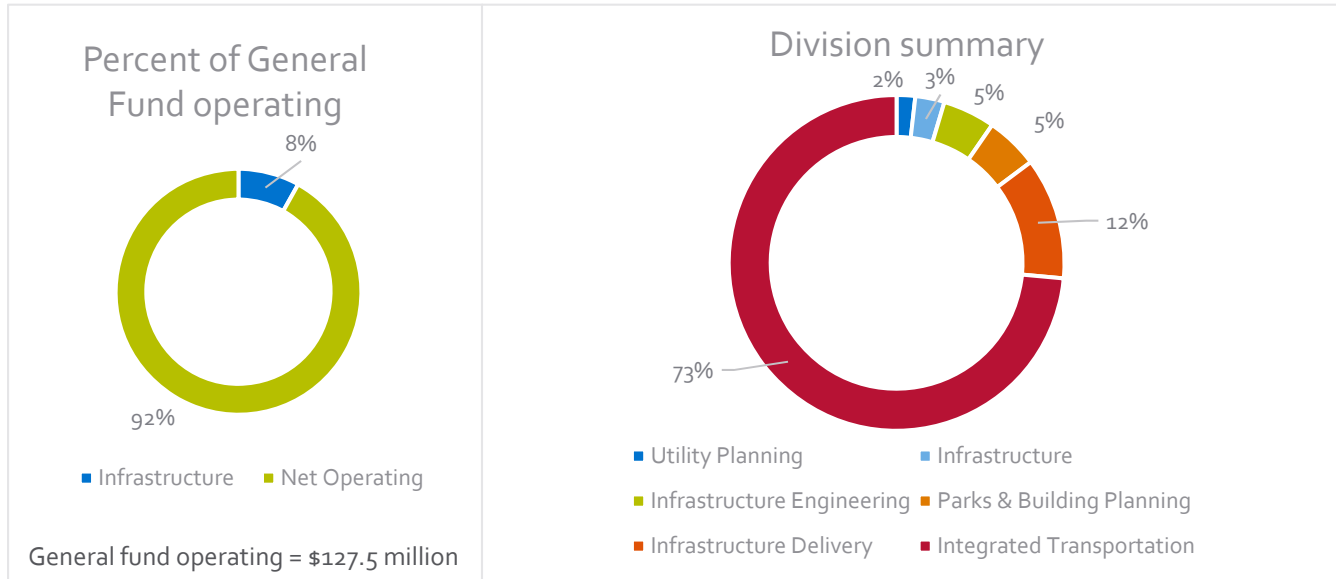
- Implement an asset management system to support the Corporate Asset Management Program
- Renovate the lower level of City Hall to provide additional, modern working stations to meet increasing staff demands
- Convert 10,000 street lights to (LED) technology to reduce utility and maintenance costs for street lighting
- Update the City of Kelowna Water Master Plan
- Complete improvements to the Transit Operations Center to meet the growing needs of the regional transit service
- Liaise with Ministry of Transportation and Infrastructure (MoTI) to begin construction of John Hindle Drive

**Performance measures**

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
Total Lane Kms of Roads Resurfaced	35.7	36	38
Total Meters of Water Main Pipe Replaced	3,062	1,351	2,345
Total Meters of Sanitary Sewer Main Pipe Replaced	1,354	1,235	2,739
Number of Participants in Bike to Work/School Week	5,735	5,192	5,200
Number of Students participating in Bicycle Education Programs	1,927	2,378	2,200
Air Quality-Number of Woodstoves Exchanged for High-Efficiency Stoves	19	44	20
Air Quality-Number of Cubic Meters of Orchard Woodwaste Chipped	2,059	8,485	5,666
<b>Program outcomes</b>			
Total Value of Capital Construction Projects			
• Civic Buildings	\$16.1M	\$42.2M	\$5.4M

• Parks & Public Spaces	\$2.0M	\$1.6M	\$12.2M
• Transportation	\$19.9M	\$10.8M	\$10.2M
• Solid Waste	\$872K	\$911K	\$3.9M
• Storm Drainage	\$96K	\$367K	\$330K
• Water	\$2.5M	\$1.3M	\$6.1M
• Wastewater	\$3.1M	\$2.8M	\$7.9M
Total Corporate Green House Gas (GHG) Emissions (CO2) Reduction (tonnes)	7600	7600	7600
<b>Efficiency measures</b>			
Service Request Average Response Time by Type (in calendar days)			
• Bus Stops	8	4	4
• Construction	20	32	25
• Drainage	21	27	20
• Air Quality	1	1	1
• Dog Parks	4	3	2
• Bike Lanes	3	9	8
• Future Road Plans	84	42	40
<b>Customer satisfaction</b>			
Transit Ridership	4,927,000	5,005,054	5,083,118
Transit Hours of Service	182,269	184,862	184,862

Infrastructure budget overview



Taxation expenditure

Division overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	10,272,873	10,252,943	(19,930)	(0.2%)
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>10,272,873</b>	<b>10,252,943</b>	<b>(19,930)</b>	<b>(0.2%)</b>
Authorized positions	28.5	29.1	0.6	2.1%

## Net operating expenditure

Departments		Actual 2015	Revised 2016	Provisional 2017
<b>Infrastructure</b>				
220	Infrastructure	250,138	288,051	288,051
<b>Net operating expenditures</b>		<b>250,138</b>	<b>288,051</b>	<b>288,051</b>
<b>Infrastructure Engineering</b>				
176	Infrastructure Administration	398,819	397,743	418,743
223	Infrastructure Engineering	97,746	99,534	99,534
<b>Net operating expenditures</b>		<b>496,565</b>	<b>497,277</b>	<b>518,277</b>
<b>Parks &amp; Buildings Planning</b>				
173	Parks & Buildings Planning	478,200	743,686	521,486
<b>Net operating expenditures</b>		<b>478,200</b>	<b>743,686</b>	<b>521,486</b>
<b>Utility Planning</b>				
221	Solid Waste Management	0	7,500	7,500
245	Utility Planning	107,704	125,554	175,554
*246	Utility Planning - Wastewater	0	0	0
*247	Utility Planning - Water	0	0	0
<b>Net operating expenditures</b>		<b>107,704</b>	<b>133,054</b>	<b>183,054</b>
<b>Infrastructure Delivery</b>				
188	Roadways Construction	284,237	272,661	272,661
214	Infrastructure Delivery	709,242	774,693	774,693
215	Utilities Construction	152,168	156,640	156,640
216	Park & Building Projects	6,361	0	0
*236	Wastewater Construction	0	0	0
*237	Water Construction	0	0	0
*263	Infrastructure Delivery - Wastewater	0	0	0
*264	Infrastructure Delivery - Water	0	0	0
<b>Net operating expenditures</b>		<b>1,152,008</b>	<b>1,203,994</b>	<b>1,203,994</b>
<b>Integrated Transportation</b>				
185	Integrated Transportation	308,979	330,421	331,721
192	Transportation & Mobility	588,383	395,663	440,663
193	Regional Programs	132,089	126,913	126,913
224	Regional Planning	64,733	55,472	55,472
257	Kelowna Regional Transit	6,529,976	6,498,342	6,583,312
<b>Net operating expenditures</b>		<b>7,624,160</b>	<b>7,406,811</b>	<b>7,538,081</b>
<b>Total Division net operating expenditures</b>		<b>10,108,775</b>	<b>10,272,873</b>	<b>10,252,943</b>

\*Shown in Civic Operations as these cost centers are Fund 40/50

## Infrastructure - General Fund Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 6,200,354)	( 6,051,737)	( 6,611,387)
Other Revenue	( 9,346,328)	( 11,277,566)	( 10,542,136)
Transfers from Funds			
Special (Stat Reserve) Funds	( 112,121)	( 212,710)	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 457,355)	( 759,876)	( 314,456)
<b>Total Revenue</b>	<b>( 16,116,158)</b>	<b>( 18,301,889)</b>	<b>( 17,467,979)</b>
<b>Expenditures</b>			
Salaries and Wages	2,818,105	2,911,294	2,981,034
Internal Equipment	157,269	161,633	161,633
Material and Other	1,830,176	3,658,681	1,951,321
Contract Services	19,685,724	21,349,036	22,089,446
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	337,290	349,168	351,108
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	1,396,369	144,950	186,380
<b>Total Expenditures</b>	<b>26,224,933</b>	<b>28,574,762</b>	<b>27,720,922</b>
<b>Net Operating Expenditures</b>	<b>10,108,775</b>	<b>10,272,873</b>	<b>10,252,943</b>
<b>Capital Expenditures</b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>10,108,775</b>	<b>10,272,873</b>	<b>10,252,943</b>

	Budgeted	Actual	Revised	Provisional
	2015	2015	2016	2017
Authorized FTE Positions	24.8	25.7	24.8	25.4
Salaried	24.8	25.7	24.8	25.4
Hourly	4.2	4.3	3.7	3.7

Description of Operating program

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		10,272,873	28.5
<b>2017 net impacts</b>			
One-time operating requests	(272,000)		
One-time expenditure reductions			
Incremental costs - prior year(s)			
Salary adjustments			
Other adjustments	16,000		
Departmental adjustments		(256,000)	
		<u>10,016,873</u>	<u>28.5</u>
<b>2017 program additions</b>			
2017 operating requests	237,090		0.6
2017 expenditure reductions	(1,020)	236,070	
<b>2017 provisional</b>		<u>10,252,943</u>	<u>29.1</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests	209,080		0.4
2017 expenditure reductions		209,080	
<b>Total unfunded requests for 2017</b>		<u>209,080</u>	<u>0.4</u>

# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Infrastructure Division</u>									
T7	CAP *#Asset Management System Positions	0	0	0	0	0	0	0	OG
F11	Transit Service Coordinator Term Position	71,440	(71,440)	0	0	0	0	0	OG
F11	Transportation Master Planning Program	100,000	(55,000)	0	0	0	0	(45,000)	OG
F12	*Computer Software Upgrades and Annual Fees	21,000	0	0	0	0	0	(21,000)	OG
F12	Transit Security	25,000	0	0	0	0	0	(25,000)	OG
F13	*STPCO - Administration Cost Increases	1,940	0	0	0	(3,120)	0	1,180	OG
F13	Community for All Ages Assessment - Parks & Buildings	40,000	0	0	(20,000)	0	0	(20,000)	OT
F14	Storm Drainage Odour on Cerise Drive	75,000	0	0	0	0	0	(75,000)	OT
F14	Parks Pedestrian & Cyclist Counter	4,800	0	0	0	0	0	(4,800)	OG
F15	Storage Space Rental	3,500	0	0	0	0	0	(3,500)	OT
F15	*Biosolids Management Plan - Community Engagement	50,000	0	0	0	(50,000)	0	0	OT
F16	Increase in Transit Advertising Revenue	0	29,900	0	0	(29,900)	0	0	OG
F16	Transit Base Operating Costs	747,420	0	0	(185,230)	(518,220)	0	(43,970)	OG
Division Priority 1 Total		1,140,100	(96,540)	0	(205,230)	(601,240)	0	(237,090)	
Total Priority 1 Operating		1,140,100	(96,540)	0	(205,230)	(601,240)	0	(237,090)	

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

*\*italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

# - Where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets due to a reallocation of expenses or revenues to support the request for 2017.

# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Infrastructure Division</u>									
U9	CAP Asphalt Milling Machine	16,670	0	0	0	0	0	(16,670)	OG
F17	Building Technician Position	37,930	0	0	0	0	0	(37,930)	OG
F17	STPCO - Bike to Work/School Week	1,420	0	0	2,030	(1,100)	0	(2,350)	OG
F18	STPCO - Programs Administration	3,130	0	0	0	(1,000)	0	(2,130)	OG
F18	Downtown Drainage Basin Plan	150,000	0	0	0	0	0	(150,000)	OT
Division Priority 2 Total		209,150	0	0	2,030	(2,100)	0	(209,080)	
Total Priority 2 Operating		209,150	0	0	2,030	(2,100)	0	(209,080)	



# 2017 Operating Request Details

Division: Infrastructure Priority: 1  
 Department: Integrated Transportation ON-GOING  
 Title: Transit Service Coordinator Term Position NEW

**Justification:**

A Transit Service Coordinator two year term position is required to respond to growth and new technologies in the transit system. Over the last 5 years, the transit system has experienced significant growth in infrastructure (bus stops and stations), service hours, ridership, revenue and complex system requirements. Kelowna Regional Transit will soon receive technological improvements such as, Automated Vehicle Location (AVL), cameras on buses(CCTV), and enhanced automated passenger counting (APC) technology, requiring a level of technical support with strong customer service focus.

The result will be a more efficient transit system, providing better service to Kelowna residents. Service enhancements made possible by this position will encourage growth in ridership and revenue.

This position is suggested to be funded from the Transit Reserve for the 2 years.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	71,440	(71,440)	0	0	0	0	0	0
2018	94,290	(94,290)	0	0	0	0	0	0
2019	0	0	0	0	0	0	0	0

Division: Infrastructure Priority: 1  
 Department: Integrated Transportation ON-GOING  
 Title: Transportation Master Planning Program NEW

**Justification:**

Budget is requested to update the City's Transportation Master Plan, last completed in 1995, and to establish a stable and transparent transportation planning continuum process. Completing the update in 2017 allows for a strategic opportunity to leverage the resources available for the Regional Transportation Plan, incorporate the results of Imagine Kelowna, and inform the Official Community Plan Update.

The focus of the Transportation Plan will be on connecting people and goods to their destination, rather than moving vehicles. In doing so, the plan will consider shaping demand as well as building capacity, programs as well as infrastructure, and the interrelationships between land use and transportation.

The Plan will feature five main elements: visions and targets, supporting policies, bylaws and programs, a proposed future network, and project prioritization for financial planning.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	100,000	(55,000)	0	0	0	0	0	(45,000)
2018	50,000	0	0	0	0	0	0	(50,000)
2019	50,000	0	0	0	0	0	0	(50,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Infrastructure	Priority:	1
Department:	Infrastructure Engineering		ON-GOING
Title:	Computer Software Upgrades and Annual Fees		NEW

**Justification:**

Ongoing budget is requested to provide annual maintenance, upgrade and technical support for various software licenses currently required by technical staff in the Integrated Transportation, Development Engineering, and Traffic Operations departments. Currently, Synchro, AutoTurn, Emme, Torus, Sidra, Vissim and Petra Pro software licenses are used to complete vehicle turning movement analysis, traffic modeling for intersection and transportation analysis, travel demand forecasting, roundabout geometric design and analysis, traffic count data management, and micro-simulation modeling. A major upgrade of the Synchro software is required in 2017.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	29,000	0	0	0	0	0	0	(29,000)
2018	13,000	0	0	0	0	0	0	(13,000)
2019	13,000	0	0	0	0	0	0	(13,000)

Division:	Infrastructure	Priority:	1
Department:	Integrated Transportation		ON-GOING
Title:	Transit Security		EXISTING

**Justification:**

Budget is requested to support an increase in security contract costs as the result of new multi-year contracts for services at the Queensway and Orchard Park exchanges and to allow additional security coverage at the Queensway Exchange in the morning hours during the summer months. The total transit security budget will increase from \$165,000 to \$190,000 per year.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	25,000	0	0	0	0	0	0	(25,000)
2018	25,000	0	0	0	0	0	0	(25,000)
2019	25,000	0	0	0	0	0	0	(25,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Infrastructure Priority: 1  
 Department: Integrated Transportation ON-GOING  
 Title: STPCO - Administration Cost Increases EXISTING

**Justification:**

This request is to reflect the increase in salaries and administration for the Sustainable Transportation Program of the Central Okanagan (STPCO). The current agreement includes a 15% administration fee payable to the City of Kelowna.

The STPCO program is cost shared between the City of Kelowna and regional partners: Regional District of Central Okanagan, City of West Kelowna, Districts of Lake Country, Peachland and the Westbank First Nation.

Base budget: Salaries \$196,106, Admin fee \$45,805

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,260	0	0	0	0	(5,060)	0	(5,200)
2018	10,260	0	0	0	0	(5,060)	0	(5,200)
2019	10,260	0	0	0	0	(5,060)	0	(5,200)

Division: Infrastructure Priority: 1  
 Department: Parks & Buildings Planning ONE-TIME  
 Title: Community for All Ages Assessment - Parks & Buildings NEW

**Justification:**

Many of the City's parks and buildings are inaccessible or poorly suited to the needs of seniors, mobility impaired, and parents with babies or young toddlers. As Kelowna's population ages, mobility, accessibility and social participation becomes more challenging for many.

Budget is requested for a comprehensive assessment of accessibility of City parks and buildings to catalogue shortfalls, prioritize needs, and identify areas of success. The assessment will be broad-reaching and used to update the ongoing Asset Management Plans.

Matching UBCM Seniors Housing & Support Initiative funding will be sought. If unsuccessful, the scope of the assessment will be reduced. It is anticipated that this assessment will provide information for future grant opportunities targeted at accessibility issues.

Corporate Framework: An active, inclusive city - Considering diverse community needs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	40,000	0	0	(20,000)	0	0	0	(20,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Infrastructure	Priority:	1
Department:	Utility Planning		ONE-TIME
Title:	Storm Drainage Odour on Cerise Drive		NEW

**Justification:**

Budget is requested to determine what action is required to fix the high level of odour on Cerise Drive.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	75,000	0	0	0	0	0	0	(75,000)

Division:	Infrastructure	Priority:	1
Department:	Parks & Buildings Planning		ON-GOING
Title:	Parks Pedestrian & Cyclist Counter		NEW

**Justification:**

The 2016 pedestrian/cyclist count program included a counter on the Apex trail in Knox Mountain Park. This has provided valuable data for park usage in real time, and the City web page has received favorable feedback. An extension of this program is proposed to measure usage at other popular parks for comparison and accurate parks planning.

Budget is requested to acquire a series of infrared pedestrian/bicycle counters. The preferred model is the basic infrared model, which is easily installed and relocated to another location if desired. The counters provides more comprehensive and reliable data than the traditional survey carried out by summer students. This budget request would cover the purchase of one unit per year, plus ongoing servicing costs.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	4,800	0	0	0	0	0	0	(4,800)
2018	5,400	0	0	0	0	0	0	(5,400)
2019	6,200	0	0	0	0	0	0	(6,200)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Infrastructure	Priority:	1
Department:	Integrated Transportation		ONE-TIME
Title:	Storage Space Rental		NEW

**Justification:**

The ground floor of the Bruckal building is used to store supplies used for Transportation Demand programs. With the City ending its tenancy there and a pending move to other City space under construction, temporary rental of storage space is required.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	3,500	0	0	0	0	0	0	(3,500)

Division:	Infrastructure	Priority:	1
Department:	Utility Planning		ONE-TIME
Title:	Biosolids Management Plan - Community Engagement		NEW

**Justification:**

Budget is requested to develop a communications and engagement strategy as it relates to the biosolid study already in progress. The intent is to engage the public in the selection process and the public acceptance of options and then share this information with Council in order for Council to make an informed decision on a management strategy for biosolids management.

Corporate Framework: A strong economy - Building & maintaining partnerships

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	100,000	0	0	0	0	(66,670)	(33,330)	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Infrastructure Priority: 1  
 Department: Integrated Transportation ON-GOING  
 Title: Increase in Transit Advertising Revenue NEW

**Justification:**

To account for increased revenues from on-bus advertising due to new contract rates for the yearly minimum Guaranteed payment. The total revenue is shared with the local partners of the Kelowna Regional Transit System. The amount included in this budget is the City's share, which is approximately 80%. This revenue is allocated to reserve to be used for improvements to the City's transit amenities (ex. upgrading of bus stops and purchase of new bus shelters).

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	29,900	0	0	0	(29,900)	0	0
2018	0	29,900	0	0	0	(29,900)	0	0
2019	0	34,280	0	0	0	(34,280)	0	0

Division: Infrastructure Priority: 1  
 Department: Integrated Transportation ON-GOING  
 Title: Transit Base Operating Costs EXISTING

**Justification:**

To reflect increased costs in the transit operation including transit management/labor, fuel, maintenance and lease fees. For Conventional Transit the decrease is \$59,960 and for Custom Transit the increase is \$103,930.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	747,420	0	0	(185,230)	0	(518,220)	0	(43,970)
2018	747,420	0	0	(185,230)	0	(518,220)	0	(43,970)
2019	747,420	0	0	(185,230)	0	(518,220)	0	(43,970)

# 2017 Operating Request Details

Division: Infrastructure Priority: 2  
 Department: Parks & Buildings Planning ON-GOING  
 Title: Building Technician Position NEW

**Justification:**

This request is for a new position to support both the Parks & Building Planning and Infrastructure Delivery depts. Demands on both teams exceed current capacity, resulting in reduced customer service and long-term planning, increased costs for external consultants and deferred capital projects. The horizontal structure of highly experienced staff in each role is inefficient when time-consuming, basic tasks are frequently necessary. A support role shared between all disciplines will release senior staff for other tasks, and effectively reduce these shortfalls and inefficiencies. This position is proposed to be funded 50% operational costs through taxation, and 50% through capital projects. Both improved levels of operational service and reduced capital costs, particularly for the numerous small projects, are expected to be realized.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	37,930	0	0	0	0	0	0	(37,930)
2018	44,990	0	0	0	0	0	0	(44,990)
2019	44,990	0	0	0	0	0	0	(44,990)

Division: Infrastructure Priority: 2  
 Department: Integrated Transportation ON-GOING  
 Title: STPCO - Bike to Work/School Week EXISTING

**Justification:**

Provincial grant funding for the Sustainable Transportation Partnership of the Central Okanagan (STPCO) program Bike to Work/School Week has been decreasing over the last few years but program costs have been increasing. This request is for a 15% increase to the purchase services budget of this very popular program to fund the increased costs and offset the reduction in provincial funding.

The STPCO program is cost shared between the City of Kelowna and regional partners: Regional District of Central Okanagan, City of West Kelowna, Districts of Lake Country, Peachland and the Westbank First Nation.

Base budget \$22,450

Corporate Framework: A well-run City - Passionate public service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,420	0	0	2,030	0	(1,100)	0	(2,350)
2018	1,420	0	0	2,030	0	(1,100)	0	(2,350)
2019	1,420	0	0	2,030	0	(1,100)	0	(2,350)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Infrastructure	Priority:	2
Department:	Integrated Transportation		ON-GOING
Title:	STPCO - Programs Administration		EXISTING

**Justification:**

Additional budget for materials and supplies for the Sustainable Transportation Partnership of the Central Okanagan (STPCO) is required to reflect cost increases due to inflation, the U.S. dollar valuation and increased participation in the programs that are delivered.

The STPCO program costs are shared between the City of Kelowna and regional partners: Regional District of Central Okanagan, City of West Kelowna, Districts of Lake Country, Peachland and the Westbank First Nation.

Base budget \$500

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	3,130	0	0	0	0	(1,000)	0	(2,130)
2018	3,130	0	0	0	0	(1,000)	0	(2,130)
2019	3,135	0	0	0	0	(1,000)	0	(2,135)

Division:	Infrastructure	Priority:	2
Department:	Utility Planning		ONE-TIME
Title:	Downtown Drainage Basin Plan		NEW

**Justification:**

As part of the City's planning continuum, staff are proposing to update the downtown drainage plan. The current 15 year old plan does not account for updated changes to the rainfall intensity curves provided by Environment Canada, flow changes associated with climate change, or for future densification within the downtown core. This project is designed to work with Long Range Planning's review of the downtown core.

This updated plan will support the update of the City's Subdivision Servicing Bylaw, which currently does not prescribe strategies to manage the cumulative effects of adding flow to the existing storm pipe system.

Corporate Framework: A safe city - Flood protection

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	150,000	0	0	0	0	0	0	(150,000)



# 2017 Reduction Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Infrastructure Division</u>									
F21	STPCO - Website Development and Hosting	(1,500)	0	0	0	480	0	1,020	OG
	Department Priority 1 Total	(1,500)	0	0	0	480	0	1,020	
	Total Priority 1 Reduction Requests	(1,500)	0	0	0	480	0	1,020	

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# 2017 Reduction Request Details

CITY OF KELOWNA

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Division: Infrastructure Priority: 1  
Department: Integrated Transportation ON-GOING  
Title: STPCO - Website Development and Hosting

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Justification:

Software updates required for the Sustainable Transportation Partnership of the Central Okanagan (STPCO) Trip Planning application on the smartTRIPS website are occurring less frequently and are having less of a budget impact. This budget can be reduced accordingly.

The STPCO program is cost shared between the City of Kelowna and regional partners: Regional District of Central Okanagan, City of West Kelowna, Districts of Lake Country, Peachland and Westbank First Nation.

Base budget is \$2,000

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Corporate Framework: A well-run City - Strong financial management

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(1,500)	0	0	0	0	480	0	1,020
2018	(1,500)	0	0	0	0	480	0	1,020
2019	(1,500)	0	0	0	0	480	0	1,020

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# **Community Planning & Real Estate**

## Community Planning & Real Estate

The Community Planning & Real Estate division plans for and facilitates the orderly, sustainable growth of our City and manages all land assets. All public and private sector development in the City is approved through this division; including strategic City initiatives that strive to deliver on the multiple bottom line objectives of the community – environmental, social and economic.

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

**Community Planning** is a forward-looking branch that plans, promotes and advocates change that moves this city towards the Kelowna envisioned by our residents. The work of this Department is concentrated on planning and implementing for the development needs of today; processing land use and development permit applications, and providing advice and information on planning processes.

**Policy & Planning** is primarily responsible for developing, monitoring and reporting out on land use policies. This department also develops a long-range vision for the City and delivers this vision through partnerships, policy and program administration.

**Real Estate** serves to maximize the value and utility of Kelowna’s Real Estate Assets to a standard that sets the benchmark for the best mid-sized city in North America. In order to accomplish this goal, they are committed to being fair, equitable and efficient when acquiring, developing, managing, maintaining and disposing of the City’s real estate and building assets.



### 2017 Divisional drivers & activities

#### Drivers

- Adding value for citizens and customers
- Innovating through measured risk taking
- Collaborating and communicating effectively
- Following through – a focus on results
- Balancing facilitation and regulation

#### Activities

##### *A well-run City*

- Initiate the first phase of the Official Community Plan (OCP) Review project to update and to revise the current OCP using inputs from the Imagine Kelowna project
- Conduct social and statistical analysis with the 2016 Community Trends Report, the Annual Housing Report, Downtown Plan Indicators Report and the Official Community Plan Indicators Report
- Continue to lead the project planning component of the Imagine Kelowna initiative
- Review and revise the parking and Loading Section of Zoning Bylaw No.8000

- Undertake a development permit optimization review
- Generate over \$1,000,000 in revenue from the sale of excess and surplus City lands
- Finalize property negotiations associated with South Perimeter Road
- Initiate the redevelopment of the old RCMP site on Doyle Avenue in line with the Civic Precinct planning exercise, to ensure the ArtWalk is connected and an appropriate multifamily building is developed to support the livability of our downtown
- Implementation of Strategic Land Strategy that addresses the City's current inventory and its land acquisition / disposition goals over the next 20 years

*An active, inclusive city*

- Undertake the development of the Healthy Housing Strategy as the second theme area for the Healthy City Strategy
- Work with partners in the heritage community to distribute \$35,000 to promote the conservation of residential, commercial, industrial, institutional and agricultural heritage buildings by assisting owners with grants for a portion of the costs incurred in conservation work
- Complete the development of the ModelHealth tool to assess the health impacts of community development options
- Add to Zoning Bylaw bike locker/change facility requirements for major commercial/industrial development
- Implement a Property Management innovation fund to support the development of new activity concessions and public place making initiatives

*A safe city*

- Implement regulations responding to the decriminalization of marihuana
- Liquor Policy Review led by Community Planning and RCMP
- Manage the Disposition of the Henderson's site to promote significant residential development in the downtown with 'more eyes on the street'
- Oversee the Bernard Avenue laneway partnership to address a key under-utilized public space in the downtown
- Develop a mechanical system permitting process

*A strong economy*

- Work with the non-profit and development communities to encourage the development of more purpose-built rental housing through incentives, including up to \$420,000.00 in grants as well as tax incentives
- Complete the Agriculture Plan update
- Update residential zoning to allow short term rentals via licensing
- Actively seek revenue generating and partnership opportunities with City land, notably initial dispositions of surplus lands along the CN corridor
- Lead the redevelopment of the former Lakeshore Mobile Home Park site to support Gyro beach parking needs
- Negotiate tenancy of 4 new commercial retail units in the Library Parkade
- Undertake leasing of groundside commercial development at the airport to support the aviation industry
- Creation of real property reports as new service offering

*A clean, healthy environment*

- Collaboration with FortisBC for a residential retrofit program

- Begin an update to the City’s Community Climate Action Plan to help define clear and achievable targets and actions for energy and GHG reduction
- Continue to promote LEED certification as a condition of property disposition to raise the bar for sustainable development in the region

*Resilient, well-managed infrastructure*

- Obtain approvals on the Diamond Mountain and Thompson Flats Area Structure Plans (ASP)
- Completion of an updated Downtown Area Parking Plan
- Develop the Capri-Landmark Urban Centre Plan as the first effort under the umbrella of the Urban Centres Roadmap

**Performance measures**

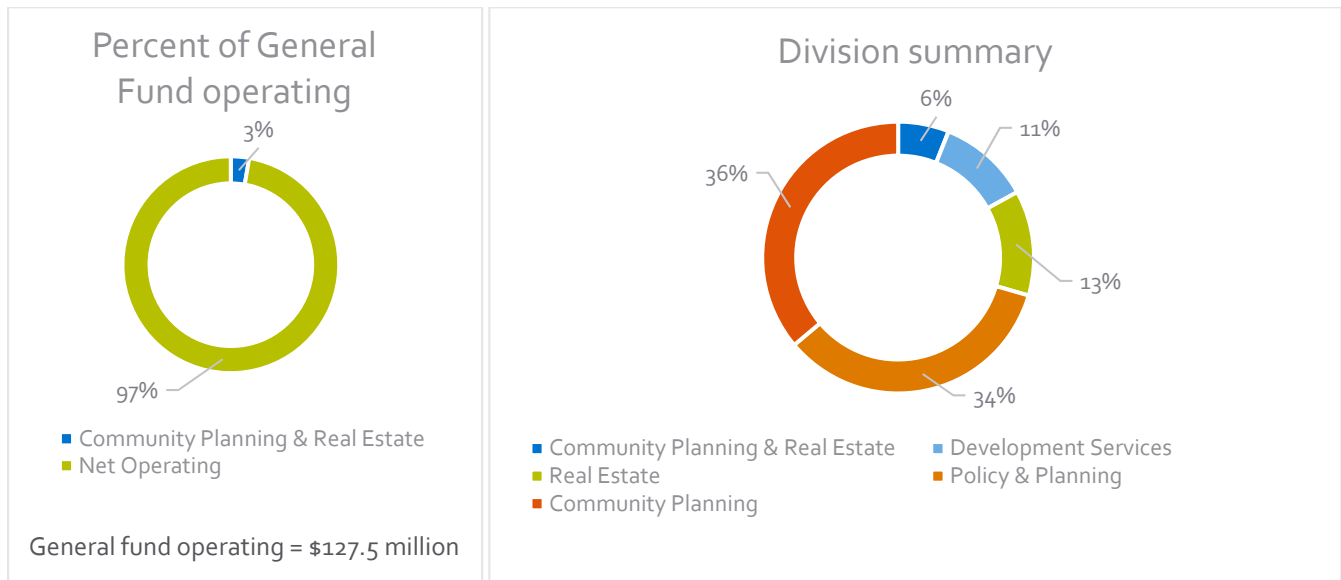
	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
Development Applications Processed	814	900	825
Development Files Authorized By Council	260	275	260
Construction value of Building Permits (million \$)	464	465	470
Building Permits	2,115	2,130	2,150
Gas Permits	3,549	3,400	3,450
Plumbing Permits	1,564	1,550	1,620
Total # of Building Inspections	9,350	9,455	9,800
Total # of Plumbing & Gas Inspections	12,714	13,200	13,250
Development Applications reviewed	401	405	410
Engineering Construction Drawings reviewed	84	130	110
Utility Drawings reviewed	781	793	798
Building Permit Applications reviewed by Dev. Engineering	47	49	53
Strata Applications reviewed by Dev. Engineering	10	12	12
Road Release Reviewed	16	15	19
Deferred Revenue Releases	20	24	29
3 <sup>rd</sup> Party Release of Right of Ways	43	58	53
As-Built Drawings reviewed	44	48	53
Total # of Site Inspections conducted by Dev. Engineering	91	70	85
<b>Property Acquisition</b>			
Total Value	14,000,000	12,000,000	5,000,000
Area (acres)	60	12	50
Parcels acquired	12	5	40
<b>Park Property Acquisition</b>			
Value	1,000,000	1,500,000	1,500,000
Area (acre)	4	10	5



Parcels acquired	2	15	10
Arrears ratio building (Amount Collected / Amount Due)	95%	95%	95%
Rental Vacancy Rate	1.03%	0.00%	3%
Residential Parking Permits Issued	1,608	1,850	1,900
Accessible Parking Permits Issued	3,320	3,500	3,550
PayByPhone System Transactions	46,215	117,000	125,000
Online Payment Transactions	16,845	14,820	15,000
<b>Program outcomes</b>			
Staff initiated Zoning Bylaw amendments (improvements)	15	15	15
Community Heritage Commission Meeting (staff supported)	0	7	10
Agricultural Advisory Committee Meetings (staff supported)	11	10	11
% of 1-2 family building permit applications approved for issuance within 10 working days	94%	95%	96%
% of inspections made within 48 hours or request	95%	96%	96%
% of building permit applications for commercial, multi-family, industrial and institutional approved for issuance within 20 working days	83%	84%	85%
% of open files that were processed to completion	88%	75%	80%
Number of Director Approved Development/Heritage Permits	224	200	200
Assessed value of City Real Estate Assets			
Land	\$950M	\$913M	\$1B
Improvements	\$240M	\$231M	\$225M
<b>Efficiency measures</b>			
Average number of development applications per Planner	91	100	95
Average number of development applications per Planner (similar municipalities)	6	64	64
Average number of inspections per inspector	833	788	825
% of inspection costs recovered by permit revenues	100%	100%	100%
% of building permits issued within 2 days or less	26%	32%	33%
Average number of Service Requests per staff member – Parking Services	139	170	180
<b>Customer satisfaction</b>			
Closed service requests:			
Policy & Planning	110	105	120
Community Planning	185	195	210
Development Services	334	352	365
Parking Services	756	987	1,100
Overall Customer Service Ranking – General Satisfaction	95%	98%	98%
% Customers that felt their phone calls were returned promptly	83%	88.5%	90%
% Customers that feel their file manager explained the process development well	87.5%	88.5%	90%
% Customers that agree they received a clear idea of application submission requirements	87%	81%	87%

External stakeholder & community meetings	161	90	100
Consultation	422	2,900	2,500
<b>Innovation &amp; learning</b>			
Building & Permitting staff achieved certification	22	21	22
Building & Permitting created an information booklet/bulletin	8	6	6
Development Application Process Review Improvements	4	6	6
New (or renewed) Partnerships formed (Policy & Planning)	7	8	7

Community Planning and Real Estate budget overview



Taxation expenditure

Division overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	3,693,005	3,448,343	(244,662)	(6.6%)
Capital	400,000	430,000	30,000	7.5%
<b>Total taxation expenditure</b>	<b>4,093,005</b>	<b>3,878,343</b>	<b>(214,662)</b>	<b>(5.2%)</b>
Authorized positions	82.7	84.4	1.7	2.1%

## Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Community Planning &amp; Real Estate</b>			
144 Community Planning & Real Estate	(141,459)	357,344	208,844
<b>Net operating expenditures</b>	<b>(141,459)</b>	<b>357,344</b>	<b>208,844</b>
<b>Development Services</b>			
148 Development Services	(2,777,841)	(3,004,954)	(3,057,632)
149 Building, Plumbing & Gas Inspections	1,388,296	1,553,750	1,553,750
151 Building & Permitting	1,641,110	1,577,956	1,578,856
178 Development Engineering	344,766	358,171	301,971
<b>Net operating expenditures</b>	<b>596,331</b>	<b>484,923</b>	<b>376,945</b>
<b>Policy &amp; Planning</b>			
153 Policy & Planning	865,465	853,401	894,038
235 Long Range Policy Planning	355,289	290,735	290,735
<b>Net operating expenditures</b>	<b>1,220,754</b>	<b>1,144,136</b>	<b>1,184,773</b>
<b>Community Planning</b>			
146 Urban Planning Management	631,214	638,127	712,577
147 Community Planning	204,190	(140,628)	(203,468)
181 Suburban & Rural Planning	552,157	574,027	648,477
253 Community Planning Services	87,266	89,131	88,231
<b>Net operating expenditures</b>	<b>1,474,827</b>	<b>1,160,657</b>	<b>1,245,817</b>
<b>Real Estate</b>			
116 Real Estate Services	336,789	376,160	376,660
118 Strategic Land Development	134,699	112,708	110,908
155 Real Estate	228,846	232,351	233,351
157 Property Management	(43,723)	(25,274)	(138,955)
252 Parking Services	(199,995)	(150,000)	(150,000)
<b>Net operating expenditures</b>	<b>456,616</b>	<b>545,945</b>	<b>431,964</b>
<b>Total Division net operating expenditures</b>	<b>3,607,069</b>	<b>3,693,005</b>	<b>3,448,343</b>

## Community Planning & Real Estate - General Fund Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b><u>Revenue</u></b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 14,941,832)	( 9,124,736)	( 10,698,262)
Other Revenue	( 134,278)	0	( 7,060)
Transfers from Funds			
Special (Stat Reserve) Funds	( 8,805)	( 83,200)	( 168,800)
Development Cost Charges	0	0	0
Accumulated Surplus	( 200,152)	( 1,200,560)	( 460,530)
<b>Total Revenue</b>	<b>( 15,285,067)</b>	<b>( 10,408,496)</b>	<b>( 11,334,652)</b>
<b><u>Expenditures</u></b>			
Salaries and Wages	6,971,074	7,503,896	7,783,956
Internal Equipment	168,317	130,830	132,172
Material and Other	2,197,562	3,344,547	2,633,436
Contract Services	1,030,004	1,068,288	1,100,865
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	233,630	233,630	240,630
Transfers to Funds			
Special (Stat Reserve) Funds	6,671,784	1,792,348	2,863,974
Development Cost Charges	0	0	0
Accumulated Surplus	1,619,765	27,962	27,962
<b>Total Expenditures</b>	<b>18,892,136</b>	<b>14,101,501</b>	<b>14,782,995</b>
<b>Net Operating Expenditures</b>	<b>3,607,069</b>	<b>3,693,005</b>	<b>3,448,343</b>
<b><u>Capital Expenditures</u></b>			
Gross Expenditures	37,399,566	2,905,760	2,142,000
Other Funding Sources	( 37,199,795)	( 2,505,760)	( 1,712,000)
<b>Taxation Capital</b>	<b>199,771</b>	<b>400,000</b>	<b>430,000</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>3,806,840</b>	<b>4,093,005</b>	<b>3,878,343</b>

	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Authorized FTE Positions	74.4	66.7	75.3	78.1
Salaried	74.4	66.7	75.3	78.1
Hourly	5.1	12.0	7.3	6.3

## Description of Operating program

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		3,693,005	82.7
<b>2017 net impacts</b>			
One-time operating requests	121,300		(2.0)
One-time expenditure reductions			
Incremental costs - prior year(s)			0.3
Salary adjustments			
Other adjustments	(2,750)		
Departmental adjustments	2,518	121,068	
		<u>3,814,073</u>	<u>81.0</u>
<b>2017 program additions</b>			
2017 operating requests	(365,730)		3.4
2017 expenditure reductions		(365,730)	
<b>2017 provisional</b>		<u>3,448,343</u>	<u>84.4</u>
<b><i>Unfunded 2017 requests</i></b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>

# 2017 Operating Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Community Planning &amp; Real Estate Division</u>									
G11	Planner Specialist Position	74,830	0	0	0	0	0	(74,830)	OG
G11	Development Technician Position	75,230	0	0	0	0	0	(75,230)	OG
G12	Development Engineering Technologist Term Position	99,980	(99,980)	0	0	0	0	0	OG
G12	Sustainability Coordinator Position	39,910	0	0	0	0	0	(39,910)	OG
G13	Imagine Kelowna	125,000	(125,000)	0	0	0	0	0	OT
G13	Innovation/Incubator Fund	10,000	0	0	0	0	0	(10,000)	OG
G14	Strategic Land Development Projects	182,500	(182,500)	0	0	0	0	0	OT
G14	Parking Strategy - Downtown Area Plan Development	48,800	(48,800)	0	0	0	0	0	OT
G15	Parking Strategy - Governance Review	25,000	(25,000)	0	0	0	0	0	OT
M6	CAP Expansion of Parking Management - Hospital Area	73,840	43,760	0	0	(117,600)	0	0	OG
G15	Community Planning Revenue Increase	0	0	0	0	(100,500)	0	100,500	OG
G16	Development Services Revenue	0	0	0	0	(290,000)	0	290,000	OG
G16	Development Engineering Service Revenue Increase	0	0	0	0	(60,000)	0	60,000	OG
G17	Parking Services General Operating Adjustments	26,000	283,035	0	0	(309,035)	0	0	OG
G17	Rental Properties, Concessions & Kiosks Adjustments	10,000	72,901	0	0	(200,101)	0	117,200	OG
G18	Chapman Parkade Expansion - Additional Levels	95,000	(95,000)	0	0	0	0	0	OT
F12	<i>*Computer Software Upgrades and Annual Fees</i>	2,000	0	0	0	0	0	(2,000)	OG
Division Priority 1 Total		888,090	(176,584)	0	0	(1,077,236)	0	365,730	
Total Priority 1 Operating		888,090	(176,584)	0	0	(1,077,236)	0	365,730	

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

*\*italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

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# 2017 Operating Request Details

Division: Community Planning & Real Estate Priority: 1  
 Department: Community Planning ON-GOING  
 Title: Planner Specialist Position NEW

**Justification:**

Community Planning is seeking one full-time permanent Planner Specialist Position in order to process the high volume of applications that have been steadily increasing as the City grows and to improve the quality of planning analysis (Planning Excellence). The position will provide application processing support on large scale Urban Planning applications with complex interface and urban design challenges. This resource will be shared with the Policy and Planning Department as workloads permit and needs of the Division change over time (i.e. development cycles). This resource sharing will support cross-training and professional development; resulting in well-rounded Planners and a flexible workforce.

The position will be funded through an increase in revenues associated with application volumes and a new fee structure implemented in 2016.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	74,830	0	0	0	0	0	0	(74,830)
2018	99,480	0	0	0	0	0	0	(99,480)
2019	99,480	0	0	0	0	0	0	(99,480)

Division: Community Planning & Real Estate Priority: 1  
 Department: Community Planning ON-GOING  
 Title: Development Technician Position NEW

**Justification:**

2016 development volumes will out-pace 2015 and possibly be the highest volumes ever experienced. Staff are trying to keep up with development application workload, which is among the highest of any municipality in BC. The City's subdivision work, which predominantly occurs in hillside areas, is more complex than ever before as staff must balance complex issues of wildfire protection, environmental protection, natural hazard mitigation, visual impact and neighbourhood livability. One of the primary benefits of this new position will be a focus on solving problems before they occur and allow for more efficient use of resources to process applications.

In recent years, staff have transitioned to an operational model that is more facilitative and flexible (a key recommendation of the Development Application Process Review - 2013). This results in a better, yet more intensive process and the need for sufficient resources to maintain timelines and quality expectations.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	75,230	0	0	0	0	0	0	(75,230)
2018	99,880	0	0	0	0	0	0	(99,880)
2019	99,880	0	0	0	0	0	0	(99,880)



# 2017 Operating Request Details

Division: Community Planning & Real Estate Priority: 1  
 Department: Development Services ON-GOING  
 Title: Development Engineering Technologist Term Position NEW

**Justification:**

The City has experienced a steady increase in development in the last few years and the forecast for 2017 and beyond anticipates a continuation of growth. This trend has resulted in a steady increase in the workload to the point of not having sufficient resources to meet service delivery expectations. The addition of a Development Engineering Technologist for two years will bring the staffing level back to 2011 levels, help maintain service levels and allow for further evaluation of this position in two years.

This position will be fully funded from the Permit Averaging Reserve.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	99,980	(99,980)	0	0	0	0	0	0
2018	99,580	(99,580)	0	0	0	0	0	0
2019	0	0	0	0	0	0	0	0

Division: Community Planning & Real Estate Priority: 1  
 Department: Policy & Planning ON-GOING  
 Title: Sustainability Coordinator Position NEW

**Justification:**

Policy and Planning(P&P) requests the equivalent of .43 FTE (job share of 2x17.5 hrs/wk to 2x25 hrs/wk) in response to the following challenges: many of the City's plans need major updates; rapid growth as Canada's fastest growing area in 2015; promoting urban growth & change is a complex priority; new levels of community engagement are warranted and expected; and greater opportunity/expectation for collaboration with key regional partners.

P&P's three-year work plan lists a high-priority set of base planning initiatives. This includes the OCP update, Imagine Kelowna implementation and the Healthy City Strategy. When combined with a shared position in Community Planning, this resource addition will enable P&P to deliver on Council & community demands.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	39,910	0	0	0	0	0	0	(39,910)
2018	39,910	0	0	0	0	0	0	(39,910)
2019	39,910	0	0	0	0	0	0	(39,910)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Community Planning & Real Estate Priority: 1  
 Department: Community Planning & Real Estate ONE-TIME  
 Title: Imagine Kelowna NEW

**Justification:**

Funds will be used for the second phase of Imagine Kelowna, including: the collection and analyzing of Kelowna specific data related to population growth, new trends, technological advancements, the projected increase in service demands that affect quality of life of citizens, development of performance measures, best practices, and further community engagement.

Corporate Framework: A well-run City - Pioneering leadership

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	125,000	(125,000)	0	0	0	0	0	0

Division: Community Planning & Real Estate Priority: 1  
 Department: Real Estate ON-GOING  
 Title: Innovation/Incubator Fund NEW

**Justification:**

In an effort to enhance and streamline innovative initiatives this operating request is for an ongoing budget amount for an incubator fund that would be designed to capitalize on innovative ideas and partnerships as they arise. All approved projects/partnerships would be required to generate income to pay for costs that are invested over a reasonable timeframe. (i.e. the Bernard laneway project, tourist focused activity concessions, parklets) .

Additional rental revenue generated in the Property Management branch would offset these costs.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,000	0	0	0	0	0	0	(10,000)
2018	10,000	0	0	0	0	0	0	(10,000)
2019	10,000	0	0	0	0	0	0	(10,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Community Planning & Real Estate	Priority:	1
Department:	Real Estate		ONE-TIME
Title:	Strategic Land Development Projects		NEW

**Justification:**

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

Key projects undertaken with this funding will include the Lakeshore mobile home park redevelopment, RCMP site redevelopment, Aqua land exchange, and the CN railway surplus dispositions.

Corporate Framework: A well-run City - Pioneering leadership

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	182,500	(182,500)	0	0	0	0	0	0

Division:	Community Planning & Real Estate	Priority:	1
Department:	Real Estate		ONE-TIME
Title:	Parking Strategy - Downtown Area Plan Development		NEW

**Justification:**

The Citywide Parking Strategy identified the Downtown area as a neighborhood requiring a detailed parking management area plan to deal with current and emerging/future issues. This request was initially approved in 2015 and work is planned to commence in 2017 once the parkade projects are complete. A portion of this budget was used in 2015 to complete an interim downtown parking plan. This budget request is to enhance the project scope to include financial modeling and for additional resources to complete a more robust plan utilizing new parking occupancy data.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	48,800	(48,800)	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Community Planning & Real Estate Priority: 1  
 Department: Real Estate ONE-TIME  
 Title: Parking Strategy - Governance Review NEW

**Justification:**

This request will allow for retention of a consultant with expertise/experience to complete a high level review of current parking governance and to provide recommendations for future operational structure. This follows corporate guidance under the Enterprise Kelowna framework. Depending on the outcome, a separate request to complete a detailed implementation strategy may follow.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	25,000	(25,000)	0	0	0	0	0	0

Division: Community Planning & Real Estate Priority: 1  
 Department: Community Planning ON-GOING  
 Title: Community Planning Revenue Increase EXISTING

**Justification:**

This request is to increase the Community Planning Service revenue budget to reflect 8-year average fees collected and a 15% Development Application Fee increase.

Revenue is associated with the review and approval of subdivision and development applications.

2017 Base Budget: \$322,450

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(100,500)	0	100,500
2018	0	0	0	0	0	(100,500)	0	100,500
2019	0	0	0	0	0	(100,500)	0	100,500

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Community Planning & Real Estate Priority: 1  
 Department: Development Services ON-GOING  
 Title: Development Services Revenue EXISTING

**Justification:**

This request is to increase revenue budgets to reflect the projected actuals for annual revenue for permit fees in the following categories: heating, plumbing, commercial, townhouse and new residential accessory.

2017 Base Budget: \$777,870

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(290,000)	0	290,000
2018	0	0	0	0	0	(290,000)	0	290,000
2019	0	0	0	0	0	(290,000)	0	290,000

Division: Community Planning & Real Estate Priority: 1  
 Department: Development Services ON-GOING  
 Title: Development Engineering Service Revenue Increase EXISTING

**Justification:**

This request is to increase the Development Engineering service revenue budget to reflect actual experience. Revenue is associated with the review and approval of civil engineering for building and development applications.

2017 Base Budget: (\$305,000)

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(60,000)	0	60,000
2018	0	0	0	0	0	(60,000)	0	60,000
2019	0	0	0	0	0	(60,000)	0	60,000

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Community Planning & Real Estate Priority: 1  
 Department: Real Estate ON-GOING  
 Title: Parking Services General Operating Adjustments EXISTING

**Justification:**

This request includes revenue and expenses related to parking rate, fine and fee adjustments that came into effect on February 1, 2016. Also included is a reduction in revenue of approximately \$56k related to the closure of downtown parking stalls due to redevelopment.

Net of revenue and expenses = \$231,135 (Downtown) and \$51,900 (South Pandosy) will be contributed to Parking Reserve Funds.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	26,000	283,035	0	0	0	(309,035)	0	0
2018	26,000	283,035	0	0	0	(309,035)	0	0
2019	26,000	283,035	0	0	0	(309,035)	0	0

Division: Community Planning & Real Estate Priority: 1  
 Department: Real Estate ON-GOING  
 Title: Rental Properties, Concessions & Kiosks Adjustments EXISTING

**Justification:**

The Property Management Branch administers the City of Kelowna's real estate assets, including vacant land, water lots, residential, commercial and industrial rental properties, and a portfolio of food and activity concessions throughout the City. This request reflects projected changes in the number and types of properties and concessions managed by the City in the 2017 calendar year. A summary of revenues by category are as follows: Concession revenue adjustment: increase of \$8,060; Residential rental revenue adjustment: increase of \$21,200; Commercial rental revenue adjustment: increase of \$61,660; Misc. adjustments: increase of \$21,280; Projected changes to the portfolio include loss in revenue due to the demolition of two residential rental properties, the change in status of one property from rent free to a market lease; and additional revenues in the Bernard Patio Program due to full program rollout.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,000	72,901	0	0	0	(200,101)	0	117,200
2018	10,000	72,901	0	0	0	(200,101)	0	117,200
2019	10,000	72,901	0	0	0	(200,101)	0	117,200

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Community Planning & Real Estate	Priority:	1
Department:	Real Estate		ONE-TIME
Title:	Chapman Parkade Expansion - Additional Levels		NEW

**Justification:**

When the Chapman Parkade was constructed in 2002, the structure was designed with potential to add additional floors. A consultant was retained in 2016 to provide a high level evaluation of available options. This request will allow for completion of a detailed design development report to establish costs and feasibility of the project.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	95,000	(95,000)	0	0	0	0	0	0

# Active Living & Culture



## Active Living & Culture

Active Living & Culture provides a leadership role in enriching community life and wellbeing through various programs and services. The Division’s delivery model involves direct provision, support and facilitation, and partnership development. Branch areas are:

**Community & Neighbourhood Services** provides a diverse range of programs and services for individuals of all abilities throughout the community that promote active lifestyles and social wellbeing; this includes financial assistance and programs for people with a disability. This branch also provides the leadership and support in the development of strong neighbourhoods working collaboratively with individuals and neighbourhood based organizations.

**Cultural Services** provides programs and services to support community cultural development. This includes creation and implementation of cultural policy and plans, building community awareness of the value of arts, culture and heritage, promoting civic cultural amenities, convening the cultural community for learning and exchange, organizing special events with a cultural focus, maintaining healthy partnerships with organizations which operate major cultural facilities, administering grant programs to assist arts, culture and heritage organizations, and operating the Kelowna Community Theatre.

**Grants & Partnerships** focuses on identifying and coordinating corporate grant acquisition for all City departments. In addition to acquiring funding, the Active Living & Culture Department regularly enters into partnerships with external organizations which are integral to the delivery of important programs and services. This branch leads the efforts on cultivating new and strengthening current partner relationships.

**Recreation & Business Services** manages the operation of Parkinson Recreation and Activity Centre including providing a diverse range of programs and services that promote active lifestyles and social wellbeing. This branch also provides administrative, systems and financial services to the division as well as front line customer service. Recreation facility rentals throughout the community and Ben Lee and City Park Waterpark operations are also managed by this branch.

**Social Development** provides leadership to convene community groups, agencies, and other levels of government to collectively address complex social issues. The main focus is to build the capacity of multi-sector stakeholders to work within a collaborative framework designed to enhance coordination and alignment of plans, resources, and funding to maximize efforts to impact social issues. This branch leads efforts to explore collaborative partnerships and to ensure alignment with collective social development efforts.

**Sport & Event Services** provides organizational leadership and strategic direction to Kelowna’s sport and event community through the facilitation and provision of a wide variety of recreation, sport and special event initiatives. Key areas of focus include: facility and organizational development, Canadian Sport for Life (CS4L) promotion and implementation, and, event permitting, development and procurement including volunteer management and targeted event bidding.



## 2017 Divisional drivers & activities

### Drivers

The Active Living & Culture Division is focused on providing programs and services for the community which:

- Encourage active healthy lifestyles
- Build strong neighbourhoods
- Nurture lifelong participation in sport
- Enhance cultural vibrancy
- Facilitate development of events
- Enhance social sustainability
- Support effective management and operation of sport, recreation and cultural facilities

### Activities

#### *A well-run City*

- Complete implementation and data migration for the division's recreation management software including related business process reviews
- Promote a culture of collaboration within both the "homeless-serving sector" and City Departments by building capacity based on a best practices approaches applied within the local context
- Complete final phase of implementation of action items arising from the Division's 2015 Grant Review project – grant areas include Social and Community Development, Arts, Culture and Heritage, and Sport and Events
- Development of the City's approach to reconciliation in response to the Truth & Reconciliation Commission Report and Calls to Action
- Develop a targeted approach sport placement that maximizes field use and aligns with future facility development
- Review the Outdoor Events Bylaw and Committee Terms of Reference and revise as required
- Develop a suite of volunteer resources that complements the Volinspire platform and supports event organizers as they develop their volunteer program
- Research and actively pursue funding from Provincial, Federal and other sources

#### *An active, inclusive city*

- Prepare and administer a Request for Proposal (RFP) for the quarterly Program & Activity and Feature Guides
- Work with the "homeless-serving sector", community stakeholders, and other City Departments to undertake the development of a Kelowna-specific Strategy to End Homelessness utilizing a best practice multi-sector systems approach
- Convene the cultural community for further learning and exchange regarding Creative Spaces
- Establish a mentorship hub to assist non-profit organizations with transitioning to the new Societies Act
- Review service delivery model for recreation programs and services to establish alignment with the program framework
- Through the Strong Neighbourhood Program, create Neighbour Awards to foster neighbourliness and inspire connections between neighbours
- Continue to expand the Active by Nature program through the addition of more interactive elements and recreation programs
- Celebrate Canada's Sesquicentennial through community events, volunteer engagement and citizen-led projects that leave a legacy

- Coordinate the planning, consultation, development and implementation phases of a Community Sport Plan that provides a framework for the local sport system to guide decision making and provide direction for strategic leadership
- Continue to introduce Canadian Sport for Life (CS4L) principles into AL&C practices through quality program delivery, policy and strategy development, leadership and engagement opportunities, and education and training
- Target pre 2019 55+ BC Games event hosting opportunities and commence Games planning

#### *A strong economy*

- Continue to apply the Civic Partnership Framework tools and resources as the City considers new partnership opportunities and management of current partnerships
- Administer community building grants; Community and Social Development, Arts, Culture and Heritage, and Sport and Events
- Continuation of the artsVest program from Business for the Arts to stimulate private sector investment in the cultural community
- Identify event priorities which take into consideration facilities, resources and community value and develop strategies to pursue opportunities

#### *A clean, healthy environment*

- Prepare and administer an RFP for cold beverages in recreation and cultural facilities including vending machine contracts in PRC and other recreation facilities as required
- Continue review of concession operations and implementation of the Healthy Food & Beverage Program in all City-owned recreation facilities

#### *Resilient, well-managed infrastructure*

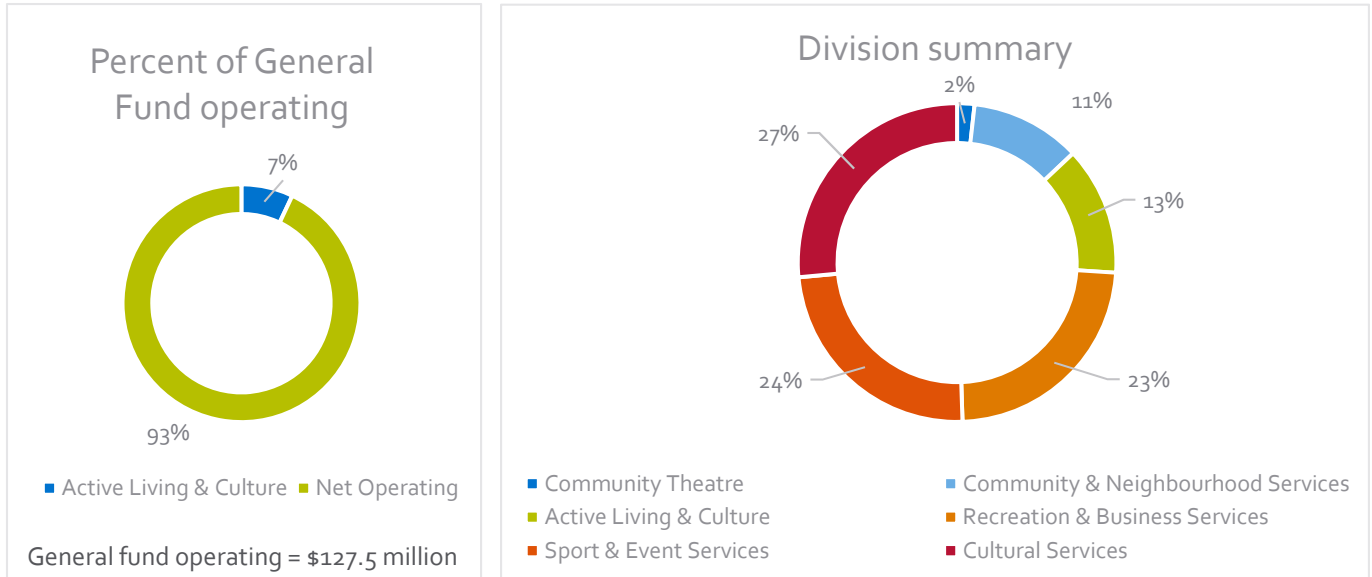
- Continue to update various leases in over holding applying principles from the Civic Partnership Framework

### Performance measures

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
# of Program Registrations	31,144	32,300	33,600
# of General Program hours offered (land & aquatic)	43,228	42,600	43,600
# of General Program Drop-Ins	29,409	27,100	25,100
# of Facility PRC Drop-Ins – gym/fitness centre	6,772	6,300	6,800
# of Facility PRC Drop-Ins – pool	16,146	16,630	16,630
# of PRC Pool Passes Sold	1,343	1,400	1,400
# of PRC Facility Passes Sold	3,628	3,340	3,600
# of Total Memberships scanned at PRC – pool & facility	114,584	113,400	114,000
# of Recreation Opportunity Coupons Redeemed	13,514	14,300	13,700
# of Outdoor Event Applications processed	94	106	110
# of Park bookings processed (including weddings)	52	72	80
Investment in Arts, Culture & Heritage by CoK per capita	\$21	\$22	\$23
# of Theatre Rentals	261	278	250

# of Theatre Black Box Rentals	198	172	180
# of Rentals in Recreation Facilities	383	338	370
<b>Program outcomes</b>			
# of Athletic Excellence Grants approved	49	55	60
# of Sport Development Grants provided	12	25	25
# of Cultural orgs receiving support through grants & LOAs	40	44	50
# of Cultural initiatives & orgs receiving other support	62	142	85
# of Volunteers (includes programs and theatre)	285	230	225
# of Volunteer Hours (includes programs and theatre)	14,950	14,920	15,100
# of Participants in free community events (i.e. Park n Play, Family FunDay, Dancing in the Park)	14,499	18,265	18,800
# of Hours booked in Arenas	11,961	12,000	12,225
# of Hours booked in Stadiums/Sportsfields	28,994	29,500	30,000
<b>Efficiency measures</b>			
% of General Programs delivered vs planned	72%	71%	75%
% of Aquatic lessons delivered vs planned	89%	87%	87%
<b>Customer satisfaction</b>			
% of Pool Memberships renewed	63%	64%	65%
% of Facility Memberships renewed	64%	59%	62%
% of Service Request completed in 2 days or less	64%	58%	64%

Active Living & Culture budget overview



Taxation expenditure

Division overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	8,651,937	8,933,067	281,130	3.2%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>8,651,937</b>	<b>8,933,067</b>	<b>281,130</b>	<b>3.2%</b>
Authorized positions	60.0	61.2	1.2	1.9%

Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Active Living &amp; Culture</b>			
159 Cultural Services	2,300,705	2,363,248	2,364,248
161 Community Theatre	156,662	168,281	157,246
164 Active Living & Culture	844,334	1,031,685	1,165,155
165 Recreation & Business Services	2,012,641	2,051,669	2,093,759
166 Sport & Event Services	1,788,273	2,034,954	2,151,034
167 Community & Neighbourhood Services	1,013,205	1,002,100	1,001,625
<b>Net operating expenditures</b>	<b>8,115,820</b>	<b>8,651,937</b>	<b>8,933,067</b>
<b>Total Division net operating expenditures</b>	<b>8,115,820</b>	<b>8,651,937</b>	<b>8,933,067</b>

## Active Living & Culture - General Fund Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b><u>Revenue</u></b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 4,548,904)	( 4,295,356)	( 4,428,226)
Other Revenue	( 262,397)	( 182,840)	( 274,150)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 68,454)	( 45,350)	0
<b>Total Revenue</b>	<b>( 4,879,755)</b>	<b>( 4,523,546)</b>	<b>( 4,702,376)</b>
<b><u>Expenditures</u></b>			
Salaries and Wages	4,392,160	4,592,603	4,692,123
Internal Equipment	88,512	96,615	96,115
Material and Other	3,780,358	4,046,732	4,200,482
Contract Services	3,498,313	3,665,989	3,788,179
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	1,236,232	773,544	858,544
<b>Total Expenditures</b>	<b>12,995,575</b>	<b>13,175,483</b>	<b>13,635,443</b>
<b>Net Operating Expenditures</b>	<b>8,115,820</b>	<b>8,651,937</b>	<b>8,933,067</b>
<b><u>Capital Expenditures</u></b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>8,115,820</b>	<b>8,651,937</b>	<b>8,933,067</b>

Authorized FTE Positions	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Salaried	15.0	15.3	15.8	16.4
Hourly	43.5	44.6	44.2	44.8

Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		8,651,937	60.0
<b>2017 net impacts</b>			
One-time operating requests	(120,000)		(0.1)
One-time expenditure reductions			
Incremental costs - prior year(s)	65,880		0.3
Salary adjustments			
Other adjustments	12,415		
Departmental adjustments	235	(41,470)	
		<u>8,610,467</u>	<u>60.2</u>
<b>2017 program additions</b>			
2017 operating requests	322,600		1.0
2017 expenditure reductions		322,600	
<b>2017 provisional</b>		<u>8,933,067</u>	<u>61.2</u>
<b><i>Unfunded 2017 requests</i></b>			
2017 operating request	129,320		0.3
2017 expenditure reductions		129,320	
<b>Total unfunded requests for 2017</b>		<u>129,320</u>	<u>0.3</u>

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# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Active Living &amp; Culture Division</u>									
H11	Homeless-Serving System Strategy	200,000	0	0	0	(75,000)	0	(125,000)	OT
H11	Communications Advisor Position	35,010	0	0	0	0	0	(35,010)	OG
H12	Partnership Manager Position	35,590	0	0	0	0	0	(35,590)	OG
H12	Community Sport Plan	50,000	0	0	(25,000)	0	0	(25,000)	OT
H13	Community Sport Delivery Program	15,000	0	0	0	0	0	(15,000)	OG
H13	Revenue Increases & Budget Adjustments	12,000	92,000	0	0	(104,000)	0	0	OG
H14	Canadian Sport for Life Integration	10,000	0	0	0	0	0	(10,000)	OG
H14	Strategic Event Fund	25,000	0	0	0	0	0	(25,000)	OG
H15	Paddle Trail Project	50,000	0	0	0	0	0	(50,000)	OT
H15	International Children's Games Grant	2,000	0	0	0	0	0	(2,000)	OT
Division Priority 1 Total		434,600	92,000	0	(25,000)	(179,000)	0	(322,600)	
Total Priority 1 Operating		434,600	92,000	0	(25,000)	(179,000)	0	(322,600)	

# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Active Living &amp; Culture Division</u>									
H16	Regional Grant-in-Aid Transitional Funding	100,000	0	0	0	0	0	(100,000)	OG
H16	Outdoor Event Part-Time Position	8,770	0	0	0	0	0	(8,770)	OG
H17	Neighbourhood Development Coordinator Position	20,550	0	0	0	0	0	(20,550)	OG
	Division Priority 2 Total	129,320	0	0	0	0	0	(129,320)	
	Total Priority 2 Operating	129,320	0	0	0	0	0	(129,320)	

# 2017 Operating Request Details

Division: Active Living & Culture Priority: 1  
 Department: Active Living & Culture ONE-TIME  
 Title: Homeless-Serving System Strategy NEW

**Justification:**

This request is for funds to develop a Kelowna-specific strategy to address homelessness using a 'Housing First' approach. The goal is to build the local "homeless-serving system" capacity to effectively address homelessness and related social issues. Research shows that the division of social policy into diverse focus areas, each with distinct mandates and priorities, has contributed to a fragmented and complex system of service delivery. As a result, a collaborative approach to inform a community systems framework is necessary to have significant impact through local solutions. The process phases will include: enhance stakeholder/community readiness for a systems redesign approach, consult with community and those with "lived experience" and develop the strategy. The process will be well informed through consultation to garner local experience and knowledge to be applied within best practice principles. The final strategy will help to inform decision makers regarding the potential role the City could play in a strategy implementation.

Corporate Framework: An active, inclusive city - Considering diverse community needs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	200,000	0	0	0	0	(75,000)	0	(125,000)

Division: Active Living & Culture Priority: 1  
 Department: Recreation & Business Services ON-GOING  
 Title: Communications Advisor Position NEW

**Justification:**

Funding is requested for a Communications Advisor position with the primary focus to provide support to the new Social Development Manager as well as the more complex marketing and communication needs of Active Living & Culture. Currently, there is no dedicated communications support for the Social Development Manager and the increased focus in this area is generating a significant requirement for issues management, strategic communication and engagement. As a result, these high profile requirements combined with the complex marketing and communication needs of Active Living & Culture need to be supported by a trained communicator to maximize effectiveness as well as efficiency. Outcomes as a result of this new position include: ability to respond to Social Development issues strategically and effectively as well as maximizing efficiency and effectiveness of divisional marketing & communication. Funding for this request includes existing Recreation Technician budgets.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	35,010	0	0	0	0	0	0	(35,010)
2018	46,590	0	0	0	0	0	0	(46,590)
2019	46,590	0	0	0	0	0	0	(46,590)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Active Living & Culture	Priority:	1
Department:	Active Living & Culture		ON-GOING
Title:	Partnership Manager Position		NEW

**Justification:**

Funding is requested to establish a new Partnership Manager position with the primary focus of providing evaluation, analysis and research for both existing partnerships and new opportunities. The division currently manages over 30 partnerships where the value of city-owned assets controlled or operated by partners is over \$165 Million. Since these partnerships are integral to the delivery of services, making a significant contribution to Kelowna's quality of life and providing a significant reach into the community, effective management is crucial. This request includes moving the current Grants & Partnership Manager to a half time position to focus solely on obtaining grants for the corporation, with the remaining salary combined with new taxation to fund the new position. The funding request for year one is 75% of the ongoing amount to accommodate the timing of the recruitment process with full funding in place for 2018.

Corporate Framework: A strong economy - Building & maintaining partnerships

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	35,590	0	0	0	0	0	0	(35,590)
2018	46,910	0	0	0	0	0	0	(46,910)
2019	46,910	0	0	0	0	0	0	(46,910)

Division:	Active Living & Culture	Priority:	1
Department:	Sport & Event Services		ONE-TIME
Title:	Community Sport Plan		NEW

**Justification:**

Sport plays a key role in the health and well-being of a community. Currently, the local sport system is somewhat fragmented with many sport organizations operating independently from their provincial body and in isolation from their local sport counterparts. In many cases, Canadian Sport for Life (CS4L) principles have not been embraced, quality sport programs not provided and new event and facility opportunities not realized. A Community Sport Plan will provide a framework for the local sport system that will guide decision making and provide direction for strategic leadership. It will lead to increased collaboration, planning and execution of quality sport programs at all stages of the CS4L continuum/ and contribute to facility development plans and event procurement strategies providing a more coordinated approach to sport development. The development of the Plan is estimated at \$50,000 and will be offset by a \$25,000 grant.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	50,000	0	0	(25,000)	0	0	0	(25,000)

# 2017 Operating Request Details

Division: Active Living & Culture Priority: 1  
 Department: Active Living & Culture ON-GOING  
 Title: Community Sport Delivery Program NEW

**Justification:**

In 2015, the Community Sport Delivery Grant Program was created to support the staffing needs of local sport organizations and to address the challenges related to organizational capacity and sustainability planning with the local sport system. The City's contribution of \$35,000 (funded from the remaining legacy funds from hosting the 2008 BC Sumer Games) was matched by PacificSport Okanagan and then again matched by participating local sport organizations for a total investment of \$140,000. The initial program took place over a two year cycle and preliminary results from the seven local sport organizations who participated has been very positive. This budget request will provide the core funding for 2017 and 2018 that, when leveraged with additional matching funds, will become a \$120,000 investment to support the sport development needs of up to six new local sport organizations. After this funding cycle, staff will review program outcomes with a follow up report to Council to consider program continuation.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	15,000	0	0	0	0	0	0	(15,000)
2018	15,000	0	0	0	0	0	0	(15,000)
2019	0	0	0	0	0	0	0	0

Division: Active Living & Culture Priority: 1  
 Department: Recreation & Business Services ON-GOING  
 Title: Revenue Increases & Budget Adjustments EXISTING

**Justification:**

Active Living & Culture generates revenue from a variety of sources including programs, concessions in recreation facilities, rentals in arenas, sportsfields and the Theatre, as well as H2O when it operates with a surplus budget as a result of increased revenues and/or reduced spending. Arena and sportsfield rental revenue plus the Theatre's Capital Improvement Fee and H2O surplus revenue are tied to reserve contribution either by agreement or policy. This request recognizes increased revenues due to patterns of increased activity in various areas, as well as increased reserve contributions where applicable and increased program operating costs such as supplies, facility rent and contract services. These budget adjustments will reflect actual activity more accurately.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	12,000	92,000	0	0	0	(104,000)	0	0
2018	12,000	92,000	0	0	0	(104,000)	0	0
2019	12,000	92,000	0	0	0	(104,000)	0	0

# 2017 Operating Request Details

Division: Active Living & Culture Priority: 1  
 Department: Sport & Event Services ON-GOING  
 Title: Canadian Sport for Life Integration NEW

**Justification:**

Canadian Sport for Life (CS4L) is a movement to improve the quality of sport & physical activity in Canada. It links sport, education, recreation & health, and aligns community, provincial & national programming. A successful CS4L community develops physical literacy, creates an environment for sport excellence & provides opportunities for its citizens to be active for life. Through instructor training, teacher mentoring & multi-sport programming in both the recreation & education sectors, the City of Kelowna is well on its way to becoming a recognized CS4L community. However, many sport organizations have not yet embraced the principles of CS4L and long-term athlete development into their local sport programs and competitions. This funding request will support the development of a Local Sport Organization Mentorship Program to provide Physical Literacy education, training and mentorship to community coaches and will support the continued integration plans of CS4L in the community.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,000	0	0	0	0	0	0	(10,000)
2018	5,000	0	0	0	0	0	0	(5,000)
2019	5,000	0	0	0	0	0	0	(5,000)

Division: Active Living & Culture Priority: 1  
 Department: Sport & Event Services ON-GOING  
 Title: Strategic Event Fund EXISTING

**Justification:**

Event hosting has become increasingly competitive as municipalities and event right holders recognize the value of hosting major events. Increasingly, event right holders have an expectation for a significant financial commitment from the host community which is required to secure events. In 2013, a \$25,000 Strategic Events Fund was established to allow the City to compete for major events. While this current budget amount has been effective in supporting the procurement of some small to mid-level events (ie. Skate Canada International, Okanagan International Film Festival), it is insufficient when considering larger scale event opportunities (ie. The Brier, Canadian Country Music Awards). This budget request for additional funds supports an increased event development fund, providing increased resources to pursue larger-scale events and ultimately positioning Kelowna more effectively in the event hosting market.

2017 Base Budget: \$25,000

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	25,000	0	0	0	0	0	0	(25,000)
2018	25,000	0	0	0	0	0	0	(25,000)
2019	25,000	0	0	0	0	0	0	(25,000)

# 2017 Operating Request Details

Division:	Active Living & Culture	Priority:	1
Department:	Active Living & Culture		ONE-TIME
Title:	Paddle Trail Project		NEW

**Justification:**

As part of the Active by Nature initiative and the Canada 150 Program (C150), a 20km Paddle Trail is being developed through a partnership with community paddling organizations, from Bertram Creek Park to McKinley Landing. To initiate this project, the paddling community received a \$15,000 matching grant through the City's C150 grant program. Additional funds are requested to further develop the program that will involve installation of additional wayfinding buoys to provide information on distance and land based attractions and amenities to further enhance water activities. Staff have applied for a Provincial grant and if successful, requested funds will not be required.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	50,000	0	0	0	0	0	0	(50,000)

Division:	Active Living & Culture	Priority:	1
Department:	Active Living & Culture		ONE-TIME
Title:	International Children's Games Grant		EXISTING

**Justification:**

Since hosting the 2011 International Children's Winter Games, the local committee has provided opportunities for athletes (12-15 yr olds) to represent Kelowna at International Children's Games around the world, sending over 250 athletes and coaches to eight games since the Kelowna event. These young athletes have been able to experience international travel, participate in high level competition and gain exposure to other cultures. In 2013, the City provided the local committee with an annual grant of \$5,000 to support the committee's work and attendance at one game per year as well as contribute to the team's uniform expenses. All other expenses were covered by participants and subsidized through fundraising events, community sponsorship and local sport organizations. This funding request is for an additional \$2,000 for two years in order to increase participation to three games over the next two years after which, staff will review program outcomes with a follow-up report to Council to consider program continuation.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	2,000	0	0	0	0	0	0	(2,000)

# 2017 Operating Request Details

Division: Active Living & Culture Priority: 2  
 Department: Active Living & Culture ON-GOING  
 Title: Regional Grant-in-Aid Transitional Funding NEW

**Justification:**

The City and its regional district partners, participated in funding Grants-In-Aid (GIA) through the Regional District of the Central Okanagan(RDCO). RDCO determined that 2016 would be the final year for the regional GIA program and advised organizations seeking funding to direct their applications directly to municipalities. Kelowna's average annual contribution was \$147,689 with 69% to support health and social service organizations, 20% to community organizations and 11% to arts, culture and heritage organizations. This request provides funding to transition the program from RDCO to the City and recognizes historical patterns of funding for various community organizations. Ongoing support previously provided through GIA for core regional services is not included in this submission and could be considered through a different funding mechanism. If approved, staff will provide their recommendations to Council regarding allocation of the funding between various grant programs for the 2017 grant cycle.

Corporate Framework: An active, inclusive city - Cultural experiences

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	100,000	0	0	0	0	0	0	(100,000)
2018	100,000	0	0	0	0	0	0	(100,000)
2019	100,000	0	0	0	0	0	0	(100,000)

Division: Active Living & Culture Priority: 2  
 Department: Sport & Event Services ON-GOING  
 Title: Outdoor Event Part-Time Position EXISTING

**Justification:**

Outdoor events that occur on City property are required to go through a comprehensive application and approval process. This is managed by the Outdoor Events Office, which establishes the conditions under which the event can take place and results in the issuing of an Outdoor Event Permit. Over the years, the number, complexity and regulations relating to outdoor events including revenues have increased, resulting in an increased workload and the need for additional staff resources. This request recognizes increased revenue that will offset the increase in Recreation Technician support for a total of 25 hours per week for 29 weeks during the peak of the outdoor event season. The increase in revenues has been included on a separate request.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	8,770	0	0	0	0	0	0	(8,770)
2018	8,770	0	0	0	0	0	0	(8,770)
2019	8,770	0	0	0	0	0	0	(8,770)



# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Active Living & Culture	Priority:	2
Department:	Community & Neighbourhood Services		ON-GOING
Title:	Neighbourhood Development Coordinator Position		NEW

**Justification:**

In 2014, Active Living & Culture launched the Strong Neighbourhood initiative that was supported by two Neighbourhood Development Coordinators funded from existing budget; one full-time and one part-time at 30 hours per week. Over the past two years the program has continued to evolve and grow with increased interest from resident and neighbourhood-based organizations. In 2017, an increase in staff support to two full-time positions is requested to further develop this program particularly in the area of providing additional support in the area of capacity building. This request is to move part time wages into full-time and increase the hours by 10 per week to create the full-time position.

Corporate Framework: An active, inclusive city - Strengthening our neighbourhoods

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	20,550	0	0	0	0	0	0	(20,550)
2018	20,550	0	0	0	0	0	0	(20,550)
2019	20,550	0	0	0	0	0	0	(20,550)

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# Civic Operations

## Civic Operations

The Civic Operations division is responsible for managing, operating and maintaining the City’s infrastructure in a sustainable manner to meet community needs. The infrastructure that this division is responsible for includes the transportation network, water and wastewater utilities, bio solids plant, drainage systems, parks, beaches, sports fields, natural areas, urban forests, public open spaces, corporate fleet, waste management and landfill, plus civic buildings and civic facilities such as pools and arenas. This division plays a critical role during emergencies.

**Building Services** operates and maintains more than 100 civic buildings and facilities including arenas, pools and stadiums. This team also provides trades services to all City departments on an as needed basis for plumbing, electrical, HVAC, carpentry, painting, janitorial and general maintenance. This team leads energy management for the City.

**Civic Operations Finance and Administration** is responsible for overall divisional financial administration of \$100 million, plus clerical support, budget coordination, customer call centre, customer service requests and permits administration.

**Fleet Services** is responsible for overall management, procurement and maintenance of the City’s fleet of 605 units comprised of 45 cars, 201 light duty trucks and 325 pieces of equipment plus contract equipment procurement and management.

**Park Services** is responsible for management, operations and maintenance of more than 200 parks, including beaches, sports fields, natural areas, forests, and beautification of the City. This branch also manages Kelowna Memorial Park Cemetery and leads graffiti removal and prevention.

**Public Works** is responsible for managing, operating and maintaining over 1600 lane km of road, 450 km of sidewalk, 36 km of walkways/multi-use corridors, 325 km of bike paths, City owned parking lots, all transit and bus shelters, litter control, snow and ice control, traffic signs, road markings, traffic systems and signals, street lights, waste management and operations of the Glenmore Landfill, and the City gravel pit.

**Utility Services** is responsible for delivering essential services such as water and water conservation programs, plus management, operations and maintenance of the wastewater treatment plants, bio solids plant, and the underground water and wastewater utilities and drainage systems.



## 2017 Divisional drivers & activities

### Drivers

- Invest in staff and technology to enhance performance and create opportunity
- Excellent Customer Service
- Flexible service delivery
- Improve bottom line
- Deliver safe, efficient and sustainable operations
- Continuously improve

## Activities

### *A well-run City*

- Evaluation of Asset Management and Operations Management System or alternatives
- Actively pursue partnerships and strategic investments to improve service delivery and economy
- Continuously learn to improve performance and enhance leadership
- Ensure communication plans are in place for all branches of Public Works
- Improve Cemetery Web pages and web based services
- Continue to monitor vehicle GPS system to identify areas to improve efficiencies
- Complete internal equipment rate review and implement new rate

### *An active, inclusive city*

- Continue to deliver beautiful well maintained parks and public land
- Deliver Park Services Communications Plan
- Deliver Public Engagement Program regarding dogs in parks
- Contribute to the Okanagan Carshare Program
- The landfill waived tipping fees for 9 non-profit groups involved in waste reduction (Thrift Store Operations)
- Big Brothers and Pathways bike recovery participated in recovery activities at the landfill
- More than 40 bicycles were recovered for Middle Schools for re-furbishing programs that were donated to students

### *A safe city*

- Improve public safety and deter crime
- Continue to reduce forest fuels and fire hazards
- Continue to provide and conserve clean, safe drinking water
- The landfill assisted the Quail Ridge Community Association with managing fallen trees as part of a fire reduction program
- Landfill Supervisor attended and presented Landfill Safety symposium regarding Asbestos Exposure

### *A strong economy*

- Conserve energy and reduce utility costs
- Completed the business case for a fully developed, construction ready, project to convert all compatible High Pressure Sodium lighting to LED technology. The business case verifies a simple payback of 3.7 years complete with a return on investment, over the 15-year life of the project, \$13 million
- Develop new revenue opportunities

### *A clean, healthy environment*

- Continue to establish Energy Management as a core function for Building Services and the City of Kelowna
- Fortis/City of Kelowna electric vehicle (EV) charge station opened April 22
- Update the City's Corporate Energy and GHG Emissions Plan
- Continue to deliver excellent water quality within our utility boundaries
- Continue to provide effective wastewater treatment
- Continue exploring feasibility and practicality of the Carshare partnerships

- Planning and Operations personnel participated in the Regional District of Central Okanagan Solid Waste Management Plan amendment

*Resilient, well-managed infrastructure*

- Post commissioning of the new Kelowna Police Services Building (KPSB)
- H2O repairs
- Roof replacements for City Hall and Wastewater Treatment Plant (WWTP) De-watering building
- Glenmore Firehall conversion to manned Fire Station
- Parkinson Recreation Centre (PRC) Building repairs (HVAC, Kitchen equipment, showers/fixtures, roofs, sand filter, chlorine equipment)
- Replace flooring in the Park Services' HQ/Foreman buildings
- Add additional electrical power supply for the out buildings at the Works Yard
- Yards/Windsor Rd accommodation renovation
- Work with the South Okanagan Mission Improvement District (SOMID) to meet their water needs and dissolution of SOMID

**Performance measures**

		Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>				
Admin	# of Garage Work Orders	4,970	6,000	6,000
	# of Locates	4,082	4,500	4,500
	# of Road Usage Permits	740	745	745
	# of Service Requests Processed	20,448	21,500	21,500
	# of Hydrant permits and water bulk filling cards	234	250	250
	Traffic Orders	222	175	175
Parks	# of off-leash dog parks per 100,000 residents	7.5	7.5	10
	# of sports fields maintained	68	69	71
	# of outdoor events supported	146	178	175
	# of urban trees (streets and developed parks) maintained	23,400	23,629	24,200
	# of trees and seedlings planted on city property	5,844	8,000	5,500
	# of funerals administered	451	386	400
	# of parks service requests administered	2,989	3,000	3,300
	# of graffiti service requests administered	6,257	5,300	5,500
Solid Waste	Construction/demolition waste buried (tonnes)	37,146	42,798	45,000
	Friable Asbestos handled (tonnes)	431	490	500
	Tolko ash handled (tonnes)	634	600	600
Roads	Lane Kilometers of Road Maintained	1,640	1,650	1,660
	Lane Kilometers of Bike Lanes	325	340	360

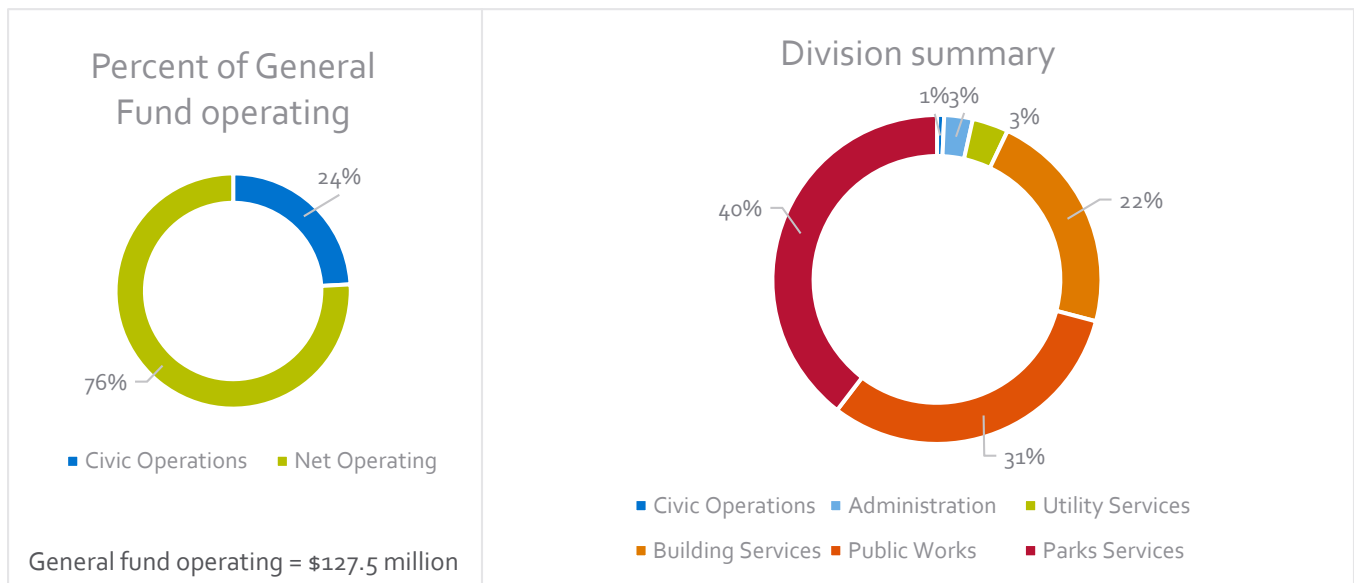
Roads (cont'd)	Lane Kilometers of Curb & Gutter	763	775	790
	Operating cost of Spring Sweeping	539,000	\$600,000	\$600,000
	Cost of snow removal	\$1,500,000	\$1,600,000	\$1,700,000
Fleet Services	Operating Costs	\$3,674,789	\$3,755,500	\$3,855,441
	Fuel Costs	\$1,419,404	\$1,107,816	\$1,438,000
	Fleet Size	540	569	574
	External Hired Equipment	\$2,492,344	\$2,683,830	\$2,250,000
	Napa Parts Inventory	\$285,532	\$456,100	\$456,100
Utilities – Compost	Tonnes of Biosolids Processed by Composting	28,547	29,295	30,057
	Volume of Ogogrow compost sold (cubic meters)	52,610	41,000	41,000
	Volume of Glengrow compost sold (cubic meters)	13,022	16,751	16,751
Utilities - Drainage	Drainage pipes cleaned (km)	51	30	40
	Catch basins cleaned (number)	10,295	10,350	10,400
	Hours spent on Creek Maintenance (person hours)	2,331	2,500	2,500
Utilities - Networks	# of "Field Advices" responded to	1,100	1,145	1,200
<b>Program outcomes</b>				
Admin	Revenue collected for Road Usage permits	258,403	260,000	260,000
	Revenue collected for Hydrant permits and water cards	87,982	95,000	95,000
Parks	# of graffiti vandalism cases taken to court	2	0	0
Buildings	Average Facility Condition Index for Community Protection Buildings	8.75%	8.1%	5.4%
	Average Facility Condition Index for Major Public Buildings	9.65%	8.9%	8.7%
	Average Facility Condition Index for Civic Operations Buildings	4.3%	4.4%	4.4%
	Average Facility Condition Index for Community Buildings	6.19%	6.0%	6.0%
	Total Value of Deferred Maintenance/Repairs, End of Service Life, Code/Safety, Capital Renewal and tenant Improvement work required in Civic, Recreational and leased facilities over the next 5 years to maintain current service levels.	\$10,511,283	\$9,500,450	\$9,000,450
Solid Waste	Landfill scale revenues	\$9,060,187	\$10,000,000	\$10,500,000
	Landfill site visits (estimated)	232,000	242,000	246,000
	Organics diverted from disposal (tonnes)	48,401	49,000	49,000
	Gypsum diverted from disposal (tonnes)	4,281	4,995	5,400

Utilities – Compost	Sales Revenue from Glengrow (\$)	186,501	217,371	237,371
	Sales Revenue from Ogogrow (\$)	522,413	502,776	482,800
<b>Efficiency measures</b>				
Admin	Service Requests Assigned/Dispatched with 24 hours	100%	100%	100%
Parks	Cost to maintain all parks per capita	\$91	\$92	\$94
	Average cost to maintain parks per hectare	\$9,963	\$10,035	\$10,169
	# of full time staff per hectare	0.06	0.06	0.06
	Average cost to maintain a playground for a year	\$965	\$965	\$965
Buildings	City Building Electrical consumption – Kwh/yr	22,455,252 Kwh	22,250,000 Kwh	19,000,000 Kwh
	City Building Natural Gas consumption GJ/yr	59,664 GJ	59,000 GJ	58,500 GJ
Solid Waste	Mandatory 'Recyclables in Garbage' Surcharge	\$33,959	\$26,500	\$30,000
	Landfill gas destroyed by flare (standard cubic feet)	522,413	502,776	482,800
Roads	# of Service requests closed	2,352	2,800	2,800
Utilities – Compost	Net cost per tonne biosolids processed	72.05	75.99	66.32
	Gross cost per tonne biosolids processed	90.35	93.15	82.40
<b>Customer satisfaction</b>				
Admin	# of new water and sewer customers	207	235	240
Parks	% service requests completed in 5 days or less	83%	83%	83%
	% graffiti service requests completed in 5 days or less	91%	88%	88%
Buildings	# of Service requests	3,323	3,400	3,450
	Service Request % completed within 48hrs	61%	65%	70%
Traffic	Road Marking Service requests	110	110	120
	Road Sign & Street Name requests	656	555	600
	Traffic Signal Service requests	252	200	225
	Traffic Calming Service requests	247	265	270
Utilities – Compost	Biosolids Composting Odour Reports	130	114	122
<b>Innovation &amp; learning</b>				
Admin	Staff Attending Agresso, Service Request and SharePoint training	17	17	17
	Staff attending Professional Financial and Strategic, Communication and Crest Com. training	2	2	2
Buildings	Professional Association Memberships	2	2	2



Roadways	Staff attending core training	22	22	24
	Staff trained as super users Geo-tab	2	2	4
	Staff trained on scale at Westside gravel	3	6	8
	Staff enrolled in training programs	4	5	6
	Staff trained in Big Belly receptacle software	1	3	5
	Staff completing BCMSA supervisor certification	4	4	6
Utilities	% of operators with Target level of certification	100	100	100

Civic Operations budget overview



Taxation expenditure

Division Overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	29,784,182	30,606,416	822,234	2.8%
Capital	10,447,340	10,957,000	509,660	4.9%
<b>Total taxation expenditure</b>	<b>40,231,522</b>	<b>41,563,416</b>	<b>1,331,894</b>	<b>3.3%</b>
Authorized positions	219.9	222.2	2.3	1.0%

## Net operating expenditure

Departments		Actual 2015	Revised 2016	Provisional 2017
<b>Civic Operations</b>				
168	Civic Operations	205,374	212,534	216,679
<b>Net operating expenditures</b>		<b>205,374</b>	<b>212,534</b>	<b>216,679</b>
<b>Civic Operations Administration</b>				
211	Civic Operations Finance & Administration	883,126	887,946	858,446
<b>Net operating expenditures</b>		<b>883,126</b>	<b>887,946</b>	<b>858,446</b>
<b>Building Services</b>				
156	Building Services	6,632,339	6,731,315	6,744,690
204	Property Maintenance - Library	0	0	0
<b>Net operating expenditures</b>		<b>6,632,339</b>	<b>6,731,315</b>	<b>6,744,690</b>
<b>Parks Services</b>				
169	Parks Services	793,378	839,424	856,424
170	Cemetery	0	0	0
172	Parks, Beaches & Sports Fields	8,252,909	8,728,392	8,878,152
174	Urban Forestry	2,048,092	2,272,284	2,392,754
<b>Net operating expenditures</b>		<b>11,094,379</b>	<b>11,840,100</b>	<b>12,127,330</b>
<b>Public Works</b>				
180	Street Lights	2,071,880	2,157,383	2,246,523
183	Solid Waste	(199,993)	(200,000)	(200,000)
189	Roadways Operations	4,358,329	4,450,664	4,829,654
190	Traffic Operations	1,287,036	1,388,028	1,456,192
212	Public Works	133,545	132,356	133,356
219	Traffic Signals & Systems	1,070,449	1,114,498	1,107,178
<b>Net operating expenditures</b>		<b>8,721,246</b>	<b>9,042,929</b>	<b>9,572,903</b>
<b>Utility Services</b>				
184	Biosolids	0	0	0
199	Pumpstations - Stormwater	8,327	8,676	8,676
201	Utility - Stormwater	1,015,349	1,021,305	1,034,315
213	Utility Services	37,322	39,377	43,377
<b>Net operating expenditures</b>		<b>1,060,998</b>	<b>1,069,358</b>	<b>1,086,368</b>
<b>Fleet Services</b>				
191	Fleet Services	0	0	0
<b>Net operating expenditures</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Division net operating expenditures</b>		<b>28,597,462</b>	<b>29,784,182</b>	<b>30,606,416</b>

**Civic Operations**  
**Fund 10 - General Fund**  
**Revenues/Expenditures by Category**

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 24,494,760)	( 23,206,835)	( 24,286,085)
Other Revenue	( 3,396,300)	( 3,901,701)	( 3,602,596)
Transfers from Funds			
Special (Stat Reserve) Funds	( 64,413)	( 124,030)	( 30,000)
Development Cost Charges	0	0	0
Accumulated Surplus	( 202,658)	( 471,690)	( 149,000)
<b>Total Revenue</b>	<b>( 28,158,131)</b>	<b>( 27,704,256)</b>	<b>( 28,067,681)</b>
<b>Expenditures</b>			
Salaries and Wages	16,459,291	17,785,848	17,908,832
Internal Equipment	5,325,654	5,336,764	5,795,174
Material and Other	14,655,025	15,343,675	15,079,060
Contract Services	10,769,614	11,519,309	11,689,379
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	548,604	1,669,715	1,514,455
Transfers to Funds			
Special (Stat Reserve) Funds	8,078,446	5,754,061	6,593,891
Development Cost Charges	0	0	0
Accumulated Surplus	918,959	79,066	93,306
<b>Total Expenditures</b>	<b>56,755,593</b>	<b>57,488,438</b>	<b>58,674,097</b>
<b>Net Operating Expenditures</b>	<b>28,597,462</b>	<b>29,784,182</b>	<b>30,606,416</b>
<b>Capital Expenditures</b>			
Gross Expenditures	59,481,888	111,351,710	43,100,900
Other Funding Sources	( 47,776,373)	(100,904,370)	( 32,143,900)
<b>Taxation Capital</b>	<b>11,705,515</b>	<b>10,447,340</b>	<b>10,957,000</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>40,302,977</b>	<b>40,231,522</b>	<b>41,563,416</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	42.3	45.3	44.2	46.2
Hourly	173.4	158.3	175.7	176.0

## Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		29,784,182	219.9
<b>2017 net impacts</b>			
One-time operating requests	(288,700)		(1.3)
One-time expenditure reductions			
Incremental costs - prior year(s)	116,014		(0.2)
Salary adjustments			
Other adjustments	100,900		
Departmental adjustments	9,250	(62,536)	
		<u>29,721,646</u>	<u>218.4</u>
<b>2017 program additions</b>			
2017 operating requests	929,770		3.8
2017 expenditure reductions	(45,000)	884,770	
<b>2017 provisional</b>		<u><u>30,606,416</u></u>	<u><u>222.2</u></u>
<b><i>Unfunded 2017 requests</i></b>			
2017 operating requests	52,710		0.4
2017 expenditure reductions		52,710	
<b>Total unfunded requests for 2017</b>		<u><u>52,710</u></u>	<u><u>0.4</u></u>

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# 2017 Operating Requests

## Provisional Budget

### Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<b>Civic Operations Division</b>									
I15	Emergency Traffic Control	10,000	0	0	0	0	0	(10,000)	OG
U8	CAP Portable Worksite Traffic Control System	1,500	8,500	0	0	(10,000)	0	0	OG
I15	Road Marking - Buffered Bike Lanes	12,230	0	0	0	0	0	(12,230)	OG
P15	CAP #Major Traffic Safety Projects	0	0	0	0	0	0	0	OG
I16	First Aid Attendant - Park Services	15,000	0	0	0	0	0	(15,000)	OG
I16	Landfill Fence Repairs	60,000	(60,000)	0	0	0	0	0	OT
I17	#ICBC Premium Increase	0	0	0	0	0	0	0	OG
I17	Parts Procurement Service Fee	28,890	(28,890)	0	0	0	0	0	OG
R5	CAP Sutherland Outfall - Oil/Grit Chamber	1,000	0	0	0	0	0	(1,000)	OG
I18	Police Services Building - Operating Budget	129,150	0	0	0	0	0	(129,150)	OG
I18	Solid Waste Revenue	0	1,000,000	0	0	(1,000,000)	0	0	OG
I19	Road Usage Permit Revenue	0	0	0	0	(30,000)	0	30,000	OG
Q6	CAP Landfill Frontage, Landscaping	2,000	(2,000)	0	0	0	0	0	OG
P15	CAP Sidewalk Network Expansion	1,000	0	0	0	0	0	(1,000)	OG
P16	CAP #Transit - New Equipment (Bus Stops)	0	0	0	0	0	0	0	OG
P16	CAP Active Transportation Corridor	1,000	0	0	0	0	0	(1,000)	OG
P17	CAP #Aggasiz Road Extension	0	0	0	0	0	0	0	OG
P17	CAP #Stewart Road West 3 DCC (Crawford-Swamp)	0	0	0	0	0	0	0	OG
P18	CAP #Sutherland (Pandosy-Gordon) DCC ATC	0	0	0	0	0	0	0	OG
I19	H2O Sign Repairs	50,000	(50,000)	0	0	0	0	0	OT
I20	Francis Avenue Beach Access, Manual Beach Cleaning	11,400	0	0	0	0	0	(11,400)	OG
I20	Park Security	9,200	0	0	0	0	0	(9,200)	OG
U8	CAP Parks Ball Diamond Equipment	13,130	0	0	0	0	0	(13,130)	OG
I21	Portable Sprinkler System	25,000	(25,000)	0	0	0	0	0	OT
I21	Weed Management	50,000	(35,000)	0	0	(15,000)	0	0	OG
I22	Additional Sidewalk Snow Plowing	150,000	0	0	0	0	0	(150,000)	OT
I22	#Gravel Pit Study	0	0	0	0	0	0	0	OT
I23	Retaining Wall Repairs	20,000	0	0	0	0	0	(20,000)	OT
I23	Winter Bike Lane Sweeping	50,000	0	0	0	0	0	(50,000)	OT
I24	Sign Retroreflectometer	22,000	0	0	0	0	0	(22,000)	OT
I24	Traffic Signs Material	10,000	0	0	0	0	0	(10,000)	OG
I25	#Street Lighting Technologist Position	0	0	0	0	0	0	0	OG
I25	Scale House Attendant Part-time Positions	51,930	(51,930)	0	0	0	0	0	OG
P18	CAP #Transit - Equipment Renewal (Bus Stops and Shelters)	0	0	0	0	0	0	0	OG
I26	Spring Sweep - Sidewalk	50,000	0	0	0	0	0	(50,000)	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
	Sweeping								
I26	Sign Shop Equipment	5,000	0	0	0	0	0	(5,000)	OT
I27	New City Properties, Landscape Maintenance	9,500	0	0	0	0	0	(9,500)	OG
I27	Gravel Pit Card Reader System	0	0	0	0	0	0	0	OT
O14 CAP	Rutland Centennial Park Improvements - Phases 3 & 4	9,280	0	0	0	0	0	(9,280)	OG
P19 CAP	Ethel 3 DCC (Harvey-Sutherland), ATC	1,000	0	0	0	0	0	(1,000)	OG
O14 CAP	Upper Mission Trail Building Partnership	2,000	0	0	0	0	0	(2,000)	OG
I28	Parks Flooring Replacement	30,000	(30,000)	0	0	0	0	0	OT
U9 CAP	Roadside Mower	13,500	0	0	0	0	0	(13,500)	OG
I28	Trail Maintenance	20,000	0	0	0	0	0	(20,000)	OG
I29	Contract Pruning Services	20,000	0	0	0	0	0	(20,000)	OG
I29	Sidewalk & Roadside Weed Control	30,000	0	0	0	0	0	(30,000)	OG
I30	Transfer Station Bin Repairs	25,000	(25,000)	0	0	0	0	0	OT
I30	Roadway Operations Standby	15,000	0	0	0	0	0	(15,000)	OG
O15 CAP	Laurel Packinghouse Courtyard - Museum Partnership	4,130	0	0	0	0	0	(4,130)	OG
O15 CAP	Parking Infrastructure Renewal	1,750	0	0	0	0	0	(1,750)	OG
I31	Works Yard - Electrical Distribution	40,000	(40,000)	0	0	0	0	0	OT
I31	Drainage Improvements, Rotary Beach Parking Lot	5,000	0	0	0	0	0	(5,000)	OT
O16 CAP	Glenmore Recreation Park - Phase 1 Construction	6,480	0	0	0	0	0	(6,480)	OG
O16 CAP	Dog Beaches	7,700	0	0	0	0	0	(7,700)	OG
O17 CAP	Rowcliffe Park - Construction	35,130	0	0	0	0	0	(35,130)	OG
I32	City Works Yard Security	30,000	0	0	0	0	0	(30,000)	OG
I32	Quilchena Waterpark - Service Increase	5,100	0	0	0	0	0	(5,100)	OG
I33	Increased Service Levels - Ball Diamonds	33,700	0	0	0	0	0	(33,700)	OG
I33	Pedestrian Walkway Weed/Litter Control	12,000	0	0	0	0	0	(12,000)	OG
I34	Parks Washrooms Increased Service Levels	26,100	0	0	0	0	0	(26,100)	OG
I34	Clean Fill Stockpile Area	200,000	(200,000)	0	0	0	0	0	OG
I35	Sidewalk/Median Repair/Accessibility Ramps	20,000	0	0	0	0	0	(20,000)	OG
I35	Street Sweeper Rates	55,000	0	0	0	0	0	(55,000)	OG
I36	*Mileage Budgets	5,000	0	0	0	0	0	(5,000)	OG
O17 CAP	Boyce-Gyro Park Parking Lot and Improvements	8,580	0	0	0	0	0	(8,580)	OG
O18 CAP	Lost Creek Park - Neighbourhood Partnership	6,860	0	0	0	0	0	(6,860)	OG
O18 CAP	Rutland Recreation Park - Pickleball Courts	8,080	0	0	0	0	0	(8,080)	OG
P19 CAP	Lakeshore 1 DCC (Collett Road Intersection), Road	1,000	0	0	0	0	0	(1,000)	OG
P20 CAP	Traffic Control Infrastructure (Doyle Roundabout)	770	0	0	0	0	0	(770)	OG
I36	Stores Renovation	30,000	0	0	0	0	0	(30,000)	OT
I37	H2O Building Landscape Improvements	9,000	(9,000)	0	0	0	0	0	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
I37	Garbage Compactors	10,000	0	0	0	0	0	(10,000)	OT
N10	CAP * <i>Glenmore Firehall No. 8 - Conversion to Career Station</i>	11,000	0	0	0	0	0	(11,000)	OG
T7	CAP * <i>#Asset Management System Positions</i>	0	0	0	0	0	0	0	OG
F12	* <i>Computer Software Upgrades and Annual Fees</i>	6,000	0	0	0	0	0	(6,000)	OG
J13	* <i>Procurement Management Supervisor Position</i>	18,750	(18,750)	0	0	0	0	0	OG
J14	* <i>Safety Coordinator - 3 Year Term Position</i>	14,280	(14,280)	0	0	0	0	0	OG
F15	* <i>Biosolids Management Plan - Community Engagement</i>	50,000	0	0	0	(16,670)	(33,330)	0	OT
<b>Division Priority 1 Total</b>		1,616,120	418,650	0	0	(1,071,670)	(33,330)	(929,770)	
<b>Total Priority 1 Operating</b>		1,616,120	418,650	0	0	(1,071,670)	(33,330)	(929,770)	

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

\**italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

# - Where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets due to a reallocation of expenses or revenues to support the request for 2017.



# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Civic Operations Division</u>									
I38	*Customer Care Coordinator Position	(14,300)	2,870	0	0	3,820	7,640	(30)	OG
U10	CAP Pickup (Roadways Maintenance)	7,120	0	0	0	0	0	(7,120)	OG
U10	CAP Street Sweeper	25,500	0	0	0	0	0	(25,500)	OG
I38	Gravel Pit Landscaping	0	0	0	0	0	0	0	OT
U11	CAP Pickup (Building Services)	7,130	0	0	0	0	0	(7,130)	OG
O19	CAP Barlee Park Expansion	1,800	0	0	0	0	0	(1,800)	OG
I39	Parks Washrooms Increased Service Levels	4,000	0	0	0	0	0	(4,000)	OG
U11	CAP Pickup (Parks)	7,130	0	0	0	0	0	(7,130)	OG
Division Priority 2 Total		38,380	2,870	0	0	3,820	7,640	(52,710)	
Total Priority 2 Operating		38,380	2,870	0	0	3,820	7,640	(52,710)	

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Emergency Traffic Control		NEW

**Justification:**

Bylaw Services has developed a program and trained most staff to respond on an emergency call out basis as certified traffic control flaggers. Bylaw will assist with traffic control when called out by RCMP or Kelowna Fire Department (KFD) for high priority need calls (public and responder safety). If it is after operating hours or properly trained Bylaw Enforcement Officers are not available, RCMP and/or KFD will manage the situation without Bylaw Services support as in the past. This budget request is to establish a budget for payment of contract traffic control services. When Bylaw Services arrive on scene they will estimate the expected time emergency traffic control will be needed and if the estimate is beyond 2 hours, Bylaw will work with dispatch to call out a City flagging contractor on an emergency basis. If significant coordination is needed, City stand-by staff may also be called to assist managing the situation (not to flag). The cost of the flagging contractor will be charged to Civic Operations and recovered when possible.

Corporate Framework: A safe city - Maintaining order

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,000	0	0	0	0	0	0	(10,000)
2018	10,000	0	0	0	0	0	0	(10,000)
2019	10,000	0	0	0	0	0	0	(10,000)

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Road Marking - Buffered Bike Lanes		EXISTING

**Justification:**

In the past two years, an additional bike lane has been installed parallel to the existing bike lanes to improve cyclist safety on a number of arterial roads throughout the City. This creates a buffered space between cyclists and vehicles. Roads includes Lakeshore Rd (three sections), Springfield Rd, Dilworth Dr, Bernard Ave and KLO Rd.

The estimated additional bike lane lines total over 12,000m.

2017 Base Budget: \$160,332

Corporate Framework: A safe city - Public safety programs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	12,230	0	0	0	0	0	0	(12,230)
2018	13,150	0	0	0	0	0	0	(13,150)
2019	14,100	0	0	0	0	0	0	(14,100)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: First Aid Attendant - Park Services NEW

**Justification:**

In order to meet Worksafe BC requirements, Park Services requires a full time First Aid Attendant for approximately six months of the year. Budget is requested to hire a contractor to fulfill this service.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	15,000	0	0	0	0	0	0	(15,000)
2018	15,000	0	0	0	0	0	0	(15,000)
2019	15,000	0	0	0	0	0	0	(15,000)

Division: Civic Operations Priority: 1  
 Department: Public Works ONE-TIME  
 Title: Landfill Fence Repairs NEW

**Justification:**

Site security and fencing is a requirement of Landfill Permits, Provincial Guidelines and also mitigates corporate liabilities. A section of fencing along Glenmore Road has fallen into disrepair and has collapsed. Replacing the fallen fence will bring the site back into compliance, provide better security and improve aesthetics. There will also be maintenance required for some other fences around the property.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	60,000	(60,000)	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Fleet Services ON-GOING  
 Title: ICBC Premium Increase EXISTING

**Justification:**

ICBC premiums are expected to increase in 2017 as ICBC has recently submitted a 4.9% rate increase to the B.C. Utilities Commission. This request is for \$13,000 funded from a budget reduction from the Insurance - Deductible account.

2017 Base Budget: \$288,400

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	0	0	0	0	0	0	0	0
2019	0	0	0	0	0	0	0	0

Division: Civic Operations Priority: 1  
 Department: Fleet Services ON-GOING  
 Title: Parts Procurement Service Fee NEW

**Justification:**

Fleet Services has extended the current 3 year Vehicle and Equipment Parts and Supply Management agreement with Integrated Business Solutions Napa (IBSNapa) by one year. Included in this offering is a 2% consumer price index increase.

Fleet Service will also be extending the Garage hours and will anticipate a cost increase for the expanded hours of operation.

2017 Base Budget (NAPA): \$182,900

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	28,890	(28,890)	0	0	0	0	0	0
2018	29,470	(29,470)	0	0	0	0	0	0
2019	30,060	(30,060)	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Building Services ON-GOING  
 Title: Police Services Building - Operating Budget NEW

**Justification:**

The Kelowna Police Services Building will be ready for occupancy in June 2017 and will require additional operational budget. The new building is 60,000 sqft larger in size and the budget will fund increased costs associated with utilities, janitorial, preventative maintenance, closed circuit video equipment camera systems, security systems, door access systems, landscaping and repairs.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	129,150	0	0	0	0	0	0	(129,150)
2018	222,580	0	0	0	0	0	0	(222,580)
2019	222,580	0	0	0	0	0	0	(222,580)

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Solid Waste Revenue EXISTING

**Justification:**

This request is to adjust revenues to reflect an increase in the volume of waste for disposal.

Corporate Framework: A clean healthy environment - Solid waste reduction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	1,000,000	0	0	0	(1,000,000)	0	0
2018	0	1,000,000	0	0	0	(1,000,000)	0	0
2019	0	1,000,000	0	0	0	(1,000,000)	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Road Usage Permit Revenue EXISTING

**Justification:**

An increase to the Road Usage Permit Revenue is requested to align with current building construction trends.

2017 Base Budget: \$189,855

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(30,000)	0	30,000
2018	0	0	0	0	0	(30,000)	0	30,000
2019	0	0	0	0	0	(30,000)	0	30,000

Division: Civic Operations Priority: 1  
 Department: Building Services ONE-TIME  
 Title: H2O Sign Repairs NEW

**Justification:**

The large H2O signage at the H2O Adventure and Fitness Centre are not performing well and are in need of extensive repairs. Repairs will include new materials and a re-design to address the impacts of weather exposure.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	50,000	(50,000)	0	0	0	0	0	0

# 2017 Operating Request Details

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Francis Avenue Beach Access, Manual Beach Cleaning EXISTING

**Justification:**

Mechanical beach cleaning at Francis Avenue/Mud Bay was halted in 2014 at the request of the BC Ministry of Environment due to the discovery of a nesting Western Painted Turtle, a blue-listed species at risk. This has led to increasing concerns and complaints from neighbours about the condition of the beach and the buildup of weeds and milfoil. After further review, Ministry staff have permitted the City to continue to clean the beach manually without the use of vehicles or heavy equipment. Manual methods are much more labor intensive. This request is for additional budget in order to cover the added costs compared to previous mechanical cleaning. The proposed service level includes weekly raking, mowing and litter control on the public beach and milfoil cleanup along the edge of the shore four times per year.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	11,400	0	0	0	0	0	0	(11,400)
2018	11,400	0	0	0	0	0	0	(11,400)
2019	11,400	0	0	0	0	0	0	(11,400)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Park Security EXISTING

**Justification:**

Funding is requested for additional contract security (monitoring and callout service) for the new Dewdney Beach Access #1 in McKinley Landing which includes a dock. This site has experienced issues with parties, loud noise and illegal parking. Two security checks per day from April to October. (\$4,200). Funding is also requested for additional callout services at various park hotspots to assist Bylaw Services and RCMP with monitoring problem areas. In the last two years Park Services has received increasing complaints about drug use, camping and other unwanted activities in parks. (\$5,000)

2017 Base Budget: \$229,408

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	9,200	0	0	0	0	0	0	(9,200)
2018	9,200	0	0	0	0	0	0	(9,200)
2019	9,200	0	0	0	0	0	0	(9,200)

# 2017 Operating Request Details

Division:	Civic Operations	Priority:	1
Department:	Public Works		ONE-TIME
Title:	Portable Sprinkler System		NEW

**Justification:**

In order to maintain environmental screenings (trees, shrubs, grass berms, etc.), minimize water consumption and ensure storage capacity in surface water ponds, portable irrigation piping and water cannons will be installed. This will allow for improved control of surface water and provide a cost savings from the metered Glenmore Ellison Irrigation District.

Corporate Framework: A clean healthy environment - Protecting our natural land & water resources

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	25,000	(25,000)	0	0	0	0	0	0

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Weed Management		NEW

**Justification:**

Site inspections have identified that there is a number of nuisance weeds currently growing around the Landfill. The Landfill is looking to control the weeds with mechanical and chemical means. Parks personnel will be used to perform ongoing mowing and an external weed management company will be hired to apply herbicide to selected areas of the site in an ongoing cycle.

Corporate Framework: A clean healthy environment - Protecting our natural land & water resources

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	50,000	(35,000)	0	0	0	(15,000)	0	0
2018	50,000	(35,000)	0	0	0	(15,000)	0	0
2019	50,000	(35,000)	0	0	0	(15,000)	0	0



# 2017 Operating Request Details

Division: Civic Operations Priority: 1  
 Department: Public Works ONE-TIME  
 Title: Additional Sidewalk Snow Plowing EXISTING

**Justification:**

Funds are requested to lease three municipal tractors which will be utilized for the snow plowing of sidewalks, cycle tracks and pathways. This equipment will allow for increased frequency of in-kind services on arterial roads and bus routes during extraordinary snow events. Following this pilot staff will report back to Council.

These tractors will also be utilized in the Spring Sweep and Roadside mowing programs.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	150,000	0	0	0	0	0	0	(150,000)

Division: Civic Operations Priority: 1  
 Department: Public Works ONE-TIME  
 Title: Gravel Pit Study NEW

**Justification:**

Budget is requested for a Westside Gravel Pit Study to establish the following: Best practices and a plan for an interface with neighboring properties; guidelines for excavation and preferred ultimate grades to maximize future land value; and exploration of a minor partnership with neighboring gravel pit.

Note: The operating expenditure budget of \$25,000 will be funded from revenues collected.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Public Works		ONE-TIME
Title:	Retaining Wall Repairs		NEW

Justification:

Funds are required to repair retaining walls on Valley Rd and Mountain Ave.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	20,000	0	0	0	0	0	0	(20,000)

Division:	Civic Operations	Priority:	1
Department:	Public Works		ONE-TIME
Title:	Winter Bike Lane Sweeping		NEW

Justification:

Budget is requested to fund a winter bike lane sweeping program. Staff have received a request from the Kelowna Cycling Coalition for year-round sweeping of the cycle network. This pilot program would allow for additional sweeping of bike lanes on Priority 1 snow clearing routes during the winter months and would be weather dependent.

Corporate Framework: A well-run City - Engaged communities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	50,000	0	0	0	0	0	0	(50,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Public Works		ONE-TIME
Title:	Sign Retroreflector		NEW

**Justification:**

A sign retroreflector measures the retroreflection of road signs, specifically for the stop and yield sign annual inspection program. The current reflectometer is 10 years old and showing inconsistent results and outdated software.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	22,000	0	0	0	0	0	0	(22,000)

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Traffic Signs Material		EXISTING

**Justification:**

Additional budget is required for sign shop materials. These materials are required to produce regulatory and warning signs for the growing road network and production and maintenance of multi-use pathway wayfinding signs and supports.

2017 Base Budget: \$96,999

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,000	0	0	0	0	0	0	(10,000)
2018	10,750	0	0	0	0	0	0	(10,750)
2019	11,500	0	0	0	0	0	0	(11,500)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Street Lighting Technologist Position		EXISTING

**Justification:**

In 2015, Fortis BC turned the street light infrastructure over to the City of Kelowna. Key items include customer service, maintenance and replacement of street lighting infrastructure. Currently there is no permanent, full-time dedicated staff person for the oversight of street lights on roads within the City of Kelowna. Instead, a term/casual position is providing customer service, coordinating maintenance and repairs with contractors. This budget request of \$101,700 in 2017 and \$122,550 ongoing is for a full-time Technologist funded from a reduction in Contract Services.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	0	0	0	0	0	0	0	0
2019	0	0	0	0	0	0	0	0

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Scale House Attendant Part-time Positions		NEW

**Justification:**

This year the landfill has installed additional weigh scales. These scales are being used as unattended scales with swipe cards during business days to accommodate qualified commercial haulers. The landfill would like to use this infrastructure as manual scales on weekends by adding two part-time staff. This will decrease line up wait times and improve safety by shortening the vehicle line up which has extended onto the main access road during peak traffic.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	51,930	(51,930)	0	0	0	0	0	0
2018	51,930	(51,930)	0	0	0	0	0	0
2019	51,930	(51,930)	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Spring Sweep - Sidewalk Sweeping		EXISTING

**Justification:**

Sidewalk sweeping is an activity in the spring sweep program that normally starts in late March and lasts between six to eight weeks. The length and cost of the activities within the program are driven by the quantity of sand used during the winter and the amount of areas to sweep. There has been a growth of inventory over the last five years as follows: sidewalks (22kms), active transportation corridors (2.5kms), walkways (6kms), bike paths (79kms) and roadways (82kms). The increase in inventory and the changing weather patterns have all contributed to addition costs for the program. Budget is requested to help cover these increased costs.

2017 Base Budget: \$26,289

Corporate Framework: A clean healthy environment - Improved air quality

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	50,000	0	0	0	0	0	0	(50,000)
2018	50,000	0	0	0	0	0	0	(50,000)
2019	50,000	0	0	0	0	0	0	(50,000)

Division:	Civic Operations	Priority:	1
Department:	Public Works		ONE-TIME
Title:	Sign Shop Equipment		NEW

**Justification:**

In 2017, the carpenter shop along with various cutting saws will be moving away from the City Works Yard to another City building. As the sign shop will no longer have access to the various saws, this request is to purchase and install cutting saws for sign shop use. There are a number of custom or regular signs that are cut from larger material to specific sizes.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	5,000	0	0	0	0	0	0	(5,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: New City Properties, Landscape Maintenance NEW

**Justification:**

Budget is requested for ongoing maintenance of new City owned parks and vacant properties, including:

- 1) 1425 Rocky Point Drive (2ha natural area, \$2,000)
- 2) New sections of Powerline Park at 685 Peridot Ct.(0.5ha) and 5077 Chute Lake road(1 ha, \$1,500)
- 3) Guisachan Avenue of Cedars (0.2ha, \$6,000)

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	9,500	0	0	0	0	0	0	(9,500)
2018	9,500	0	0	0	0	0	0	(9,500)
2019	9,500	0	0	0	0	0	0	(9,500)

Division: Civic Operations Priority: 1  
 Department: Public Works ONE-TIME  
 Title: Gravel Pit Card Reader System NEW

**Justification:**

Budget is requested for the purchase of a card reader for the scale at the Westside Gravel Pit.

The scale/card reader system identifies the product type of product and weight. Currently the loader operator must attend to each customer. This system would allow for an unattended scale.

Note: The operating expenditure budget of \$25,000 will be funded from revenues collected.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Building Services		ONE-TIME
Title:	Parks Flooring Replacement		NEW

**Justification:**

Budget is requested to replace the flooring in the Parks headquarters and foreman building which has reached the end of its service life.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	30,000	(30,000)	0	0	0	0	0	0

Division:	Civic Operations	Priority:	1
Department:	Parks Services		ON-GOING
Title:	Trail Maintenance		EXISTING

**Justification:**

The City has over 50km of natural or gravel trails. Annual trail inspections have documented a number of sites that are experiencing erosion and possible risks that need to be addressed on a regular basis and the existing trail maintenance budget is insufficient to deal with priority areas.

2017 Base Budget: \$70,951

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	20,000	0	0	0	0	0	0	(20,000)
2018	20,000	0	0	0	0	0	0	(20,000)
2019	20,000	0	0	0	0	0	0	(20,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Parks Services		ON-GOING
Title:	Contract Pruning Services		EXISTING

**Justification:**

Tree related service requests make up 43% of Parks Services service requests and have increase progressively over the last five years. Contributing factors include: the expansion of transit stops and double-decker bus routes throughout the City, limited staff/equipment resources and a growing tree inventory. A more frequent cycle of pruning will help ensure that buses and trucks are not hitting tree branches as they continue to grow. This request is for additional contract services to complete more preventative street tree pruning, to shorten the pruning cycle and help reduce service requests in the long term.

2017 Base Budget: \$32,392

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	20,000	0	0	0	0	0	0	(20,000)
2018	25,000	0	0	0	0	0	0	(25,000)
2019	35,000	0	0	0	0	0	0	(35,000)

Division:	Civic Operations	Priority:	1
Department:	Parks Services		ON-GOING
Title:	Sidewalk & Roadside Weed Control		EXISTING

**Justification:**

Funding is requested for crack and crevice weed control due to an additional 36km of sidewalk inventory (since 2011) and to increase the service level for weed control on City-owned medians not including highway corridors. Currently, hard surface medians are treated through a combination of herbicide and mechanical treatments 1 to 3 times per season depending on location. The current budget is inadequate to keep up with the levels of weed growth, especially when weather conditions warm up earlier. The additional funding will help to provide a minimum of two treatments on all medians.

2017 Base Budget: \$8,000

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	30,000	0	0	0	0	0	0	(30,000)
2018	30,000	0	0	0	0	0	0	(30,000)
2019	30,000	0	0	0	0	0	0	(30,000)



# 2017 Operating Request Details

Division: Civic Operations Priority: 1  
 Department: Public Works ONE-TIME  
 Title: Transfer Station Bin Repairs NEW

**Justification:**

The bottom railings for the 40 yard garbage bins at the Landfill are wearing and becoming deformed and thin. The most used bins are becoming safety concerns and are being repaired this year. This budget request is to repair the remaining bins.

Corporate Framework: A safe city - Public safety programs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	25,000	(25,000)	0	0	0	0	0	0

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Roadway Operations Standby NEW

**Justification:**

Roadways Operations currently has standby staff in operation from the beginning of November to the end of March. Over the past few years, Roadway related call outs have grown substantially during spring and summer weekends. Budget is requested for the standby required for weekends from mid May to the end of September.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	15,000	0	0	0	0	0	0	(15,000)
2018	15,000	0	0	0	0	0	0	(15,000)
2019	15,000	0	0	0	0	0	0	(15,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Building Services ONE-TIME  
 Title: Works Yard - Electrical Distribution NEW

**Justification:**

Additional power is needed to serve the Works Yard back compound area for lighting and operational equipment. Currently the back compound area is at electrical capacity and needs to be increased to support ongoing operational needs. This budget request is to bring additional power from the Works Yard main building across Mill Creek to the back compound area.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	40,000	(40,000)	0	0	0	0	0	0

Division: Civic Operations Priority: 1  
 Department: Parks Services ONE-TIME  
 Title: Drainage Improvements, Rotary Beach Parking Lot NEW

**Justification:**

Rotary beach parking lot has ongoing issues with poor drainage after heavy rainstorms. This funding would be used to install additional drainage infrastructure and help avoid periodic flooding.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	5,000	0	0	0	0	0	0	(5,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Building Services ON-GOING  
 Title: City Works Yard Security NEW

**Justification:**

There have been a number of security incidents at the City Works Yard in the past year. Budget is requested to provide overnight security to eliminate security incidents.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	30,000	0	0	0	0	0	0	(30,000)
2018	30,000	0	0	0	0	0	0	(30,000)
2019	30,000	0	0	0	0	0	0	(30,000)

Division: Civic Operations Priority: 1  
 Department: Building Services ON-GOING  
 Title: Quilchena Waterpark - Service Increase EXISTING

**Justification:**

Currently, the wash trailer is only open during waterpark hours of operation from approximately May 15 to Sept 15. The playground and tennis court next to the waterpark are open year round, while the sportsfield is open from April 1 to Oct 31. Community requests have been received requesting to have the wash trailer open from April 1 to Oct 31 - the same as sportfield dates.

2017 Base Budget: \$7,800

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	5,100	0	0	0	0	0	0	(5,100)
2018	5,100	0	0	0	0	0	0	(5,100)
2019	5,100	0	0	0	0	0	0	(5,100)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Increased Service Levels - Ball Diamonds EXISTING

**Justification:**

Funding is requested for materials including sand, shale, seed, equipment and replacement parts for turf equipment on existing ball diamond inventory. This work will reduce water consumption and improve the turf and infield conditions in the following fields: Mission Recreation Park (six ball diamonds); Elks Stadium (one ball diamond); East Kelowna Park (two ball diamonds); Edith Gaye Park (four ball diamonds, infield only); Lombardy Park (four ball diamonds, infield only); Jack Robertson Park (one ball diamond, infield only). This submission reflects an increased level of service in order to meet increasing expectations from regular users and tournament organizers as they look to host events in a competitive sport-tourism market.

2017 Base Budget: \$348,911

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	33,700	0	0	0	0	0	0	(33,700)
2018	33,700	0	0	0	0	0	0	(33,700)
2019	33,700	0	0	0	0	0	0	(33,700)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Pedestrian Walkway Weed/Litter Control EXISTING

**Justification:**

The City maintains 183 paved pedestrian walkways that connect roads and neighborhoods. Prior to 2012, walkways received weeding and litter control 7 times per year, but the budget was reduced to twice per year in 2012. Funding is requested to increase the service level to three times per year to help reduce public complaints.

2017 Base Budget: \$27,025

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	12,000	0	0	0	0	0	0	(12,000)
2018	12,000	0	0	0	0	0	0	(12,000)
2019	12,000	0	0	0	0	0	0	(12,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Parks Washrooms Increased Service Levels EXISTING

**Justification:**

Enhanced cleaning services at City, Waterfront and Stuart parks currently do not commence until June 15 in response to the peak summer season. Budget is requested to begin enhanced services starting May 1 in response to actual observed usage patterns in these busy parks and public requests for increased service. (\$7,500)

Budget is requested for increased service levels at Osprey, Cameron and Lions parks from June to August. These locations currently do not open until afternoon, but Parks receives ongoing service requests for earlier opening times which would require additional cleaning and maintenance. (\$15,000)

Funding is also requested to add a year-round accessible portable toilet at Munson pond park (\$3,600).

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	26,100	0	0	0	0	0	0	(26,100)
2018	26,100	0	0	0	0	0	0	(26,100)
2019	26,100	0	0	0	0	0	0	(26,100)

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Clean Fill Stockpile Area NEW

**Justification:**

The Glenmore Landfill is one of the only places in the Region that accept clean fill. The fill is needed for future site operational needs such as intermediate cover, fire breaks and landfill closure activities. The current stockpile area requires upgraded infrastructure and ongoing maintenance. Also, future stockpile areas need to be sited, engineered and developed.

Corporate Framework: A strong economy - Building & maintaining partnerships

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	200,000	(200,000)	0	0	0	0	0	0
2018	200,000	(200,000)	0	0	0	0	0	0
2019	200,000	(200,000)	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Sidewalk/Median Repair/Accessibility Ramps EXISTING

**Justification:**

Additional budget is requested for the installation of accessibility ramps for residents with mobility issues. This will provide safer access to both businesses and residential areas. Throughout the year requests are received for additional accessibility ramps. Staff reviews these requests and prioritizes installation based on available budget.

2017 Base Budget: \$134,777

Corporate Framework: A safe city - Public safety programs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	20,000	0	0	0	0	0	0	(20,000)
2018	20,000	0	0	0	0	0	0	(20,000)
2019	20,000	0	0	0	0	0	0	(20,000)

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Street Sweeper Rates EXISTING

**Justification:**

Additional budget is requested to cover the cost of rate increases for 3 City street sweepers. Over the past years rates have not reflected true costs of maintaining and replacing these sweepers. Currently sweepers are charged out at \$60 per hour, actual costs are \$85 per hour.

2017 Base Budget: \$93,141

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	55,000	0	0	0	0	0	0	(55,000)
2018	55,000	0	0	0	0	0	0	(55,000)
2019	55,000	0	0	0	0	0	0	(55,000)

# 2017 Operating Request Details

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Mileage Budgets		NEW

**Justification:**

This request is to reduce the annual mileage budget in Wastewater Collection and Water Quality by \$2,500 and \$3,000 respectively. This request will also setup an annual mileage budget in Utility-Water, Utility-Stormwater and Utility Services for \$500, \$1000 and \$4,000 respectively for business travel within the City.

**2017 Base Budget:**

Wastewater Collection: \$5,364

Water Quality: \$7,967

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	5,000	0	0	0	0	0	0	(5,000)
2018	5,000	0	0	0	0	0	0	(5,000)
2019	5,000	0	0	0	0	0	0	(5,000)

Division:	Civic Operations	Priority:	1
Department:	Building Services		ONE-TIME
Title:	Stores Renovation		NEW

**Justification:**

The area where Stores staff provide customer service has not been renovated in many years. The working conditions, in the extreme heat and extreme cold, make for a very uncomfortable working environment. This renovation would move the customer service counter to an enclosed office area where heat and air-conditioning would greatly improve the working environment. In addition, when the on-site Napa Store was created in 2012 from existing warehouse space, the Stores operation has struggled with providing the requested storage and staging areas needed for various departments at various times throughout the year. Moving the customer service counter will give approximately 400 square feet in additional pallet space.

If required in the future, additional racking could be added in this area, which would also provide more pallet storage area.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	30,000	0	0	0	0	0	0	(30,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: H2O Building Landscape Improvements NEW

**Justification:**

Funding is requested for a two year project to improve walkways and landscaping around the H2O building. There is a lack of formal paved walkways around the east and north sides of the building and users are cutting across some lawn areas leading to muddy pathways and people tracking mud into the building especially in winter. This should also help to reduce building maintenance and janitorial costs. The cost estimate also includes additional benches, picnic tables and planted areas next to the building.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	9,000	(9,000)	0	0	0	0	0	0
2018	30,000	(30,000)	0	0	0	0	0	0
2019	0	0	0	0	0	0	0	0

Division: Civic Operations Priority: 1  
 Department: Public Works ONE-TIME  
 Title: Garbage Compactors NEW

**Justification:**

Budget is requested to purchase two self compacting garbage compactors to be placed downtown on Bernard Avenue and in the Rutland town center. Pedestrian traffic has increased and the need for extra garbage compactors is required in order to maintain current service levels and reduce litter.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,000	0	0	0	0	0	0	(10,000)



# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 2  
 Department: Utility Services ON-GOING  
 Title: Customer Care Coordinator Position NEW

**Justification:**

Budget is requested for a Customer Care Coordinator position to lead a renewed Water Smart program for the City Water Utility, act as a marketing and sales person for Compost (both Ogogrow and Glengrow) and assist in marketing and public engagement related to sanitary sewer source control. The position will be jointly funded by Commonage (40%), Glengrow (10%), Water Utility (40%) and Wastewater Utility (10%).

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(4,810)	2,870	0	0	0	(1,450)	3,420	(30)
2018	10,140	490	0	0	0	(6,330)	(4,270)	(30)
2019	10,140	490	0	0	0	(6,330)	(4,270)	(30)

Division: Civic Operations Priority: 2  
 Department: Public Works ONE-TIME  
 Title: Gravel Pit Landscaping NEW

**Justification:**

Budget is requested to landscape the perimeter of the Westside Gravel Pit. Landscaping would be a significant part of a Best Practices Plan for interfacing with neighboring properties. Proposed landscaping includes additional berms, grass and trees. The benefits would be noise reduction, dust control and added long term land value.

Note: The operating expenditure budget of \$25,000 will be funded from revenues collected.

Corporate Framework: A well-run City - Engaged communities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	2
Department:	Parks Services		ON-GOING
Title:	Parks Washrooms Increased Service Levels		EXISTING

**Justification:**

Funding is requested to increase pressure washing of all permanent washroom facilities during the peak season.

2017 Base Budget: \$242,771

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	4,000	0	0	0	0	0	0	(4,000)
2018	4,000	0	0	0	0	0	0	(4,000)
2019	4,000	0	0	0	0	0	0	(4,000)

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# 2017 Reduction Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Civic Operations Division</u>									
P21	CAP Street Lighting Retrofit	(15,000)	0	0	0	0	0	15,000	OG
I43	Biosolids Composting Lease Payments	(47,390)	0	0	0	15,800	31,590	0	OG
I43	Pool Vehicles	(30,000)	0	0	0	0	0	30,000	OG
Department Priority 1 Total		(92,390)	0	0	0	15,800	0	45,000	
Total Priority 1 Reduction Requests		(92,390)	0	0	0	15,800	0	45,000	

CAP - Denotes reduction request that has been moved to the capital section.

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# 2017 Reduction Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Utility Services ON-GOING  
 Title: Biosolids Composting Lease Payments

**Justification:**

The land used for composting biosolids was purchased in 2016. Prior to the purchase the land was leased from a local rancher. The lease payments are no longer required and can be removed ongoing from budget.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(47,390)	0	0	0	0	15,800	31,590	0
2018	(47,390)	0	0	0	0	15,800	31,590	0
2019	(47,390)	0	0	0	0	15,800	31,590	0

Division: Civic Operations Priority: 1  
 Department: Civic Operations Administration ON-GOING  
 Title: Pool Vehicles

**Justification:**

Fleet Services has recently restructured how the City Hall Vehicle pool is managed. The new model will migrate existing pool vehicles into the Okanagan CarShare program which will result in moving from a monthly flat rate cost to a cost per trip cost model. This model will eventually allow the City to move away from vehicle ownership eliminating capital replacement and lower operating costs. It is recommended that the City Hall car pool budget be reduced by \$30,000.

2017 Base Budget: \$88,650

Corporate Framework: An active, inclusive city - Considering diverse community needs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(30,000)	0	0	0	0	0	0	30,000
2018	(30,000)	0	0	0	0	0	0	30,000
2019	(30,000)	0	0	0	0	0	0	30,000

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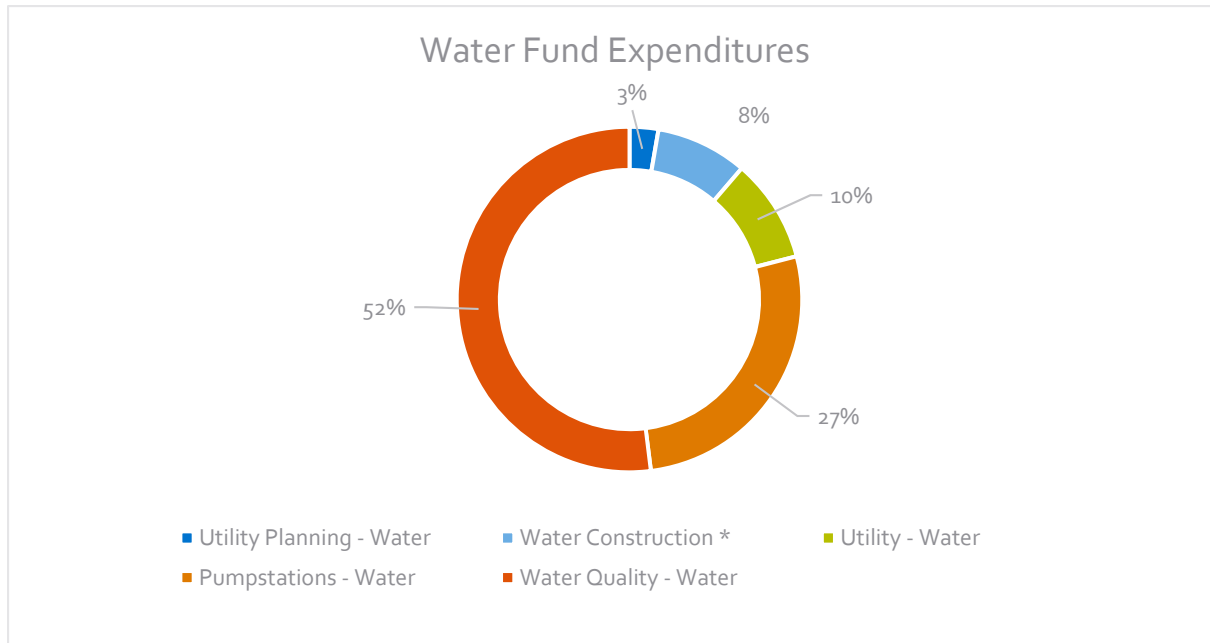




## Water utility - Performance measures

		Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>				
Utilities - Water	Water main Flushed (km)	393	395	398
	Hydrants Maintained (annual service)	2,143	2,150	2,165
	Mainline Valves exercised	1,169	1,100	1,100
	# of main breaks repaired	12	8	8
	# of service leaks repaired	83	99	95
	Curb stops (service valves) exercised	2,383	3,000	3,000
	Landscape Water Use Applications Received	30	32	50
Utilities – Water	# of Irrigation inquiries received	17	74	55
	Millions of cubic metres treated and distributed	16.065	15.02	16
<b>Program outcomes</b>				
Utilities - Water	# of main breaks / 100 km Length (system reliability)	2.9	1.9	1.9
	# of service break repair / 1000 services	4.8	5.7	5.5
	% of valves cycled (PM)	35	33	33
	% of Hydrants inspected (annual checks)	100%	100%	100%
	Days Turbidity Co-efficient > 1 NTU	0	0	0
	# of water outages due to equipment failures	0	0	0
	# of drinking water advisories / boil water notices	0	0	0
<b>Efficiency measures</b>				
Utilities - Water	Electrical Energy Cost \$/cubic metre water produced	.0556	.0560	.055
<b>Customer satisfaction</b>				
Utilities - Water	# of water quality complaints	25	27	0

Water utility budget overview



Utility expenditure

Utility overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	(1,871,500)	(1,825,000)	46,500	(2.5%)
Capital	1,871,500	1,825,000	(46,500)	(2.5%)
<b>Total utility expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
Authorized positions	29.6	30.0	0.4	1.4%

Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Water</b>			
196 Water Quality - Water	(9,013,819)	(6,204,048)	(6,279,578)
198 Pumpstations - Water	2,467,910	2,648,364	2,623,274
200 Utility - Water	625,937	728,190	729,010
*237 Water Construction	698,687	726,467	732,767
*247 Utility Planning - Water	125,162	123,923	263,923
*264 Infrastructure Delivery - Water	32,296	105,604	105,604
<b>Net operating expenditures</b>	<b>(5,063,827)</b>	<b>(1,871,500)</b>	<b>(1,825,000)</b>

<b>Total Department net operating expenditures</b>	<b>(5,063,827)</b>	<b>(1,871,500)</b>	<b>(1,825,000)</b>
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\*These cost centers belong to Infrastructure

**Water Fund**

## Comparison of 2016 and 2017 revenues &amp; expenditures

	2016 Budget	Variance	2017 Provisional
<b>Revenues</b>			
<b>Water Quality - Water</b>			
Domestic	7,329,396	0	7,329,396
Commercial	2,217,586	0	2,217,586
Beaver Lake Rd	24,276	0	24,276
Fire line	35,751	0	35,751
Frontage tax	1,374,807	0	1,374,807
Sale to own municipality	257,255	0	257,255
Other revenue			
Interest earned	37,500	0	37,500
Water debt	28,597	0	28,597
Water quality	2,170,800	0	2,170,800
Miscellaneous	87,500	0	87,500
Appropriations from reserve	181,265	(111,985)	69,280
	<u>13,744,733</u>	<u>(111,985)</u>	<u>13,632,748</u>
<b>Utilities - Water</b>			
Water utilities network	6,080	0	6,080
Flat rate (misc)	6,000	0	6,000
Hydrant rentals	209,176	0	209,176
	<u>221,256</u>	<u>0</u>	<u>221,256</u>
<b>Pumpstations - Water</b>			
	24,000	0	24,000
<b>Utilities Planning - Water</b>			
	301,460	(301,460)	0
	<u>14,291,449</u>	<u>(413,445)</u>	<u>13,878,004</u>
<b>Expenditures</b>			
<b>Water Quality - Water</b>			
Water operations	2,261,349	(253,657)	2,007,692
Water quality	10,000	0	10,000
Water debt	805,426	0	805,426
Contribution to reserve	2,265,080	0	2,265,080
	<u>5,341,855</u>	<u>(253,657)</u>	<u>5,088,198</u>
<b>Utilities - Water</b>			
Utilities water	52,379	0	52,379
Water utilities network	896,067	820	896,887
	<u>948,446</u>	<u>820</u>	<u>949,266</u>
<b>Pumpstations Water</b>			
	2,672,364	(25,090)	2,647,274
<b>Utilities Planning - Water</b>			
	425,383	(161,460)	263,923
<b>Water Construction</b>			
	832,071	6,300	838,371
<b>Net operating</b>	<u>4,071,330</u>	<u>19,642</u>	<u>4,090,972</u>
<b>Capital Expenditures</b>			
Transfer to general capital fund	421,795 *	(234,295)	187,500
From general utility revenue	1,871,500	(46,500)	1,825,000
<b>Surplus/(Deficit)</b>	2,199,830	66,142	2,265,972
Projected accumulated surplus	12,541,890		14,807,862
	10,342,060		
	<u>2,199,830</u>		
	<u>12,541,890</u>		

\* Amount is included in Water Operations Expenditures.

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**Civic Operations**  
**Water Utility - Water Fund**  
**Revenues/Expenditures by Category**

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	( 1,781,918)	( 1,684,935)	( 1,684,935)
Fees and Charges	( 11,932,344)	( 12,012,809)	( 12,012,809)
Other Revenue	( 485,010)	( 180,260)	( 180,260)
Transfers from Funds			
Special (Stat Reserve) Funds	( 1,320)	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 13,129)	( 413,445)	0
<b>Total Revenue</b>	<b>( 14,213,721)</b>	<b>( 14,291,449)</b>	<b>( 13,878,004)</b>
<b>Expenditures</b>			
Salaries and Wages	2,304,069	2,560,576	2,591,356
Internal Equipment	433,471	346,094	345,094
Material and Other	1,903,730	2,383,971	2,186,041
Contract Services	339,680	427,965	427,965
Debt Interest	471,932	471,940	471,940
Debt Principal	333,490	333,486	333,486
Internal Allocations	986,008	1,500,287	1,235,350
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	2,377,514	4,395,630	4,461,772
<b>Total Expenditures</b>	<b>9,149,894</b>	<b>12,419,949</b>	<b>12,053,004</b>
<b>Net Operating Expenditures</b>	<b>( 5,063,827)</b>	<b>( 1,871,500)</b>	<b>( 1,825,000)</b>
<b>Capital Expenditures</b>			
Gross Expenditures	2,938,959	3,695,410	2,005,000
Other Funding Sources	( 666,038)	( 1,823,910)	( 180,000)
<b>Taxation Capital</b>	<b>2,272,921</b>	<b>1,871,500</b>	<b>1,825,000</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>( 2,790,906)</b>	<b>0</b>	<b>0</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	6.9	7.8	6.9	7.1
Hourly	22.6	19.3	22.7	22.9

Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		(1,871,500)	29.6
<b>2017 net impacts</b>			
One-time operating requests	(132,500)		
One-time expenditure reductions			
Incremental costs - prior year(s)	14,600		
Salary adjustments			
Other adjustments	(101,000)		
Departmental adjustments	1,000	(217,900)	
		<u>(2,089,400)</u>	<u>29.6</u>
<b>2017 program additions</b>			
2017 operating requests	264,400		0.4
2017 expenditure reductions		264,400	
<b>2017 provisional</b>		<u>(1,825,000)</u>	<u>30.0</u>
<b><i>Unfunded 2017 requests</i></b>			
2017 operating requests			1.1
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>1.1</u>

# 2017 Operating Requests Provisional Budget Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Water</u>								
I53	Knox Mountain Transmission Main Condition Assessment	50,000	0	0	0	0	(50,000)	OT
I53	UV Disinfection Particle Size Study	45,000	0	0	0	0	(45,000)	OT
I54	Water Master Plan Update	75,000	0	0	0	0	(75,000)	OT
I54	Water Diversion Licensing Fee	15,000	0	0	0	0	(15,000)	OG
I55	Data Radio Replacement - Water	50,000	0	0	0	0	(50,000)	OG
I55	SCADA Licensing Fee - Water	7,000	0	0	0	0	(7,000)	OG
X8 CAP	Vintage Terrace Pressure Reducing Station	2,400	0	0	0	0	(2,400)	OG
I56	Professional & Consulting Services - Water	20,000	0	0	0	0	(20,000)	OG
T7 CAP	<i>*#Asset Management System Positions</i>	0	0	0	0	0	0	OG
J14	<i>*#Safety Coordinator - 3 Year Term Position</i>	0	0	0	0	0	0	OG
J14	<i>*#Utility Billing and Property Tax System Positions</i>	0	0	0	0	0	0	OG
I36	<i>*#Mileage Budgets</i>	0	0	0	0	0	0	OG
Department Priority 1 Total		264,400	0	0	0	0	(264,400)	
Total Priority 1 Operating		264,400	0	0	0	0	(264,400)	

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

*\*italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

# - Where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets due to a reallocation of expenses or revenues to support the request for 2017.

# 2017 Operating Requests Provisional Budget Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Water</u>								
156	Succession Management - Water	60,000	0	0	0	0	(60,000)	OG
135	* <i>Customer Care Coordinator Position</i>	0	0	0	0	0	0	OG
	Department Priority 2 Total	60,000	0	0	0	0	(60,000)	
	Total Priority 2 Operating	60,000	0	0	0	0	(60,000)	



# 2017 Operating Request Details

Division:	Infrastructure	Priority:	1
Department:	Utility Planning		ONE-TIME
Title:	Knox Mountain Transmission Main Condition Assessment		NEW

Justification:

Budget is requested to conduct a condition assessment of the water transmission main that feeds Knox Mountain Reservoir. The transmission main is a critical part of the system and is nearing the end of its serviceable life. The intent of the condition assessment is to determine how to minimize the risk of pipe failure and maximize the asset life. Replacing this watermain will be very difficult and costly.

Corporate Framework: A safe city - Clean drinking water

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	50,000	0	0	0	0	0	(50,000)

Division:	Infrastructure	Priority:	1
Department:	Utility Planning		ONE-TIME
Title:	UV Disinfection Particle Size Study		NEW

Justification:

Budget is needed for the second phase of Ultraviolet (UV) Disinfection Risk assessment. The purpose of this study will be to provide empirical proof that the Eldorado UV treatment plant can safely remain online without having to issue any water advisories. By keeping Eldorado online, the City will increase the water utility's overall capacity and defer the need for the water utility to build \$20 million worth of infrastructure.

Corporate Framework: A safe city - Clean drinking water

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	45,000	0	0	0	0	0	(45,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Infrastructure	Priority:	1
Department:	Utility Planning		ONE-TIME
Title:	Water Master Plan Update		NEW

**Justification:**

Budget is requested to update the City's water master plan to identify areas that are deficient in fire flow, water pressures and growth of the system.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	75,000	0	0	0	0	0	(75,000)

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Water Diversion Licensing Fee		EXISTING

**Justification:**

The licensing fee for the Provincial Water Diversion license has increased by 30 percent under the new Drinking Water Sustainability Act. This license is a requirement for the use of surface water by the City's Utility (i.e. drinking water).

2017 Base Budget: \$39,665

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	15,000	0	0	0	0	0	(15,000)
2018	15,000	0	0	0	0	0	(15,000)
2019	15,000	0	0	0	0	0	(15,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Data Radio Replacement - Water		NEW

**Justification:**

Specialized data radios are used to communicate the status of 60 water distribution facilities back to a centralized computer. The present radios are now 26 years old and replacements are no longer available. A new data radio has been selected and replacement is planned to be phased in over the next 3 years. Wages are required for configuration and installation.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	50,000	0	0	0	0	0	(50,000)
2018	50,000	0	0	0	0	0	(50,000)
2019	50,000	0	0	0	0	0	(50,000)

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	SCADA Licensing Fee - Water		EXISTING

**Justification:**

This budget request is to cover an increase in the licensing fee for the Supervisory Control And Data Acquisition (SCADA) Water Distribution Control Software.

2017 Base Budget: \$39,665

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	7,000	0	0	0	0	0	(7,000)
2018	7,000	0	0	0	0	0	(7,000)
2019	7,000	0	0	0	0	0	(7,000)

# 2017 Operating Request Details

Division:	Infrastructure	Priority:	1
Department:	Utility Planning		ON-GOING
Title:	Professional & Consulting Services - Water		NEW

**Justification:**

The Infrastructure Division is required to handle several unanticipated requests each year. As these requests are typically preliminary in nature, they are not appropriate for capital funding and require operational budget. Funding is requested for an ongoing professional and consulting services budget to better reflect actual events. Previous examples of unanticipated projects include: water meter workshop, turbidity workshop, and development of the future 2030 water model.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	20,000	0	0	0	0	0	(20,000)
2018	20,000	0	0	0	0	0	(20,000)
2019	20,000	0	0	0	0	0	(20,000)

Division:	Civic Operations	Priority:	2
Department:	Utility Services		ON-GOING
Title:	Succession Management - Water		NEW

**Justification:**

Many of Utility Services staff eligible for retirement within the next five years are in highly technical positions such as facility operators and facility instrumentation/controls. A wealth of knowledge and experience will be lost when these staff leave. Training their replacement and transferring knowledge is very difficult given the day to day hands-on tasks required to be done. The hiring process is often longer than the notification of departure. Furthermore, funding is often not available to allow staffing overlap in one position. The result is a new workforce who do not benefit from the years of accumulated knowledge and experience of the retiring staff. This results in longer training time, less efficient operations and higher likelihood of errors.

It is proposed that a resource pool for funding succession management be provided to hire replacement staff before the departure of a retiring staff or bringing the retiree back to assist with training the replacement.

Corporate Framework: A well-run City - Performance excellence

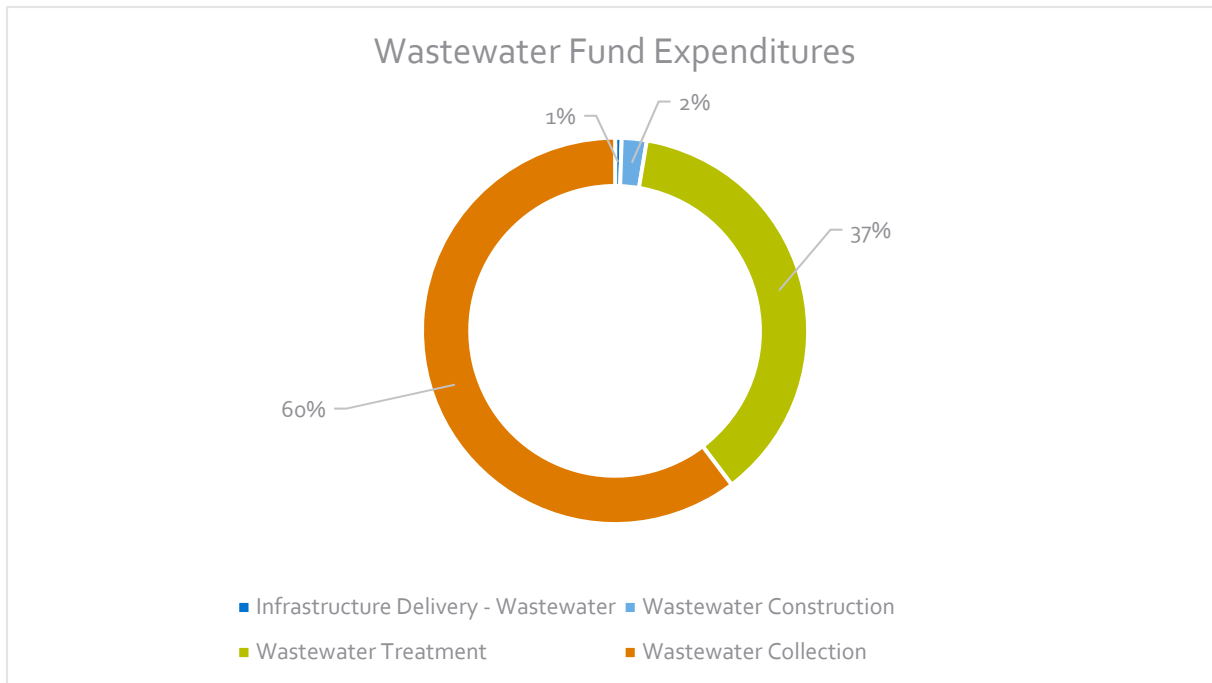
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	60,000	0	0	0	0	0	(60,000)
2018	60,000	0	0	0	0	0	(60,000)
2019	0	0	0	0	0	0	0

# Wastewater

## Wastewater utility - Performance measures

		Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>				
Utilities - Wastewater	Sewer pipes cleaned (km)	209	220	200
	Blocked Mains (number)	9	9	9
	Blocked Services (number)	87	88	90
	Length of pipe CCTV inspected (km)	22	35	35
	Cubic metres of wastewater effluent	12,823,900	13,607,100	14,000,000
	# of Temporary Discharge permits issued	20	14	15
<b>Program outcomes</b>				
Utilities - Wastewater	# of blocked sewers / 100 km of sewer length (system reliability)	1.6	1.6	1.6
	% Sewer length cleaned	36	38	36
	% of length CCTV inspected	4	6	5
	# of blocked service connections / 1000 service connections (system reliability)	3.3	3.3	3.3
	Annual Average Effluent Total Nitrogen (mg/l) – Permit 6.0	6.0	5.5	5.5
	Percentage of Total Phosphorous removed by WWTF	97.7	96.5	97.0
<b>Efficiency measures</b>				
Utilities - Wastewater	Electrical Energy Consumed by collection system - kWh/million litres treated effluent	4.467	4.110	4.00
	Electrical Energy Consumed at WWTF - kWh/Million litres treated effluent	779.7	762.1	770.0
<b>Customer satisfaction</b>				
Utilities - Wastewater	# of odor complaints WWTF	1	0	0
	# of odor complaints BCTWTP	1	0	0

Wastewater utility budget overview



Utility expenditure

Utility expenditures	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	(3,522,180)	(4,630,630)	(1,108,450)	31.5%
Capital	3,522,180	4,630,630	1,108,450	31.5%
<b>Total utility expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
Authorized positions	40.4	40.6	0.2	0.5%

Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Wastewater</b>			
194 Wastewater Collection	(12,331,120)	(9,924,102)	(11,014,478)
195 Wastewater Treatment	5,340,741	5,846,545	5,804,271
*236 Wastewater Construction	333,927	380,100	384,300
*246 Utility Planning - Wastewater	159,301	74,673	94,673
*263 Infrastructure Delivery - Wastewater	21,461	100,604	100,604
<b>Net operating expenditures</b>	<b>(6,475,690)</b>	<b>(3,522,180)</b>	<b>(4,630,630)</b>
<b>Total Department net operating expenditures</b>	<b>(6,475,690)</b>	<b>(3,522,180)</b>	<b>(4,630,630)</b>

\*These cost centers belong to Infrastructure

## Wastewater

### Comparison of 2016 and 2017 revenues & expenditures

	2016 Budget	Variance	2017 Provisional
<b>Revenues</b>			
Utilities Planning - Wastewater	119,510	(119,510)	0
<b>Wastewater</b>			
Wastewater operations	353,032	0	353,032
Commercial charges	3,158,900	226,500	3,385,400
Domestic charges	11,421,403	200,600	11,622,003
Sewer discharge fees	220,000	0	220,000
Sewer lift stations operations	11,560	0	11,560
Sanitary network operations	263,060	(263,060)	0
Sewer debt	1,717,829	(510)	1,717,319
Appropriations from reserve	5,469,484	0	5,469,484
	<u>22,734,778</u>	<u>44,020</u>	<u>22,778,798</u>
<b>Wastewater Treatment</b>			
Wastewater discharge permits	33,000	0	33,000
Wastewater treatment facility operations	321,670	(231,670)	90,000
Wastewater treatment - trade operations	898,150	(8,900)	889,250
	<u>1,252,820</u>	<u>(240,570)</u>	<u>1,012,250</u>
	<b>23,987,598</b>	<b>(196,550)</b>	<b>23,791,048</b>
<b>Expenditures</b>			
Utilities Planning - Wastewater	194,183	(99,510)	94,673
Infrastructure Delivery - Wastewater	100,604	0	100,604
<b>Wastewater</b>			
Wastewater operations	2,639,265	(174,114)	2,465,151
Sewer lift stations operations	558,588	7,360	565,948
Sanitary network operations	1,101,671	480	1,102,151
Sewer debt	6,503,444	(511)	6,502,933
Contribution to reserve	467,700	0	467,700
	<u>11,270,668</u>	<u>(166,785)</u>	<u>11,103,883</u>
<b>Wastewater Construction</b>			
Sanitary installation and repair	380,100	4,200	384,300
	<u>380,100</u>	<u>4,200</u>	<u>384,300</u>
<b>Wastewater Treatment</b>			
Wastewater treatment facility operations	6,201,215	(273,944)	5,927,271
Wastewater treatment - trade operations	898,150	(8,900)	889,250
	<u>7,099,365</u>	<u>(282,844)</u>	<u>6,816,521</u>
	<b>19,044,920</b>	<b>(544,939)</b>	<b>18,499,981</b>
<b>Net operating</b>	<b>4,942,678</b>	<b>348,389</b>	<b>5,291,067</b>
<b>Capital Expenditures</b>			
Transfer to general capital fund	649,645 *	(183,145)	466,500 *
From general utility revenue	3,522,180	1,108,450	4,630,630
Capital - other funding sources	3,079,780	(1,700,410)	1,379,370
<b>Surplus/(Deficit)</b>	<b>1,420,498</b>	<b>(760,061)</b>	<b>660,437</b>
Projected accumulated surplus	25,478,799	660,437	26,139,236
* Amounts are included in Wastewater Operations Expenditures.			
2015 Accumulated surplus	24,058,301		
2016 surplus	1,420,498		
2016 projected accumulated surplus	25,478,799		



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## Civic Operations

### Wastewater Utility - Wastewater Fund

#### Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	( 1,551,780)	( 1,427,423)	( 1,426,913)
Fees and Charges	( 14,862,229)	( 14,933,603)	( 15,360,703)
Other Revenue	( 1,679,346)	( 1,723,238)	( 1,649,338)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	( 5,354,096)	( 5,354,094)	( 5,354,094)
Accumulated Surplus	( 240,825)	( 549,240)	0
<b>Total Revenue</b>	<b>( 23,688,276)</b>	<b>( 23,987,598)</b>	<b>( 23,791,048)</b>
<b>Expenditures</b>			
Salaries and Wages	3,138,366	3,431,298	3,452,278
Internal Equipment	633,267	718,413	763,413
Material and Other	2,929,786	3,725,020	3,468,570
Contract Services	96,277	41,170	41,170
Debt Interest	2,461,383	2,322,857	2,322,346
Debt Principal	4,156,638	4,180,587	4,180,587
Internal Allocations	3,130,244	4,273,265	3,919,307
Transfers to Funds			
Special (Stat Reserve) Funds	156,310	156,310	156,310
Development Cost Charges	0	0	0
Accumulated Surplus	510,315	1,616,498	856,437
<b>Total Expenditures</b>	<b>17,212,586</b>	<b>20,465,418</b>	<b>19,160,418</b>
<b>Net Operating Expenditures</b>	<b>( 6,475,690)</b>	<b>( 3,522,180)</b>	<b>( 4,630,630)</b>
<b>Capital Expenditures</b>			
Gross Expenditures	5,095,234	6,551,960	6,010,000
Other Funding Sources	( 1,376,722)	( 3,029,780)	( 1,379,370)
<b>Taxation Capital</b>	<b>3,718,512</b>	<b>3,522,180</b>	<b>4,630,630</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>( 2,757,178)</b>	<b>0</b>	<b>0</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	8.3	8.4	8.3	8.5
Hourly	31.7	30.8	32.1	32.1

Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		(3,522,180)	40.4
<b>2017 net impacts</b>			
One-time operating requests	(96,000)		(0.1)
One-time expenditure reductions			
Incremental costs - prior year(s)	4,200		
Salary adjustments			
Other adjustments	(684,550)		
Departmental adjustments	1,000	(775,350)	
		<u>(4,297,530)</u>	<u>40.3</u>
<b>2017 program additions</b>			
2017 operating requests	(333,100)		0.3
2017 expenditure reductions		(333,100)	
		<u>(4,630,630)</u>	<u>40.6</u>
<b><i>Unfunded 2017 requests</i></b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>

# 2017 Operating Requests Provisional Budget Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Wastewater</u>								
I65	Air Compressor Replacement	70,000	0	0	(70,000)	0	0	OT
I65	Wastewater Revenues	0	0	0	0	(427,100)	427,100	OG
I66	Biosolids Hauling Contract	45,000	0	0	0	0	(45,000)	OG
I66	Transformer Replacement	50,000	0	0	0	(50,000)	0	OT
I67	Data Radio Replacement - Wastewater	25,000	0	0	0	0	(25,000)	OG
I67	SCADA Licensing Fee - Wastewater	4,000	0	0	0	0	(4,000)	OG
I68	Debt Changes - Wastewater	(510)	0	0	0	510	0	OG
I68	Professional & Consulting Services - Wastewater	20,000	0	0	0	0	(20,000)	OG
T7 CAP	<i>*#Asset Management System Positions</i>	0	0	0	0	0	0	OG
J14	<i>*#Safety Coordinator - 3 Year Term Position</i>	0	0	0	0	0	0	OG
J14	<i>*#Utility Billing and Property Tax System Positions</i>	0	0	0	0	0	0	OG
F15	<i>*#Biosolids Management Plan - Community Engagement</i>	0	0	0	0	0	0	OT
I36	<i>*#Mileage Budgets</i>	0	0	0	0	0	0	OG
Department Priority 1 Total		213,490	0	0	(70,000)	(476,590)	333,100	
Total Priority 1 Operating		213,490	0	0	(70,000)	(476,590)	333,100	

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

*\*italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

# - Where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets due to a reallocation of expenses or revenues to support the request for 2017.

# 2017 Operating Requests Provisional Budget Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Wastewater</u>								
169	Succession Management - Wastewater	0	0	0	0	0	0	OG
135	* <i>Customer Care Coordinator Position</i>	9,490	0	0	0	(5,270)	(4,220)	OG
Department Priority 2 Total		9,490	0	0	0	(5,270)	(4,220)	
Total Priority 2 Operating		9,490	0	0	0	(5,270)	(4,220)	

# 2017 Operating Request Details

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ONE-TIME
Title:	Air Compressor Replacement		NEW

**Justification:**

Compressed air is used to operate large valves in the plant. A third party energy analysis recommended replacing one of the compressors with a more energy efficient model. Payback is estimated at 3 years. Funding for this replacement is from previously received energy savings rebates.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	70,000	0	0	(70,000)	0	0	0

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Wastewater Revenues		EXISTING

**Justification:**

This request is to increase the commercial (\$226,500) and residential (\$200,600) wastewater revenues for growth.

**2017 Base Budget:**

Commercial - (\$3,158,900)

Residential - (\$11,421,403)

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	0	0	0	0	(427,100)	427,100
2018	0	0	0	0	0	(427,100)	427,100
2019	0	0	0	0	0	(427,100)	427,100

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Biosolids Hauling Contract		EXISTING

**Justification:**

Costs related to the hauling of biosolids has risen over the last few years due to the number of loads hauled. In 2015, loads hauled increased by 71 compared to total loads hauled in 2013, which was when the last budget increase was requested. This budget request will increase the current budget to match operating costs.

2017 Base Budget: \$230,708

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	45,000	0	0	0	0	0	(45,000)
2018	45,000	0	0	0	0	0	(45,000)
2019	45,000	0	0	0	0	0	(45,000)

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ONE-TIME
Title:	Transformer Replacement		NEW

**Justification:**

The incoming power transformer at the Trade Waste Treatment Facility is nearing the end of its life cycle. Delivery of this equipment is approximately 6 months. The existing transformer will remain onsite as a back-up in case of mechanical failure. Funding for this equipment will be paid by the Industries.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	50,000	0	0	0	0	(50,000)	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Data Radio Replacement - Wastewater		NEW

**Justification:**

Specialized data radios are used to communicate the status of 35 sewer lift stations back to a centralized computer. The present radios are now 26 years old and replacements are no longer available. A new data radio has been selected and replacement is planned to be phased in over the next 3 years. Wages are required for configuration and installation.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	25,000	0	0	0	0	0	(25,000)
2018	25,000	0	0	0	0	0	(25,000)
2019	25,000	0	0	0	0	0	(25,000)

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	SCADA Licensing Fee - Wastewater		EXISTING

**Justification:**

This request is to adjust the licensing fee budget for the Supervisory Control And Data Acquisition (SCADA) Water Distribution Control software to reflect actual experience.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	4,000	0	0	0	0	0	(4,000)
2018	4,000	0	0	0	0	0	(4,000)
2019	4,000	0	0	0	0	0	(4,000)



# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Debt Changes - Wastewater		NEW

**Justification:**

To adjust interest, and debt recoveries related to recent rate resets for the Gerstmar spec area.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	(510)	0	0	0	0	510	0
2018	(510)	0	0	0	0	510	0
2019	(510)	0	0	0	0	510	0

Division:	Infrastructure	Priority:	1
Department:	Utility Planning		ON-GOING
Title:	Professional & Consulting Services - Wastewater		NEW

**Justification:**

The Infrastructure Division is required to handle several unanticipated requests each year. As these requests are typically preliminary in nature, they are not appropriate for capital funding and require operational budget. Funding is requested for an ongoing professional and consulting services budget to better reflect actual events. Previous examples of unanticipated projects include: Appaloosa/Sexsmith local area service redesign to accommodate new road and predesign for downtown sewer.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	20,000	0	0	0	0	0	(20,000)
2018	20,000	0	0	0	0	0	(20,000)
2019	20,000	0	0	0	0	0	(20,000)

# 2017 Operating Request Details

Division:	Civic Operations	Priority:	2
Department:	Utility Services		ON-GOING
Title:	Succession Management - Wastewater		EXISTING

**Justification:**

Many of Utility Services staff eligible for retirement within the next five years are in highly technical positions such as facility operators and facility instrumentation/controls. A wealth of knowledge and experience will be lost when these staff leave. Training replacements and transferring knowledge is very difficult given the day to day hands-on tasks required to be done. The hiring process is often longer than the notification of departure and funding is often not available to allow staffing overlap in one position. The result is a new workforce who do not benefit from the years of knowledge and experience of the retiring staff resulting in longer training time, less efficient operations and higher likelihood of errors. A resource pool is proposed for succession management to hire a replacement before the departure of retiring staff or bringing the retiree back to assist with training the replacement. Budget requested is \$60,000 funded from a reduction in wages. 2017 Base Budget: \$373,434

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	0	0	0	0	0	0
2018	0	0	0	0	0	0	0
2019	0	0	0	0	0	0	0

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# 2017 Reduction Requests Provisional Budget Summary - Wastewater Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Wastewater</u>								
Y6 CAP	Airport Gravity Main Bypass DCC	0	0	0	0	0	0	OG
I43	* <i>Biosolids Composting Lease Payments</i>	0	0	0	0	0	0	OG
Department Priority 1 Total		0	0	0	0	0	0	
Total Priority 1 Reduction Requests		0	0	0	0	0	0	

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

\* *italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

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## **Corporate & Protective Services**

## Corporate & Protective Services

The Corporate & Protective Services division provides a wide variety of support services for City departments as well as direct service to the public. With a focus on safeguarding the assets of the City, and building corporate and community capacity through knowledgeable management strategies, the division strives to enable new approaches and innovation through teaching and teamwork. Policies and practices are developed to protect the well-being of staff, contractors and the community in all aspects of the division. Corporate and Protective Services works to integrate solutions that connect the diverse activities of the corporation.

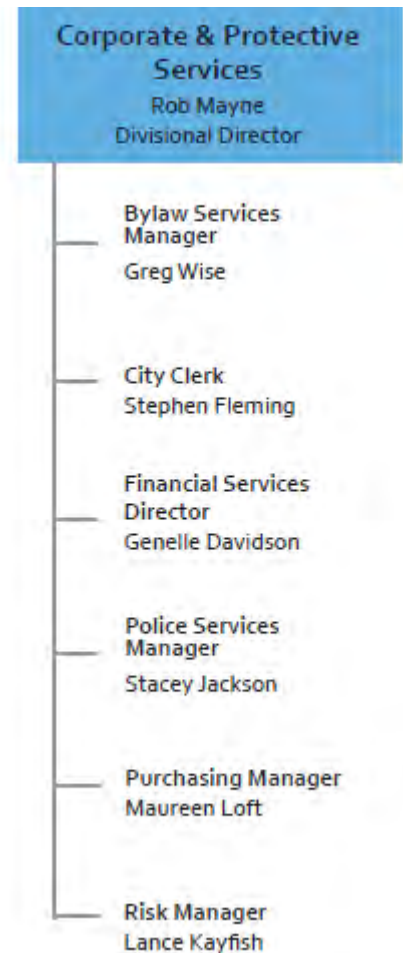
**Bylaw Services** enables citizens of Kelowna to live in an environment where they can expect the quiet, peace, rest, enjoyment, and comfort that comes from a predictable and respectful society. Through their fair but firm compliance driven enforcement practices, Bylaw Service staff work with citizens to enhance the safety of visitors and residents of the City.

**Financial Services**, through pragmatic decision making, build flexible policies that allow for opportunities and emerging circumstances. This team builds long term capital and operating financial plans, recognizing the need to maintain revenues that are sufficient to support the community's expectations of service levels. The Financial Services team takes pride in its transparent approach of making financial plans, and ensuring processes, principles and strategies are all accessible to the public.

**Office of the City Clerk** is responsible for legislative services to Council, their Committees, and to the corporation, providing statutory and procedural information and advice related to all levels of government legislation. Corporate responsibilities include, records and information management, public access to records and privacy, and access to legal services, while ensuring high corporate standards are maintained. The Office of the City Clerk fosters a culture of open government, with municipal information made easily accessible to the public.

**Purchasing Services** provides transparent, fair and effective procurement services and strategies across the organization. The Branch is responsible for the acquisition of materials, goods, equipment and services required by all City departments. Purchasing also manages the City Yards warehouse and inventory that provides materials and supplies to City crews and work groups. Disposal of surplus materials and obsolete items are also managed by this Branch.

**Risk Management** is responsible for the development, implementation, coordination and administration of the City's comprehensive risk management program. The program minimizes the City's loss exposure and manages the claims process. The branch also coordinates employee safety programs and policies, administers claims against the City and procures insurance.



### 2017 Divisional drivers & activities

#### Drivers

- To provide customer focused service
- To safeguard the assets of the City
- To protect the well-being of staff, contractors and citizens

- To build corporate and community capacity
- To ensure value for citizens always
- To enable new approaches and innovation
- To connect the organization's diverse activities

## Activities

### *A well-run City*

- Lead review of Council policies with Council
- Review of Corporate and Administrative policies with Divisions and Departments
- Electronic Records retention, disposition and storage function implementation and auditing for use compliance
- Assist in preparation and delivery of Local Government 102 and 103 new employee training
- Preliminary planning for 2018 Municipal Election
- Detailed category data analysis on corporate spend and MasterCard transactions
- Investigate contract management best practices and make policy and procedure recommendations to senior staff
- Advance the inventory module to include images in the master product file
- Educate managers on the negotiated RFP process and expand use corporately
- Roll out new eProcurement software
- Complete data analytics on Bylaw Services service request frequency to better match resources with peak times for improved effectiveness
- Multi-year project to implement a Utility Billing and Tax software system
- Follow-up to 2016 CRA GST audit
- Update the Transfer & Amendment Policy
- Implementation of 2017 Legislative changes to the Provincial Home Owners Grant (PHOG) application
- Final phase of the HR Payroll Streamlining project to simplify payment and deduction coding and create efficiencies in the HR/Payroll process

### *An active, inclusive city*

- Explore adding meeting video to Council meeting web site

### *A safe city*

- Completion of the Contractor Safety Program implementation
- Update evacuation safety programs for all civic facilities
- NAOSH week celebrations
- Organization of the Day of Mourning
- Continue to build an inventory of safe work procedures consistent with WorkSafe requirements
- Internal Audit for the Certificate of Recognition
- Utilize GPS data to implement geographical deployment of bylaw service requests
- Coordinate the strategic enforcement plans for downtown and around transient camps
- Increase education and awareness campaigns to improve citizen compliance of bylaws
- Bring forward to Council bylaw changes to the Traffic, Panhandling and Business License Bylaw to improve compliance and make enforcement actions more effective
- Review the Adjudication Bylaw and screening procedures to ensure effectiveness

### *A strong economy*

- Review the Business License Bylaw and screening procedures to ensure effectiveness



*A clean, healthy environment*

- Continue agri-enforcement activities in the Benvoulin Rd corridor and Sexsmith Rd area

*Resilient, well-managed infrastructure*

- Build on the enterprise risk management tools and procedures
- Implementation of changes to BC Assessment Authority (BCAA) Data Advices to enable format recognition by City of Kelowna Tax system

**Performance measures****Office of the City Clerk**

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
FOI Requests received	39	45	50
Bylaws drafted	130	150	150
Council Meetings & Public Hearings (days)	64	64	64
# of paper files archived	n/a	15,685	16,500
# of paper files disposed of	n/a	4,454	5,000
# of Agreements Executed by Mayor and City Clerk	525	550	580

**Financial Services**

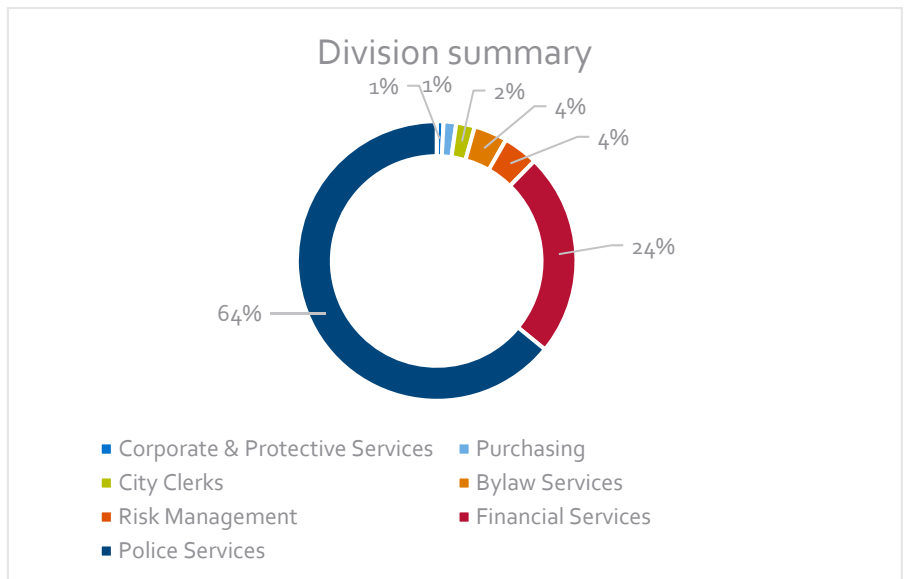
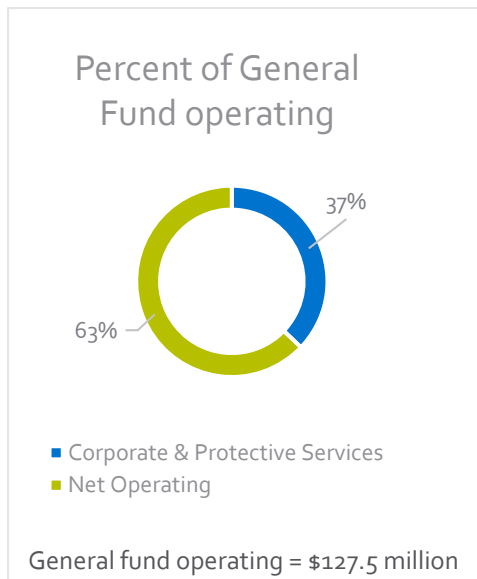
	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
# of budget transfers processed	173	164	156
# of budget amendments processed	105	99	94
# of vouchers processed in Accounts Payable	27,000	25,500	26,000
# of payments made through Payroll	25,200	24,200	24,200
# of tax payers enrolled in prepayment plan (PAWS)	9,400	9,400	9,500
Amount of money collected monthly on PAWS	2.70 M	2.80 M	2.90 M
# of property tax notices mailed	52,200	53,000	54,000
% of tax payers who pay prior to the 1st penalty	95%	95%	95%
# of property owners deferring taxes	780	900	1,000
Dollar value of property taxes deferred	3.10 M	3.80 M	4.50 M
# of customers serviced by City owned water/sewer utilities	16,700	17,000	17,500
# of households serviced by City curbside collections	33,800	34,300	34,800
<b>Program outcomes</b>			
Consecutive years receiving:			
the GFOA Budget Award	14	15	16

the GFOA Financial Reporting Award	13	14	15
<b>Innovation &amp; learning</b>			
# of individual training requests funded by the Division		60	

**Risk & Safety**

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
Total Claims/Incidents managed	142	165	140
<b>Efficiency Measures</b>			
Cost of Risk per Capita	\$11.74	\$11.74	\$12.25
# of work days lost to work related injuries	498	760	400

**Corporate & Protective Services budget overview**



**Taxation expenditure**

Division overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	41,870,048	47,331,803	5,461,755	13.0%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>41,870,048</b>	<b>47,331,803</b>	<b>5,461,755</b>	<b>13.0%</b>
Authorized positions	157.8	161.4	3.6	2.3%

## Net operating expenditure

Departments		Actual 2015	Revised 2016	Provisional 2017
<b>Corporate &amp; Protective Services</b>				
115	Corporate & Protective Services	276,190	289,318	367,898
<b>Net operating expenditures</b>		<b>276,190</b>	<b>289,318</b>	<b>367,898</b>
<b>Financial Services</b>				
124	Financial Services	300,004	551,367	549,527
125	Financial Accounting	564,342	703,698	764,098
126	Financial Planning	618,889	630,444	630,843
127	Special Projects	192,606	294,174	294,499
128	Systems & Reporting	554,123	417,444	417,444
130	Revenue	329,756	361,146	351,396
205	Debt & Other	3,598,387	4,740,411	8,159,086
<b>Net operating expenditures</b>		<b>6,158,107</b>	<b>7,698,684</b>	<b>11,166,893</b>
<b>City Clerks</b>				
119	Legislative Services	560,794	610,362	613,862
120	City Clerk	353,949	335,820	335,820
228	Records & Information	72,109	71,409	71,409
<b>Net operating expenditures</b>		<b>986,852</b>	<b>1,017,591</b>	<b>1,021,091</b>
<b>Purchasing</b>				
129	Purchasing	617,125	662,619	699,211
<b>Net operating expenditures</b>		<b>617,125</b>	<b>662,619</b>	<b>699,211</b>
<b>Risk Management</b>				
132	Risk Management	1,811,246	1,815,585	1,915,655
<b>Net operating expenditures</b>		<b>1,811,246</b>	<b>1,815,585</b>	<b>1,915,655</b>
<b>Bylaw Services</b>				
150	Bylaw Services	1,585,002	1,646,061	1,822,301
<b>Net operating expenditures</b>		<b>1,585,002</b>	<b>1,646,061</b>	<b>1,822,301</b>
<b>Police Services</b>				
111	Police Services	21,177,917	23,006,784	24,442,783
112	Police Client Services	1,917,897	2,029,110	2,187,190
113	Police Records	1,841,354	1,996,018	1,996,018
114	Police Administration	1,414,289	1,221,324	1,222,774
251	Crime Prevention	473,775	486,954	489,989
<b>Net operating expenditures</b>		<b>26,825,232</b>	<b>28,740,190</b>	<b>30,338,754</b>
<b>Total Division net operating expenditures</b>		<b>38,259,754</b>	<b>41,870,048</b>	<b>47,331,803</b>

## Corporate & Protective Services - General Fund Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	( 179,270)	( 45,818)	( 8,008)
Parcel Tax	( 41,628)	( 34,867)	( 34,867)
Fees and Charges	( 7,438,267)	( 7,834,690)	( 1,732,776)
Other Revenue	( 15,741,492)	( 15,123,671)	( 15,111,423)
Transfers from Funds			
Special (Stat Reserve) Funds	( 1,052,892)	( 2,095,094)	( 1,295,094)
Development Cost Charges	( 1,972,301)	( 1,401,826)	( 1,401,826)
Accumulated Surplus	( 1,653,167)	( 1,514,212)	( 414,280)
<b>Total Revenue</b>	<b>( 28,079,017)</b>	<b>( 28,050,178)</b>	<b>( 19,998,274)</b>
<b>Expenditures</b>			
Salaries and Wages	11,327,115	11,406,014	11,652,954
Internal Equipment	103,699	89,415	90,585
Material and Other	8,102,637	8,893,979	3,032,543
Contract Services	26,705,299	30,234,097	31,405,386
Debt Interest	2,762,586	4,779,241	4,749,951
Debt Principal	2,531,991	4,983,232	4,638,562
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	8,020,934	6,282,330	6,732,330
Development Cost Charges	0	0	0
Accumulated Surplus	6,784,508	3,251,918	5,027,766
<b>Total Expenditures</b>	<b>66,338,769</b>	<b>69,920,226</b>	<b>67,330,077</b>
<b>Net Operating Expenditures</b>	<b>38,259,752</b>	<b>41,870,048</b>	<b>47,331,803</b>
<b>Capital Expenditures</b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>38,259,752</b>	<b>41,870,048</b>	<b>47,331,803</b>

Authorized FTE Positions	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Salaried	127.5	125.3	133.3	137.2
Hourly	26.6	31.4	24.5	24.2

## Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		41,870,048	157.8
<b>2017 net impacts</b>			
One-time operating requests	(85,000)		(1.3)
One-time expenditure reductions			
Incremental costs - prior year(s)	1,708,160		1.2
Salary adjustments	(70,932)		
Other adjustments	114,470		
Departmental adjustments	(1,443)	1,665,255	
		<u>43,535,303</u>	<u>157.7</u>
<b>2017 program additions</b>			
2017 operating requests	3,826,500		3.7
2017 expenditure reductions	(30,000)	3,796,500	
<b>2017 provisional</b>		<u>47,331,803</u>	<u>161.4</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests	466,010		1.8
2017 expenditure reductions		466,010	
<b>Total unfunded requests for 2017</b>		<u>466,010</u>	<u>1.8</u>

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# 2017 Operating Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Corporate &amp; Protective Services Division</u>									
J11	Bylaw Services Enforcement Positions	162,490	0	0	0	0	0	(162,490)	OG
J11	Business License Manager Position	78,490	0	0	0	0	0	(78,490)	OG
J12	Financial Analyst Position	59,300	0	0	0	0	0	(59,300)	OG
J12	CP - Contract Management and Governance Implementation	50,000	0	0	0	0	0	(50,000)	OT
J13	Needle/Sharps Sterilization & Disposal	12,600	0	0	0	0	0	(12,600)	OG
J13	*Procurement Management Supervisor Position	45,240	0	0	0	(18,750)	0	(26,490)	OG
J14	*Safety Coordinator - 3 Year Term Position	14,280	(14,280)	0	0	0	0	0	OG
J14	*#Utility Billing and Property Tax System Positions	0	0	0	0	0	0	0	OG
J15	Insurance and Deductible Budgets	38,000	50,000	0	0	0	0	(88,000)	OG
J15	Elections	30,000	0	0	0	0	0	(30,000)	OG
J16	Procurement Card Rebate	0	0	0	0	(16,000)	0	16,000	OG
Division Priority 1 Total		490,400	35,720	0	0	(34,750)	0	(491,370)	
Total Priority 1 Operating		490,400	35,720	0	0	(34,750)	0	(491,370)	

*\*italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

# - Where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets due to a reallocation of expenses or revenues to support the request for 2017.

# 2017 Operating Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Corporate &amp; Protective Services Division</u>									
T7	CAP Document Management - Disposition and Retention Solution	26,520	0	0	0	0	0	(26,520)	OG
J16	Bylaw Enforcement Officer Seasonal Support Positions	108,320	0	0	0	0	0	(108,320)	OG
	Division Priority 2 Total	134,840	0	0	0	0	0	(134,840)	
	Total Priority 2 Operating	134,840	0	0	0	0	0	(134,840)	



# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Bylaw Services ON-GOING  
 Title: Bylaw Services Enforcement Positions EXISTING

**Justification:**

Since 2012, Calls for Service have increased by 81% and are continuing to rise. In order to maintain service standards, additional supervisory and officer resources are required. The scope of this staffing request is to add two positions in 2017 and alert council of an expected additional two positions that will be requested in 2018 (to be submitted as part of the 2018 Budget). Increasing workloads and the need to meet public expectations of firm but fair responsiveness to Bylaw infractions and complaints demonstrate a need for four positions. The reason for not requesting all four positions in 2017 is to smooth the budget impact over a two-year period and assess the impact of efficiencies gained with the first two positions.

2017 Request: 1-Bylaw Services Supervisor (Exempt); 1-Licence & Bylaw Enforcement Officer;

2018 Expected Request: 1-Senior Licence & Bylaw Enforcement Officer; 1-Licence & Bylaw Enforcement Officer.

Corporate Framework: A safe city - Effective & targeted policing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	162,490	0	0	0	0	0	0	(162,490)
2018	211,550	0	0	0	0	0	0	(211,550)
2019	211,550	0	0	0	0	0	0	(211,550)

Division: Corporate & Protective Services Priority: 1  
 Department: Corporate & Protective Services ON-GOING  
 Title: Business License Manager Position NEW

**Justification:**

This request is to hire a full time Manager position who will take over the day to day business license activities and manage the two staff directly responsible for administering the Business License function. This position will also immediately initiate the work on rewriting the 20 year old business license bylaw, examining processes and streamlining coordination between the various department and agencies involved in the regulation. This position would also work with Information Services on making recommendations on a new system to administer the business license program. A further budget request for 2018 will be required for the software acquisition and implementation.

Corporate Framework: A strong economy - Business development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	78,490	0	0	0	0	0	0	(78,490)
2018	103,390	0	0	0	0	0	0	(103,390)
2019	103,390	0	0	0	0	0	0	(103,390)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Corporate & Protective Services	Priority:	1
Department:	Financial Services		ON-GOING
Title:	Financial Analyst Position		NEW

**Justification:**

The request is for a full time Financial Analyst position starting June of 2017. This position is required to maintain and address ongoing GST/Excise tax related procedures and processes. Under the direction of the Financial Services Department, this position will ensure ongoing compliance, resolution and management of excise tax issues as they arise throughout the organization.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	59,300	0	0	0	0	0	0	(59,300)
2018	100,380	0	0	0	0	0	0	(100,380)
2019	100,380	0	0	0	0	0	0	(100,380)

Division:	Corporate & Protective Services	Priority:	1
Department:	Purchasing		ONE-TIME
Title:	CP - Contract Management and Governance Implementation		NEW

**Justification:**

One of the recommendations from the 2013 KPMG Data Analysis, as initiated by the Corporate Plan (CP), was to extend the use of master agreements. This includes developing a repository of all city contracts across the organization (database development), supporting contract managers to understand terms of the contract, and the development of clear, concise contracts with terms that provide risk control to fit the contract. Enhancing the skill set of contract administration would benefit the City and contractors by increasing the value for money on contracts, increasing compliance by both parties, increasing confidence of suppliers and creating a business environment where suppliers strive to do business with the City.

Further implementation of the performance evaluation process of suppliers through this project would add to the benefits as it would provide feedback to the supplier and to the organization as a preferred supplier base is developed.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	50,000	0	0	0	0	0	0	(50,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Risk Management ON-GOING  
 Title: Needle/Sharps Sterilization & Disposal NEW

**Justification:**

The City of Kelowna keeps parks, streets and public places safe and clean. This request is to use a contracted service that will sterilize intravenous needles for disposal as required by the City Solid Waste Management Bylaw. This includes removing used needles and sharps from biohazard receptacles and those littered onto public property.

Corporate Framework: A safe city - Public safety programs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	12,600	0	0	0	0	0	0	(12,600)
2018	12,600	0	0	0	0	0	0	(12,600)
2019	12,600	0	0	0	0	0	0	(12,600)

Division: Corporate & Protective Services Priority: 1  
 Department: Purchasing ON-GOING  
 Title: Procurement Management Supervisor Position NEW

**Justification:**

Currently, the Purchasing Branch has four buyers that spend almost 70% of their time doing procurement files valued over \$75k. This time commitment has continued to climb over the recent past due to file complexity and more innovative ways to partner with suppliers to gain more value for money. These innovations support the fact that getting better value for money at the time of purchase is the most effective and direct way to affect the bottom line. These measures need to be developed using staff that are trained in this area and coordinated across the organization. Given our current resource time and skills, we are unable to achieve this except on an ad hoc basis. This position will coordinate some of the corporate strategic programs, give a higher level of customer service, enhance the City's reputation, and provide critical efficiencies within the Purchasing Branch.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	63,990	(18,750)	0	0	0	(18,750)	0	(26,490)
2018	117,280	(25,000)	0	0	0	(25,000)	0	(67,280)
2019	117,280	(25,000)	0	0	0	(25,000)	0	(67,280)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Risk Management ON-GOING  
 Title: Safety Coordinator - 3 Year Term Position NEW

**Justification:**

This request is to add a three year term Safety Coordinator position reporting to the Occupational Health & Safety Branch. The position will support utility operations in achieving regulatory compliance with safety regulations, inspecting worksites to support performance and orienting contractors within the City's Safety 8 management system. It will be funded 25% Water Utility, 25% Wastewater Utility and 25% Landfill ongoing; and 25% Certificate of Recognition Reserve for the first two years.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	28,560	(28,560)	0	0	0	0	0	0
2018	37,220	(37,220)	0	0	0	0	0	0
2019	37,220	(18,610)	0	0	0	0	0	(18,610)

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: Utility Billing and Property Tax System Positions NEW

**Justification:**

Utility billing and property tax software will be installed in 2017 with implementation in 2018. This request is to provide budget for additional resources that will be required after implementation.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	(414,200)	0	0	0	0	0	513,500	(99,300)
2019	(417,200)	0	0	0	0	0	517,500	(100,300)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Risk Management ON-GOING  
 Title: Insurance and Deductible Budgets EXISTING

**Justification:**

The insurance reserve has helped to fund deductible spending over the last few years. In 2015, City Council approved Principles & Strategies for Financial Strength & Stability that stipulates that reserve funding will not be used to fund ongoing expenditures. Excess deductible budget will continue to be contributed to the insurance reserve annually and the reserve will be used to fund situations when extra budget is required on a one-time basis.

This request includes the removal of the insurance reserve funding and a request for a \$38,000 increase as insurance costs are anticipated to increase by 5% in 2017.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	38,000	50,000	0	0	0	0	0	(88,000)
2018	38,000	50,000	0	0	0	0	0	(88,000)
2019	38,000	50,000	0	0	0	0	0	(88,000)

Division: Corporate & Protective Services Priority: 1  
 Department: City Clerk ON-GOING  
 Title: Elections EXISTING

**Justification:**

An increase in annual funding is requested to support the financial obligations of General Local Government Elections held every four years, as well as by-elections or referenda. This increase will ensure additional voting opportunities, as outlined in the 2014 Election Results Report to Council, are provided in 2018 and ongoing.

Corporate Framework: A well-run City - Passionate public service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	30,000	0	0	0	0	0	0	(30,000)
2018	30,000	0	0	0	0	0	0	(30,000)
2019	30,000	0	0	0	0	0	0	(30,000)

# 2017 Operating Request Details

Division: Corporate & Protective Services Priority: 1  
 Department: Purchasing ON-GOING  
 Title: Procurement Card Rebate EXISTING

**Justification:**

This request is to increase the procurement card rebate budget to better reflect actual experience.

2017 Base Budget: (\$16,000)

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(16,000)	0	16,000
2018	0	0	0	0	0	(16,000)	0	16,000
2019	0	0	0	0	0	(16,000)	0	16,000

Division: Corporate & Protective Services Priority: 2  
 Department: Bylaw Services ON-GOING  
 Title: Bylaw Enforcement Officer Seasonal Support Positions EXISTING

**Justification:**

This request is to add funding for two six-month term Bylaw Enforcement officers to address additional workload during Spring and Summer months. This time results in peak calls for service for bylaw enforcement activities and is also the time of year when proactive patrolling of Parks, Downtown and Town Centers is most important to maintain compliance with City Bylaws. For the past two years, use of ongoing and one-time funding has allowed the City to increase foot patrols to enforce the Parks and Traffic Bylaws. This includes the removal of campers from parks and other public spaces, and working jointly with the RCMP to implement bike patrols for efficient use of crime prevention resources that target both criminal activity and bylaw compliance. Experience over the past two years has demonstrated that using term positions during peak periods allows Bylaw Services to better achieve service levels and community crime prevention goals. It is recommended that this peak-season resourcing be assigned ongoing funding.

Corporate Framework: A safe city - Effective & targeted policing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	108,320	0	0	0	0	0	0	(108,320)
2018	107,520	0	0	0	0	0	0	(107,520)
2019	107,520	0	0	0	0	0	0	(107,520)

# 2017 Reduction Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Corporate &amp; Protective Services</u>									
J19	Legislative Services - Material Administrative Reductions	(30,000)	0	0	0	0	0	30,000	OG
	Department Priority 1 Total	(30,000)	0	0	0	0	0	30,000	
	Total Priority 1 Reduction Requests	(30,000)	0	0	0	0	0	30,000	

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# 2017 Reduction Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services

Priority: 1

Department: City Clerk

ON-GOING

Title: Legislative Services - Material Administrative Reductions

Justification:

This reduction represents the trend away from paper and material costs towards system and electronic process support in the key functional areas the Office of the City Clerk supports - Records & Information (EDMS), Council (eSCRIBE), and Legal (electronic filing of Council/legal instruments). The associated business case for an additional 1.0FTE as an ongoing operating request directly reflects this trend as we build capacity to support our internal system users.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(30,000)	0	0	0	0	0	0	30,000
2018	(30,000)	0	0	0	0	0	0	30,000
2019	(30,000)	0	0	0	0	0	0	30,000

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# 2017 Reduction Request Details

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Division: Corporate & Protective Services Priority: **3**  
Department: City Clerk ON-GOING  
Title: Legislative Services - Material Administrative Reductions

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**Justification:**

This reduction represents the trend away from paper and material costs towards system and electronic process support in the key functional areas the Office of the City Clerk supports - Records & Information (EDMS), Council (eSCRIBE), and Legal (electronic filing of Council/legal instruments). The associated business case for an additional 1.0FTE as an ongoing operating request directly reflects this trend as we build capacity to support our internal system users.

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Corporate Framework: A well-run City - Strong financial management

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(23,000)	0	0	0	0	0	0	23,000
2018	(23,000)	0	0	0	0	0	0	23,000
2019	(23,000)	0	0	0	0	0	0	23,000

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# Late Item Change

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# Police Services

## Police Services

City of Kelowna policing services is provided by the RCMP through contract. The RCMP Detachment was established in 1950 when the RCMP absorbed the BC Provincial Police. The RCMP Detachment is an integrated unit consisting of City members, West Kelowna members, Lake Country members, Peachland members and provincially funded members, totaling over 220 officers. Police Services (City) operate 24/7, with 195 officers and 79 municipal support staff. The City Detachment includes General Duty members, who are uniformed first responders, a Plainclothes Section which handles more serious crimes, a Traffic Section and a Crime Prevention Section. Police Services Management manages all administrative facets of Police Services.

**Police Services Administration** provides operational support to the RCMP and the general public through the Detachment switchboard and the Front Counter. Administration also provides 24/7 operational support to the four RCMP General Duty watches. The Administration Supervisor is responsible for the day to day operation and maintenance of the Detachment and other Police Services buildings in the City.

**Client Services** provides operational support to the RCMP General Duty members, the Plainclothes Section and the Traffic Section through the Stenography Unit, the Operational Intelligence Clerks and the Secretarial pool. Client Services Supervisor is responsible for the cell block operation contract for the Detachment.

**Crime Prevention** provides a direct source of police expertise to community partners, residents, and internal City departments to develop, implement and coordinate crime reduction and prevention strategies within the City of Kelowna. Crime Prevention provides management oversight to more than 100 RCMP Volunteers who carry out a variety of crime prevention activities on behalf of the RCMP. Crime Prevention staff are appointed Special Provincial Constables for the purposes of document service and are also certified practitioners in Crime Prevention Through Environmental Design.

**The Records Unit** provides operational support to all the RCMP members in the integrated detachment through the Police Records Information Management Environment (PRIME) system. The support includes file review, disclosure, quality assurance, court liaison, exhibit control and overall records management.



## 2017 Divisional drivers & activities

### Drivers

- Customer focused service
- To safeguard the assets of the City
- To protect the well-being of staff, contractors and citizens
- To build corporate and community capacity
- Enable new approaches and innovation
- To connect the organization’s diverse activities

### Activities

*A well-run City*

- Continue to develop the divisional performance measures for Police Services
- Complete a review of Police Services Bylaw fees

*An active, inclusive city*

- Continue to promote *Don't be an easy target* campaign
- Continue to promote the Block Watch program and Project 529 which is an on-line bike registry to combat bike theft
- Join the lunch hour *Speaker Series* to engage City staff in reporting on suspicious and criminal activity during their regular duties
- Strengthen the collaboration between Crime Prevention and the Strong Neighbourhood Program to provide value-added opportunities for service

*A safe city*

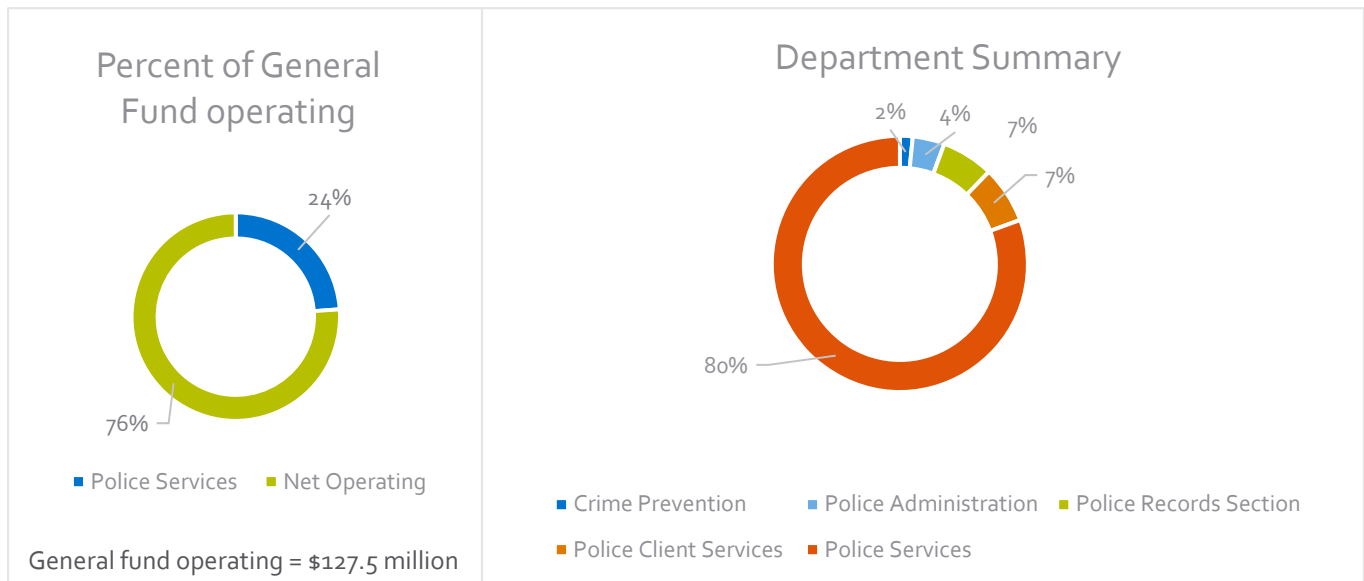
- Continue to conduct General Duty staffing analysis and deployment with Peter Bellmio (Police Resource Consultant)
- Continue with bi-weekly CompStat (intelligence-led, issue-focused) crime reduction meetings
- Continue with property crime enforcement and drug enforcement in the downtown to reduce crime

**Performance measures**

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
Take a proactive approach to crime	n/a	n/a	n/a
Collaborate with other agencies	n/a	n/a	n/a
Leverage crime data to best deploy resources	n/a	n/a	n/a
Employ proactive communications approach	n/a	n/a	n/a
<b>Program outcomes</b>			
To deter or prevent crime before it occurs (CC per 1,000 population)	97.97	102	102
To build relationships to address shared objectives (number of agencies Police Services is working with)	15	15	15
To maximize the effectiveness of resources (patrol availability factor – percentage per shift for proactive policing)	5%	25%	25%
To effectively message to Council and Stakeholders the realities of crime (yearly reporting)	4	4	4
<b>Efficiency measures</b>			
Response time to priority one calls (minutes)	11.77	7.00	7.00

<b>Customer satisfaction</b>				
	Overall community safety (citizen survey)	94%	94%	94%
<b>Innovation &amp; learning</b>				
	# of courses and/or training	300	301	301
	# of members/employees attending	792	773	773

**Police Services budget overview**



**Taxation expenditure**

Department overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	28,740,190	30,338,754	1,598,564	5.6%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>28,740,190</b>	<b>30,338,754</b>	<b>1,598,564</b>	<b>5.6%</b>
Authorized positions	74.6	74.9	0.3	0.4%



## Net operating expenditure

Departments		Actual 2015	Revised 2016	Provisional 2017
<b>Police Services</b>				
111	Police Services	21,177,917	23,006,784	24,442,783
112	Police Client Services	1,917,897	2,029,110	2,187,190
113	Police Records Section	1,841,354	1,996,018	1,996,018
114	Police Administration	1,414,289	1,221,324	1,222,774
251	Crime Prevention	473,775	486,954	489,989
<b>Net operating expenditures</b>		<b>26,825,232</b>	<b>28,740,190</b>	<b>30,338,754</b>
<b>Total Department net operating expenditures</b>		<b>26,825,232</b>	<b>28,740,190</b>	<b>30,338,754</b>

# Corporate & Protective Services

## Police Services - General Fund

### Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 583,289)	( 375,432)	( 392,932)
Other Revenue	( 4,868,960)	( 4,881,342)	( 4,924,818)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	( 240,480)	0
<b>Total Revenue</b>	<b>( 5,452,249)</b>	<b>( 5,497,254)</b>	<b>( 5,317,750)</b>
<b>Expenditures</b>			
Salaries and Wages	5,054,685	5,202,275	5,222,655
Internal Equipment	27,999	27,298	28,468
Material and Other	251,836	319,957	369,187
Contract Services	25,507,961	28,687,914	30,036,194
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	1,435,000	0	0
<b>Total Expenditures</b>	<b>32,277,481</b>	<b>34,237,444</b>	<b>35,656,504</b>
<b>Net Operating Expenditures</b>	<b>26,825,232</b>	<b>28,740,190</b>	<b>30,338,754</b>
<b>Capital Expenditures</b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>26,825,232</b>	<b>28,740,190</b>	<b>30,338,754</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	66.5	65.3	67.7	68.0
Hourly	8.9	11.9	6.9	6.9

## Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		28,740,190	74.6
<b>2017 net impacts</b>			
One-time operating requests			
One-time expenditure reductions			
Incremental costs - prior year(s)	812,290		0.3
Salary adjustments			
Other adjustments	264		
Departmental adjustments	1,750	814,304	
		<u>29,554,494</u>	<u>74.9</u>
<b>2017 program additions</b>			
2017 operating requests	784,260		
2017 expenditure reductions		784,260	
<b>2017 provisional</b>		<u>30,338,754</u>	<u>74.9</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests	331,170		0.8
2017 expenditure reductions		331,170	
<b>Total unfunded requests for 2017</b>		<u>331,170</u>	<u>0.8</u>

# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Corporate &amp; Protective Services Division</u>									
<i>Police Services</i>									
J29	RCMP - 2 Regular Member Positions	163,180	0	0	0	0	0	(163,180)	OG
J29	LiveScan Civilian Fingerprint Fees	12,000	0	0	0	(12,000)	0	0	OG
J30	RCMP Contract Services	621,080	0	0	0	0	0	(621,080)	OG
Division Priority 1 Total		796,260	0	0	0	(12,000)	0	(784,260)	
Total Priority 1 Operating		796,260	0	0	0	(12,000)	0	(784,260)	

# 2017 Operating Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Corporate &amp; Protective Services Division</u>									
<i>Police Services</i>									
J30	Crime Analyst Technician Position	57,990	0	0	0	0	0	(57,990)	OG
J31	Business Intelligent Consultant	110,000	0	0	0	0	0	(110,000)	OT
J31	RCMP - 2 Regular Member Positions	163,180	0	0	0	0	0	(163,180)	OG
Division Priority 2 Total		331,170	0	0	0	0	0	(331,170)	
Total Priority 2 Operating		331,170	0	0	0	0	0	(331,170)	

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Police Services ON-GOING  
 Title: RCMP - 2 Regular Member Positions NEW

**Justification:**

In comparison with ten other policing agencies, the average ratio is one police officer for every 681 residents. Statistics provided by the Policy and Planning department show an expected increase of 4,000 in the City of Kelowna's population by the end of 2016. The population is expected to increase by an additional 1,912 in 2017. To maintain the ratio, four Regular Members are required, however at this time only two Regular Members are being requested.

2016-17 cost per FTE is \$163,183

Corporate Framework: A safe city - Effective & targeted policing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	163,180	0	0	0	0	0	0	(163,180)
2018	326,370	0	0	0	0	0	0	(326,370)
2019	326,370	0	0	0	0	0	0	(326,370)

Division: Corporate & Protective Services Priority: 1  
 Department: Police Services ON-GOING  
 Title: LiveScan Civilian Fingerprint Fees NEW

**Justification:**

Police Services is adopting the Municipal Detachments and third parties procedure for the revenue management of receipt, deposit, recording and reconciling of LiveScan Civilian Fingerprinting Fees. The total fingerprint fee is \$55 (City of Kelowna fee - \$30 and the RCMP fee -\$25) and will be collected by the City of Kelowna. The City of Kelowna will receive a monthly invoice from Canadian Criminal Real Time Identification Services (CCRTIS) for the RCMP fee. There is currently a revenue budget for the City of Kelowna fingerprint fee. This operating request is for the RCMP fee revenue and expense.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	12,000	0	0	0	0	(12,000)	0	0
2018	12,000	0	0	0	0	(12,000)	0	0
2019	12,000	0	0	0	0	(12,000)	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Corporate & Protective Services	Priority:	1
Department:	Police Services		ON-GOING
Title:	RCMP Contract Services		EXISTING

**Justification:**

This request reflects the cost increases for 2017 RCMP services.

2017 Base Budget: \$28.1 million

Corporate Framework: A safe city - Effective & targeted policing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	621,080	0	0	0	0	0	0	(621,080)
2018	621,080	0	0	0	0	0	0	(621,080)
2019	621,080	0	0	0	0	0	0	(621,080)

Division:	Corporate & Protective Services	Priority:	2
Department:	Police Services		ON-GOING
Title:	Crime Analyst Technician Position		NEW

**Justification:**

This request is for one Crime Analyst Technician who will work in conjunction with the Crime Analysts and assist the Human Source Coordinator to implement the crime reduction strategy. In addition, this position will be responsible for providing a summary of crime trends to the Crime Analysts to allow them to create crime maps as well as creating and maintaining profiles of prolific offenders.

Since the departure of the contracted Crime Analyst Technician, there has been an excessive strain on the three Crime Analysts to compensate for the vacancy. Without the addition of this position, the crime reduction strategy would be negatively impacted. This impact will result in a reduced ability to assist RCMP Members in their investigations.

Corporate Framework: A safe city - Effective & targeted policing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	57,990	0	0	0	0	0	0	(57,990)
2018	77,230	0	0	0	0	0	0	(77,230)
2019	77,230	0	0	0	0	0	0	(77,230)

# 2017 Operating Request Details

Division: Corporate & Protective Services Priority: 2  
 Department: Police Services ONE-TIME  
 Title: Business Intelligent Consultant NEW

**Justification:**

Goal #3 of the new Crime Reduction Strategy is to maximize the effectiveness of resourcing using an intelligence-led model. In order to do that, data on both criminal activity and police resources need to be analyzed to best match crime patterns with police resourcing. Having the right police resources at the right time in the right place can and will reduce crime overall. It can also reduce response times to priority 1 calls. This contract position will be piloted and evaluated prior to committing to a permanent position.

Corporate Framework: A safe city - Effective & targeted policing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	110,000	0	0	0	0	0	0	(110,000)

Division: Corporate & Protective Services Priority: 2  
 Department: Police Services ON-GOING  
 Title: RCMP - 2 Regular Member Positions NEW

**Justification:**

In an effort to ensure that resources are being utilized in the most efficient manner possible, the services of a consultant have been engaged to analyze current general duty patrol availability factor. Embracing a resource methodology and shift scheduling analysis exercise determines the most effective way to deploy our resources. To increase the patrol availability factor a number of additional Regular Members are required, however at this time only two Regular Members are being requested.

Corporate Framework: A safe city - Effective & targeted policing

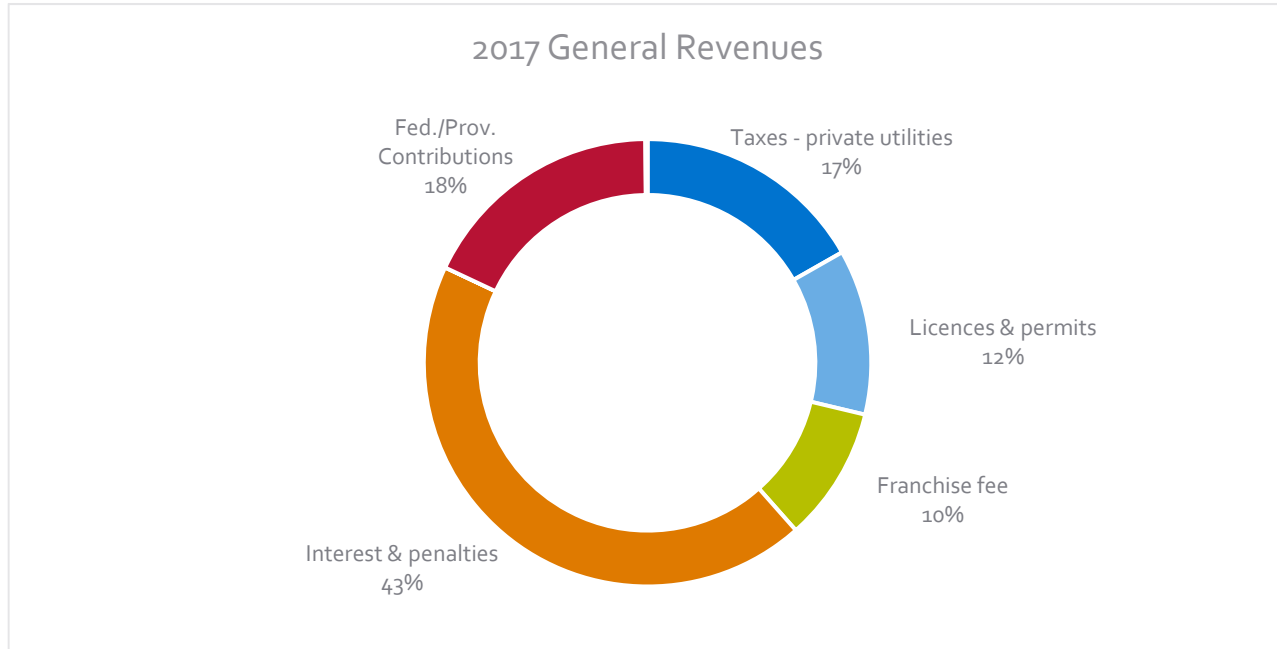
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	163,180	0	0	0	0	0	0	(163,180)
2018	326,370	0	0	0	0	0	0	(326,370)
2019	326,370	0	0	0	0	0	0	(326,370)



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# General Revenue

General Revenue budget overview



General revenue

Department overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	(132,091,070)	(139,802,930)	(7,711,860)	5.8%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>(132,091,070)</b>	<b>(139,802,930)</b>	<b>(7,711,860)</b>	<b>5.8%</b>
Authorized positions	0.0	0.0	0.0	0.0%

Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue &amp; Fees</b>			
206 Revenue & Fees	(125,963,269)	(132,091,070)	(139,802,930)
<b>Net operating expenditures</b>	<b>(125,963,269)</b>	<b>(132,091,070)</b>	<b>(139,802,930)</b>
<b>Total Department net operating expenditures</b>	<b>(125,963,269)</b>	<b>(132,091,070)</b>	<b>(139,802,930)</b>

**Corporate & Protective Services  
General Revenues - General Fund  
Revenues/Expenditures by Category**

	Actual 2015	Revised 2016	Provisional 2017
<b><u>Revenue</u></b>			
Property Tax	(115,685,544)	(122,131,808)	(129,811,357)
Parcel Tax	0	0	0
Fees and Charges	( 3,013,196)	( 2,833,040)	( 2,950,650)
Other Revenue	( 9,402,955)	( 5,889,852)	( 5,801,553)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 1,650,470)	( 1,650,000)	( 1,650,000)
<b>Total Revenue</b>	<b>(129,752,165)</b>	<b>(132,504,700)</b>	<b>(140,213,560)</b>
<b><u>Expenditures</u></b>			
Salaries and Wages	0	0	0
Internal Equipment	0	0	0
Material and Other	2,484,132	0	0
Contract Services	0	0	0
Debt Interest	15,917	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	1,288,847	413,630	410,630
<b>Total Expenditures</b>	<b>3,788,896</b>	<b>413,630</b>	<b>410,630</b>
<b>Net Operating Expenditures</b>	<b>(125,963,269)</b>	<b>(132,091,070)</b>	<b>(139,802,930)</b>
<b><u>Capital Expenditures</u></b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>(125,963,269)</b>	<b>(132,091,070)</b>	<b>(139,802,930)</b>

Authorized FTE Positions	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Salaried	0	0	0	0
Hourly	0	0	0	0

Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		(132,091,070)	0.0
<b>2017 net impacts</b>			
One-time operating requests	10,000		
One-time expenditure reductions			
Incremental costs - prior year(s)			
Salary adjustments			
Other adjustments	(7,677,340)		
Departmental adjustments		(7,667,340)	
		<u>(139,758,410)</u>	<u>0.0</u>
<b>2017 program additions</b>			
2017 operating requests	(44,520)		
2017 expenditure reductions		(44,520)	
<b>2017 provisional</b>		<u>(139,802,930)</u>	<u>0.0</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>

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# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Corporate &amp; Protective Services Division</u>									
<i>Revenue &amp; Fees</i>									
J39	Business Licence Revenue	0	0	0	0	(60,000)	0	60,000	OG
J39	1% in Lieu of Taxes	0	0	0	0	18,930	0	(18,930)	OG
J40	FortisBC Gas Franchise Fee Revenue	0	0	0	0	(57,610)	0	57,610	OG
J40	Grants in Lieu of Taxes	0	0	0	0	(34,980)	0	34,980	OG
J41	Penalties and Interest	0	0	0	0	89,140	0	(89,140)	OG
	Division Priority 1 Total	0	0	0	0	(44,520)	0	44,520	
	Total Priority 1 Operating	0	0	0	0	(44,520)	0	44,520	

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# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: Business Licence Revenue EXISTING

**Justification:**

This request is to increase the business licence revenue budget to better reflect the revenues being received.

2017 Base Budget: (\$1,385,700)

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(60,000)	0	60,000
2018	0	0	0	0	0	(60,000)	0	60,000
2019	0	0	0	0	0	(60,000)	0	60,000

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: 1% in Lieu of Taxes EXISTING

**Justification:**

This request is to adjust General Revenues received from Utility companies in lieu of property taxes based on 1% of 2015 Utility companies gross revenues within the City of Kelowna boundaries.

**2017 Base Budgets:**

Telus (S6101): \$203,324

Fortis BC-Gas (S6102): \$448,372

Shaw (S6103): \$184,777

Fortis BC-Electricity: \$1,259,472

BC Hydro (S6105): \$7,014

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	18,930	0	(18,930)
2018	0	0	0	0	0	18,930	0	(18,930)
2019	0	0	0	0	0	18,930	0	(18,930)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: FortisBC Gas Franchise Fee Revenue EXISTING

**Justification:**

This request is to adjust the franchise fee revenue due from FortisBC up to \$1,209,750. The fee is based on 3% of the projected gross revenues from natural gas sales within the City of Kelowna during the 2016 calendar year.

2017 Base Budget \$1,152,140

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(57,610)	0	57,610
2018	0	0	0	0	0	(57,610)	0	57,610
2019	0	0	0	0	0	(57,610)	0	57,610

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: Grants in Lieu of Taxes EXISTING

**Justification:**

This request is to cover changes in Grants in Lieu of Taxes received from other levels of governments for 2017.

An increase in Federal Grants in Lieu of Taxes is required to reflect actual experience.

2017 Base Budget: \$109,141.

An increase in Provincial Grants in Lieu of Taxes is required to reflect actual experience.

2017 Base Budget: \$86,880.

An increase in Municipal Rate BC Building Corp in Lieu of Taxes is required to reflect actual experience.

2017 Base Budget: \$250,398

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	(34,980)	0	34,980
2018	0	0	0	0	0	(34,980)	0	34,980
2019	0	0	0	0	0	(34,980)	0	34,980

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services

Priority: 1

Department: Financial Services

ON-GOING

Title: Penalties and Interest

EXISTING

**Justification:**

To adjust budget to more closely reflect actual experience.

2017 Base Budget for Interest on Utilities: \$60,000

2017 Base Budget for Penalties on Taxes: \$849,140

2017 Base Budget for Interest on Taxes: \$245,000

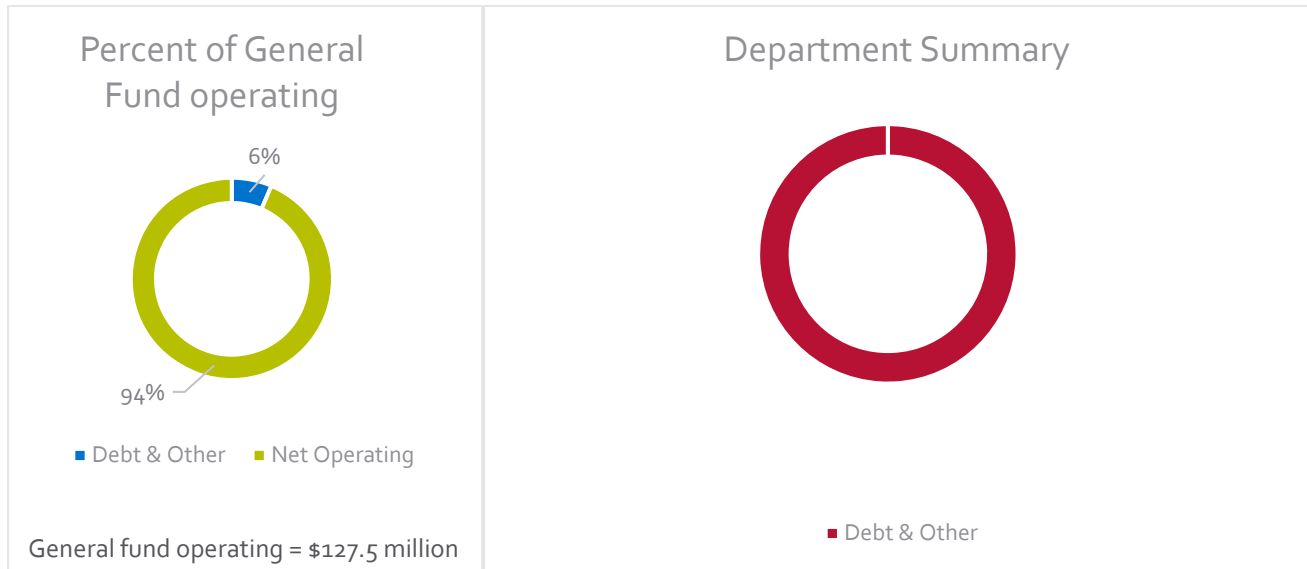
**Corporate Framework: A well-run City - Strong financial management**

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	89,140	0	(89,140)
2018	0	0	0	0	0	89,140	0	(89,140)
2019	0	0	0	0	0	89,140	0	(89,140)

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# Debt & Other

Debt & Other budget overview



Taxation expenditure

Department overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	4,740,411	8,159,086	3,418,675	72.1%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>4,740,411</b>	<b>8,159,086</b>	<b>3,418,675</b>	<b>72.1%</b>
Authorized positions	0.0	0.0	0.0	0.0%

Net operating expenditure

Department	Actual 2015	Revised 2016	Provisional 2017
<b>Debt &amp; Other</b>			
205 Debt & Other	3,598,387	4,740,411	8,159,086
<b>Net operating expenditures</b>	<b>3,598,387</b>	<b>4,740,411</b>	<b>8,159,086</b>
<b>Total Department net operating expenditures</b>	<b>3,598,387</b>	<b>4,740,411</b>	<b>8,159,086</b>

# Corporate & Protective Services

## Debt & Other - General Fund

### Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	( 179,270)	( 45,818)	( 8,008)
Parcel Tax	( 41,628)	( 34,867)	( 34,867)
Fees and Charges	( 5,975,253)	( 6,647,545)	( 530,141)
Other Revenue	( 9,539,037)	( 8,775,146)	( 8,689,903)
Transfers from Funds			
Special (Stat Reserve) Funds	( 1,052,892)	( 2,095,094)	( 1,295,094)
Development Cost Charges	( 1,972,301)	( 1,401,826)	( 1,401,826)
Accumulated Surplus	( 1,594,661)	( 805,800)	( 400,000)
<b>Total Revenue</b>	<b>( 20,355,042)</b>	<b>( 19,806,096)</b>	<b>( 12,359,839)</b>
<b>Expenditures</b>			
Salaries and Wages	( 164,716)	( 1,064,325)	( 1,064,325)
Internal Equipment	0	0	0
Material and Other	5,834,531	6,266,281	386,811
Contract Services	46,102	47,830	47,830
Debt Interest	2,762,586	4,779,241	4,749,951
Debt Principal	2,531,991	4,983,232	4,638,562
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	8,020,934	6,282,330	6,732,330
Development Cost Charges	0	0	0
Accumulated Surplus	4,922,001	3,251,918	5,027,766
<b>Total Expenditures</b>	<b>23,953,429</b>	<b>24,546,507</b>	<b>20,518,925</b>
<b>Net Operating Expenditures</b>	<b>3,598,387</b>	<b>4,740,411</b>	<b>8,159,086</b>
<b>Capital Expenditures</b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>3,598,387</b>	<b>4,740,411</b>	<b>8,159,086</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	0	0	0	0
Hourly	0	0	0	0

Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		4,740,411	0.0
<b>2017 net impacts</b>			
One-time operating requests			
One-time expenditure reductions			
Incremental costs - prior year(s)	825,000		
Salary adjustments	(70,932)		
Other adjustments	113,737		
Departmental adjustments		867,805	
		<u>5,608,216</u>	0.0
<b>2017 program additions</b>			
2017 operating requests	2,550,870		
2017 expenditure reductions		2,550,870	
<b>2017 provisional</b>		<u>8,159,086</u>	<u>0.0</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>



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# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Corporate &amp; Protective Services</u>									
<i>Debt &amp; Other</i>									
J49	BC Assessment Non-Market Assessment	0	450,000	0	0	0	0	(450,000)	OG
J49	Other Working Capital	1,982,460	255,800	0	0	0	0	(2,238,260)	OG
J50	Debt Changes - General Fund	(398,960)	(144,000)	0	0	399,190	0	143,770	OG
F13	<i>*STPCO - Administration Cost Increases</i>	8,320	0	0	0	(1,940)	0	(6,380)	OG
Department Priority 1 Total		1,591,820	561,800	0	0	397,250	0	(2,550,870)	
Total Priority 1 Operating		1,591,820	561,800	0	0	397,250	0	(2,550,870)	

\* *italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

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# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: BC Assessment Non-Market Assessment NEW

**Justification:**

Annually BC Assessment Authority completes a review that identifies new non-market change in assessments. Part of this funding is to be placed into reserve to advance municipal or public works.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	450,000	0	0	0	0	0	(450,000)
2018	0	450,000	0	0	0	0	0	(450,000)
2019	0	450,000	0	0	0	0	0	(450,000)

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: Other Working Capital EXISTING

**Justification:**

This request is to provide for contracts and other requirements that have been negotiated or are not resolved at the time the budget is prepared, but will become due during 2017.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,982,460	255,800	0	0	0	0	0	(2,238,260)
2018	1,982,460	255,800	0	0	0	0	0	(2,238,260)
2019	1,982,460	255,800	0	0	0	0	0	(2,238,260)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Corporate & Protective Services	Priority:	1
Department:	Financial Services		ON-GOING
Title:	Debt Changes - General Fund		NEW

**Justification:**

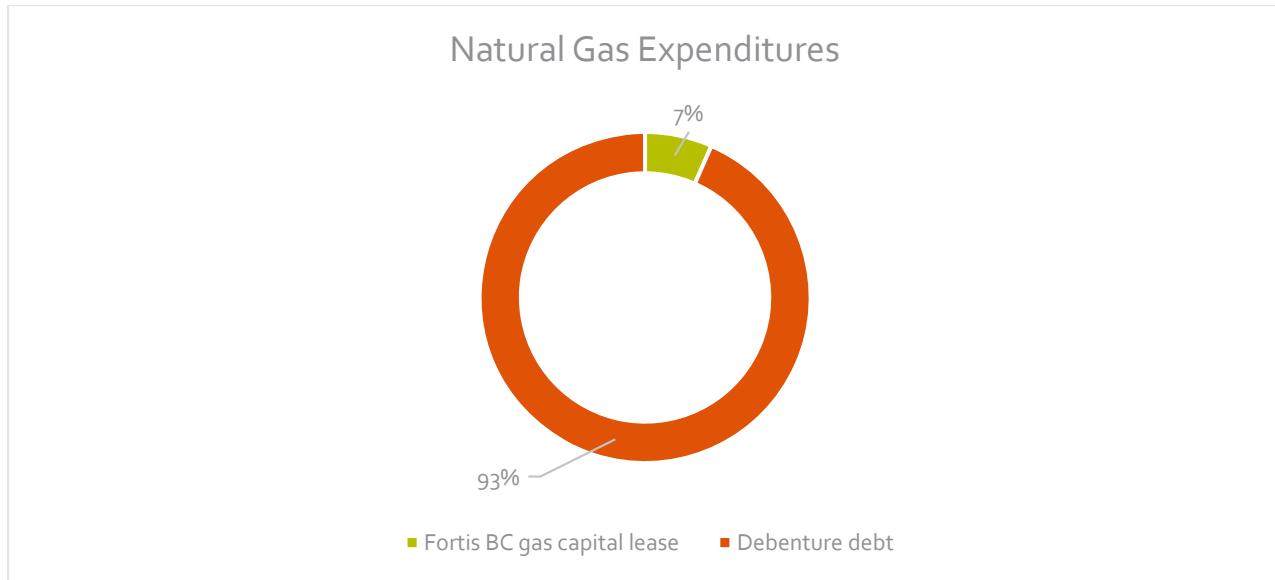
To adjust principal, interest, and debt recoveries related to borrowing for local improvements, and recognize the final payment on an internally financed project.

**Corporate Framework:** A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(398,960)	(144,000)	0	0	0	399,190	0	143,770
2018	(398,960)	(144,000)	0	0	0	399,190	0	143,770
2019	(398,960)	(144,000)	0	0	0	399,190	0	143,770

# Natural Gas

Natural Gas



Utility expenditure

Utility overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	0	0	0	0.0%
Capital	0	0	0	0.0%
<b>Total utility expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
Authorized positions	0.0	0.0	0.0	0.0%

Net operating expenditure

Department	Actual 2015	Revised 2016	Provisional 2017
<b>Natural Gas</b>			
202 Fin Serv - Natural Gas	301,857	0	0
<b>Net operating expenditures</b>	<b>301,857</b>	<b>0</b>	<b>0</b>
<b>Total Department net operating expenditures</b>	<b>301,857</b>	<b>0</b>	<b>0</b>

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**Natural Gas**

## Comparison of 2016 and 2017 revenues &amp; expenditures

	2016 Revised Budget	Variance	2017 Provisional
<b>Revenues</b>			
Lease revenue	4,126,601	(122,220)	4,004,381
Interest earned	100,502	(11,120)	89,382
	<u>4,227,103</u>	<u>(133,340)</u>	<u>4,093,763</u>
<b>Expenditures</b>			
Fortis BC gas franchise	12,000	-	12,000
Fortis BC gas capital lease	260,872	-	260,872
Debenture debt	4,034,540	(321,750)	3,712,790
Allocation to general fund	20,000	-	20,000
	<u>4,327,412</u>	<u>(321,750)</u>	<u>4,005,662</u>
<b>Net operating revenue</b>	<u>(100,309)</u>	<u>188,410</u>	<u>88,101</u>
<b>Capital Expenditures</b>			
<b>Surplus/(Deficit)</b>	(100,309)	100,309	88,101
Projected accumulated surplus	4,290,784		4,378,885
2015 surplus	4,391,093		
2016 deficit	(100,309)		
Projected	4,290,784		

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# Corporate & Protective Services

## Natural Gas - Natural Gas Fund

### Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b>Revenue</b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 4,217,247)	( 4,126,601)	( 4,004,381)
Other Revenue	( 117,359)	( 100,502)	( 89,382)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	( 100,309)	0
<b>Total Revenue</b>	<b>( 4,334,606)</b>	<b>( 4,327,412)</b>	<b>( 4,093,763)</b>
<b>Expenditures</b>			
Salaries and Wages	0	0	0
Internal Equipment	0	0	0
Material and Other	0	12,000	12,000
Contract Services	0	0	0
Debt Interest	2,885,821	2,564,772	2,243,022
Debt Principal	1,730,642	1,730,640	1,730,640
Internal Allocations	20,000	20,000	20,000
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	88,101
<b>Total Expenditures</b>	<b>4,636,463</b>	<b>4,327,412</b>	<b>4,093,763</b>
<b>Net Operating Expenditures</b>	<b>301,857</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>301,857</b>	<b>0</b>	<b>0</b>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2015	2015	2016	2017
Salaried	0	0	0	0
Hourly	0	0	0	0

Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>			0.0
<b>2017 net impacts</b>			
One-time operating requests			
One-time expenditure reductions			
Incremental costs - prior year(s)			
Salary adjustments			
Other adjustments	188,410		
Departmental adjustments	_____	188,410	_____
		188,410	0.0
<b>2017 program additions</b>			
2017 operating requests	(188,410)		
2017 expenditure reductions	_____	(188,410)	_____
<b>2017 provisional</b>		<u>0</u>	<u>0.0</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests			
2017 expenditure reductions	_____	_____	_____
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>

# 2017 Operating Requests Provisional Budget Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Natural Gas</u>								
J59	Lease Revenue / Interest Costs	0	0	0	0	133,340	(133,340)	OG
J59	Debt Changes - Natural Gas	(321,750)	0	0	0	0	321,750	OG
	Department Priority 1 Total	(321,750)	0	0	0	133,340	188,410	
	Total Priority 1 Operating	(321,750)	0	0	0	133,340	188,410	

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# 2017 Operating Request Details

CITY OF KELOWNA

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: Lease Revenue / Interest Costs EXISTING

**Justification:**

Adjustment to lease revenue / interest for the Fortis BC distribution lease. Lease revenue reduction from \$4,126,601 to \$4,004,386. Lease revenue interest decrease from \$100,502 to \$89,382

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	0	0	0	0	133,340	(133,340)
2018	0	0	0	0	0	133,340	(133,340)
2019	0	0	0	0	0	133,340	(133,340)

Division: Corporate & Protective Services Priority: 1  
 Department: Financial Services ON-GOING  
 Title: Debt Changes - Natural Gas NEW

**Justification:**

To reduce budget to reflect a change in interest rates related to the natural gas franchise borrowing issued by the Municipal Finance Authority.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	(321,750)	0	0	0	0	0	321,750
2018	(321,750)	0	0	0	0	0	321,750
2019	(321,750)	0	0	0	0	0	321,750

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# Communications & Information Services

## Communications & Information Services

The Communication & Information Services division is key to providing citizens and staff with convenient access to City services and information.

**Information Services** provides direction, support and maintenance for the City’s information systems and technology infrastructure including Kelowna’s dark fibre network. In addition to this key service, Information Services strategically considers technology to reduce costs, improve revenue streams, build efficiency and deliver better overall service. Information Services is also responsible for facilitating storage and access standards to ensure data can be analyzed to help improve decision making. Technology is becoming a key driver in the delivery of customer service, economic development and communications.

**Communications** provides strategic communications planning to inform, consult, involve, collaborate and empower internal and external stakeholders. Using an audience centered model, Communications aims to support major city projects and provide accurate and timely information to citizens and staff through research, branding standards, media relations, crisis communications, development and maintenance of print and electronic communications channels (including kelowna.ca and social media platforms), corporate advertising, and public engagement programs. Communications is developing the City’s draft Sponsorship Policy & Strategy.



### 2017 Divisional drivers & activities

#### Drivers

- To provide accurate and timely information to citizens and staff
- To engage citizens, staff and stakeholders
- To protect our corporate data and digital infrastructure
- To provide communications and information services support for major City initiatives
- To drive the development of e-services for customer service
- To develop, implement and maintain corporate communication channels
- To develop, implement and maintain Communications & Information Services policies, standards and guidelines
- To research best practices and be innovative
- To deliver results while maintaining core services

#### Activities

##### *A well-run City*

- Conduct the 2017 Citizen Survey
- Renew the City’s Agency of Record contract through a Request for Proposal (RFP) process
- Develop and implement a social media strategy
- Implement recommendations from the Digital Strategy
  - Continue to develop core Information Service (IS) functions to support an expanding footprint

- Expand business continuity program for IS systems
- Continue to promote and maintain the City's electronic communications channels, including kelowna.ca, e-Subscribe and social media
- Continue to promote and improve the City's online platforms to enhance service delivery
- Oversee and continue to improve budget and property tax communications
- Support corporate and Council priorities
- Conduct media relations and issues management
- Provide communications support for Mayor & Council including public correspondence, briefing notes and speeches
- Continue work on corporate data analytics to assist departments in better decision making
- Reinforce use of the Public Engagement Framework Program & Policy to raise public awareness of the policy and expectation of a consistent approach
- Implement recommendations from the Employee Communication Strategy
- Upgrade our Electronic Document Management System from SharePoint 2010 to 2013
- Support Infrastructure Division in the implementation of an Asset Management system
- Support Finance in the replacement of the tax system
- Continue to support Finance in an upgrade to the Agresso Enterprise Resource Planning (ERP) system

#### *An active, inclusive city*

- Develop and implement engagement activities for the Imagine Kelowna initiative
- Select and implement a corporate online engagement platform
- Continue to be innovative in online public engagement to support and increase citizen involvement when appropriate
- Provide communications support for the Ending Homelessness Strategy, Community Neighbourhood Association Project and the development of a Community Sport Plan
- Replace the recreation registration system with a new system
- Increase participation/number of facility pass holders at the Parkinson Recreation Fitness Centre and Aquatics Area
- Implement the communication and marketing plan for the Kelowna Community Theatre to increase awareness of events
- Continue to implement the marketing plan for Active Living and Culture programs and activities with the *Get Active, Stay Active* branding
- Continue to build the Active by Nature brand through programming, promotions, unique events/partnerships and initiatives

#### *A safe city*

- Develop the Airport Community Investment Guidelines, to create consistency across the organization and increase mutually beneficial community investment
- Provide communications support for Kelowna International Airport's new YLW Spirit program
- Continue to partner with Police Services and the Kelowna RCMP on public safety campaigns

#### *A strong economy*

- Implement action items from the Fibre Strategy
  - Complete north route to Airport via Joh Hindle Drive and provide dark fibre service to sites like UBC and the City Landfill
  - Install fibre to the KLO/Gordon area and provide dark fibre service to the city waste water treatment plant, park office and other institutions and business in the area

- Provide dark fibre service to the Okanagan Innovation Centre
- Connect the new City Police Services building to the dark fibre network
- Market dark fibre services to other businesses through Enterprise Kelowna
- Finalize a Sponsorship and Advertising policy and launch a five-year pilot program for all City owned and operated assets, pending Council approval. The program is expected to generate, over time, \$1.5 million new net revenue annually
- Continue communications for the Kelowna International Airport Drive development programs

#### *A clean, healthy environment*

- Support regional transit service and transportation demand management (TDM) programs
- Provide communications support for the OgoGrow marketing plan

#### *Resilient, well-managed infrastructure*

- Continue to support planning and implementation of priority community projects including the Okanagan Rail Corridor, Healthy City Strategy, and active transportation corridors for Ethel Street and Sutherland Avenue

### Performance measures

		Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>				
Media	# media releases	345	320	300
Mayor & Council email	# of correspondence	1,467	1,520	1,500
Online	Ask email inquiries	4,641	5,060	4,500
	External website visits (kelowna.ca)	5.53M	5.60M	5.67M
	E-Subscribers	24,909	27,000	29,000
Intranet	InSites page views	1.24M	1.25M	1.26M
	Interactions (navigation to a second page from landing page)	36%	37%	48%
Social media	Reach	2.54M	2.61M	2.65M
	Engagement (likes, comments, shares, mentions)	18,743	21,000	25,000
Video	Video views	18,056	18,000	18,000
Public consultation	Face-to-face engagement	700	2,500	1,000
	Survey responses (hard copy & online)	320	5,000	2,500
Mindmixer* (getinvolved.kelowna.ca)	Visitors	3,749	13,300	n/a*
	Interactions	574	2,500	n/a*
Information Services	Percentage of time key Information Services systems were available**			
	Email	99.8%	99.9%	99.9%
	InSites	99.8%	99.9%	99.9%

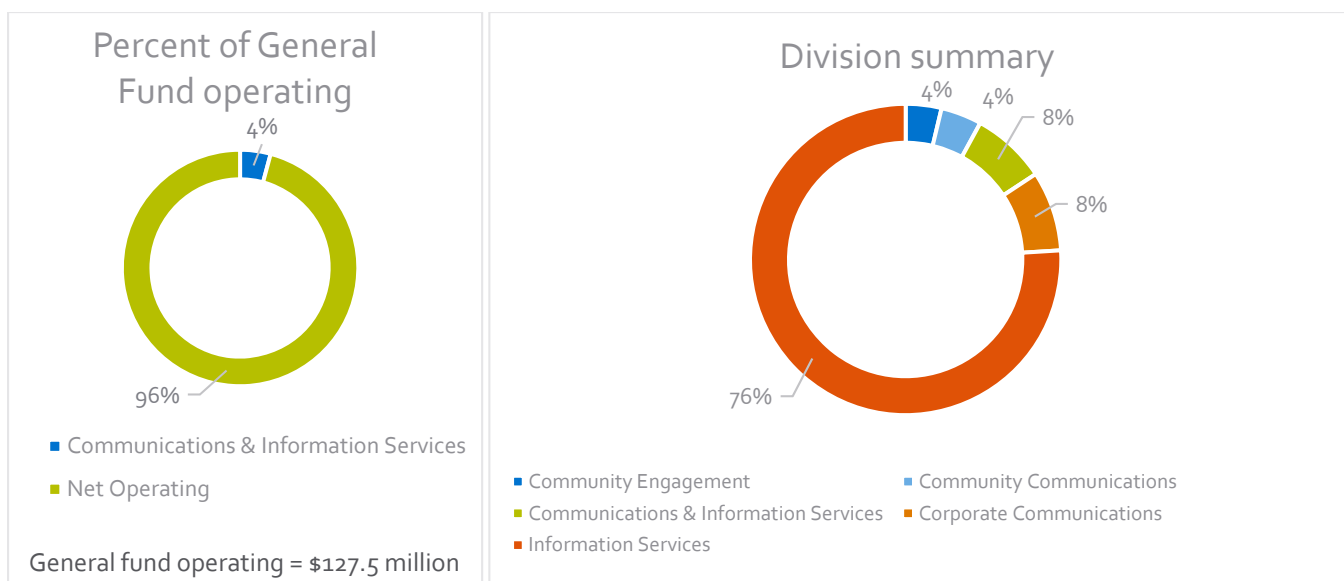
	kelowna.ca		99.7%	99.9%	99.9%
	Servers		99.7%	99.9%	99.9%
	Phones		99.9%	99.9%	99.9%
	Internal Help Desk requests		7,766	10,000	10,000
<b>Program outcomes</b>					
Information	Per cent of residents that have visited the City of Kelowna's website in the last 12 months		55%***	55%***	TBD
<b>Efficiency measures</b>					
Correspondence turnaround times	Within 1 day		1,010	1,025	1,010
	Within 2-5		151	170	170
	Within 6-10		148	120	130
	Within 11-20		78	85	80
	Over 21 days		80	80	80
<b>Customer satisfaction</b>					
Information	Per cent of residents who rate the City of Kelowna website as the best method to receive information from the City		48%**	48%**	TBD
<b>Innovation &amp; learning</b>					

\*The City is discontinuing use of the Mindmixer Engagement Platform as of October 2016 due to lack of Canadian content and tool limitations. Pending budget approval, a new platform will be researched and implemented in 2017.

\*\*99.8% represents a high availability with a combined outage of two hours over the year.

\*\*\*Baseline gathered from the 2013 Communications Survey.

### Communications & Information Services budget overview



## Taxation expenditure

Division overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	5,027,602	5,291,642	264,040	5.3%
Capital	1,181,500	948,000	(233,500)	(19.8%)
<b>Total taxation expenditure</b>	<b>6,209,102</b>	<b>6,239,642</b>	<b>30,540</b>	<b>0.5%</b>
Authorized positions	36.4	38.2	1.8	4.9%

## Net operating expenditure

Departments	Actual 2015	Revised 2016	Provisional 2017
<b>Communications &amp; Information Services</b>			
101 Communications & Information Services	340,178	363,212	411,702
<b>Net operating expenditures</b>	<b>340,178</b>	<b>363,212</b>	<b>411,702</b>
<b>Information Services</b>			
121 Information Services	3,465,295	3,829,571	4,018,111
<b>Net operating expenditures</b>	<b>3,465,295</b>	<b>3,829,571</b>	<b>4,018,111</b>
<b>Communications</b>			
229 Corporate Communications	433,450	440,193	440,193
248 Community Communications	226,288	232,107	225,107
<b>Net operating expenditures</b>	<b>659,738</b>	<b>672,300</b>	<b>665,300</b>
<b>Community Engagement</b>			
260 Community Engagement	110,021	162,519	196,529
<b>Net operating expenditures</b>	<b>110,021</b>	<b>162,519</b>	<b>196,529</b>
<b>Total Division net operating expenditures</b>	<b>4,575,232</b>	<b>5,027,602</b>	<b>5,291,642</b>

## Communications & Information Services - General Fund Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b><u>Revenue</u></b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 58,597)	( 36,000)	( 36,000)
Other Revenue	( 25,934)	( 25,934)	( 25,934)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 9,616)	0	0
<b>Total Revenue</b>	<b>( 94,147)</b>	<b>( 61,934)</b>	<b>( 61,934)</b>
<b><u>Expenditures</u></b>			
Salaries and Wages	3,403,916	3,718,817	3,866,727
Internal Equipment	203	0	0
Material and Other	1,132,293	1,334,719	1,450,849
Contract Services	0	0	0
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	25,000	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	107,967	36,000	36,000
<b>Total Expenditures</b>	<b>4,669,379</b>	<b>5,089,536</b>	<b>5,353,576</b>
<b>Net Operating Expenditures</b>	<b>4,575,232</b>	<b>5,027,602</b>	<b>5,291,642</b>
<b><u>Capital Expenditures</u></b>			
Gross Expenditures	1,071,636	4,230,110	3,494,000
Other Funding Sources	( 281,027)	( 3,048,610)	( 2,546,000)
<b>Taxation Capital</b>	<b>790,609</b>	<b>1,181,500</b>	<b>948,000</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>5,365,841</b>	<b>6,209,102</b>	<b>6,239,642</b>

Authorized FTE Positions	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Salaried	33.8	34.1	36.0	37.8
Hourly	0.5	1.3	0.4	0.4

Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		5,027,602	36.4
<b>2017 net impacts</b>			
One-time operating requests			
One-time expenditure reductions			
Incremental costs - prior year(s)	103,550		1.3
Salary adjustments			
Other adjustments			
Departmental adjustments	600	104,150	
		<u>5,131,752</u>	<u>37.7</u>
<b>2017 program additions</b>			
2017 operating requests	166,890		0.5
2017 expenditure reductions	(7,000)	159,890	
<b>2017 provisional</b>		<u>5,291,642</u>	<u>38.2</u>
<b>Unfunded 2017 requests</b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u>0</u>	<u>0.0</u>



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# 2017 Operating Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Communications &amp; Information Services Division</u>									
K11	Software and Hardware Maintenance	64,000	0	0	0	0	0	(64,000)	OG
K11	Professional and Consulting Services	30,000	0	0	0	0	0	(30,000)	OG
K12	Online Engagement Platform	25,000	0	0	0	0	0	(25,000)	OG
K12	Sponsorship & Advertising Manager Position	47,890	0	0	0	0	0	(47,890)	OG
T7 CAP	<i>*#Asset Management System Positions</i>	0	0	0	0	0	0	0	OG
J14	<i>*#Utility Billing and Property Tax System Positions</i>	0	0	0	0	0	0	0	OG
Division Priority 1 Total		166,890	0	0	0	0	0	(166,890)	
Total Priority 1 Operating		166,890	0	0	0	0	0	(166,890)	

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

*\*italics* - Denotes that this is a shared or part of another department operating request. In the originating department, the title is denoted by an '\*'.

# - Where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets due to a reallocation of expenses or revenues to support the request for 2017.

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# 2017 Operating Request Details

CITY OF KELOWNA

Division: Communications & Information Services Priority: 1  
 Department: Information Services ON-GOING  
 Title: Software and Hardware Maintenance EXISTING

**Justification:**

This request is to cover the increase in annual support and maintenance fees for new and existing software and hardware. Current maintenance and support contracts include the Agresso Financial Management System, Autodesk-AutoCAD and Civil 3D Design Software, Fire Department Management and Dispatch (FDM), Microsoft Server and Database Products, Network Core, High Speed Hardware, Phone Servers which are the primary servers for phones and voice mail, Security products for Anti-Virus, Spam and Internet filtering; and VMware which is the City's Virtual Server environment.

2016 Base Budget \$715,480

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	64,000	0	0	0	0	0	0	(64,000)
2018	64,000	0	0	0	0	0	0	(64,000)
2019	64,000	0	0	0	0	0	0	(64,000)

Division: Communications & Information Services Priority: 1  
 Department: Information Services ON-GOING  
 Title: Professional and Consulting Services EXISTING

**Justification:**

This request is to increase professional and consulting services, as specialized consultants are required to assist staff in the delivery of the following projects and support systems: network installation, configuration and maintenance; Microsoft database design and configuration; security audits; Geographic Information System (GIS/CAD) Design, support and training; phone configuration and maintenance; and miscellaneous computer repairs to equipment not under warranty.

2016 Base Budget \$43,688

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	30,000	0	0	0	0	0	0	(30,000)
2018	30,000	0	0	0	0	0	0	(30,000)
2019	30,000	0	0	0	0	0	0	(30,000)

# 2017 Operating Request Details

Division: Communications & Information Services Priority: 1  
 Department: Community Engagement ON-GOING  
 Title: Online Engagement Platform NEW

**Justification:**

The City's social media channels and two proprietary platforms have been engaging citizens online since 2013. The annual platform fees are currently funded from various project budgets. This budget request will provide a secure source of funding to offer a corporate solution allowing unlimited projects for all City departments.

Corporate Framework: A well-run City - Engaged communities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	25,000	0	0	0	0	0	0	(25,000)
2018	25,000	0	0	0	0	0	0	(25,000)
2019	25,000	0	0	0	0	0	0	(25,000)

Division: Communications & Information Services Priority: 1  
 Department: Communications & Information Services ON-GOING  
 Title: Sponsorship & Advertising Manager Position NEW

**Justification:**

A Sponsorship and Advertising position is requested to implement the City's Sponsorship and Advertising Program. The program is a five-year pilot, forecasted to generate an additional \$800,000 annually (net) in sponsorship and advertising revenue off-setting all program costs over time. The request includes salary and program delivery costs including building sponsorship capacity with community partners. Initial program funding was approved onetime in 2016 to help complete the business plan and launch the program.

Corporate Framework: A well-run City - Engaged communities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	47,890	0	0	0	0	0	0	(47,890)
2018	120,770	0	0	0	0	(150,000)	0	29,230
2019	109,770	0	0	0	0	(150,000)	0	40,230

# 2017 Reduction Requests Provisional Budget Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Communications &amp; Information</u>									
K15	Program Reductions	(7,000)	0	0	0	0	0	7,000	OG
	Department Priority 1 Total	(7,000)	0	0	0	0	0	7,000	
	Total Priority 1 Reduction Requests	(7,000)	0	0	0	0	0	7,000	

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# Human Resources & Corporate Performance

## Human Resources & Corporate Performance

Human Resources & Corporate Performance works towards a goal to improve organizational performance through implementation of the Corporate Plan, completing business process reviews, performance measurement, project portfolio management and ensuring that the City attracts, retains and develops the best quality public servants.

**Corporate & Community Human Resource Services** helps divisions and departments with recruitment, labour and employee relations. This branch is the primary contact for all internal human resource matters as well as for applicants, community educational institutions and various community employment agencies interested in City of Kelowna careers. In addition to recruitment and labour services, they partner with line managers on succession planning, training, career development, change management and other corporate development initiatives such as the Achievement & Rewards program and "BEST" awards for employees demonstrating outstanding Balance, Excellence, Service and Teamwork.

**Corporate Strategy & Performance** focuses on corporate performance excellence. This includes initiatives to build corporate capability, business transformation initiatives to improve the delivery of services, ensuring a balanced portfolio of City projects that best achieves our strategic and operational goals, and driving improvements and accountability through corporate performance management.

**Compensation & Benefits** is responsible for Total Compensation, benefit administration, disability management and return to work programs, as well as other employee support programs such as the Employee and Family Assistance and Wellness programs. From smoking cessation to mental and physical fitness programs, the City's Wellness Program encourages staff to choose positive, active lifestyles that support high productivity levels and a healthy work-life balance.

**HR Programs and Systems** develops and maintains corporate-wide talent management programs. From succession plans to learning and development strategies, the branch is building a high performing, accountable workforce committed to our vision and adaptable to new challenges. Key initiatives include career, management and leadership development and supporting an enhanced performance management program. The Branch also oversees human resource systems, performance metrics and administration and our long service awards programs.



### 2017 Divisional drivers & activities

#### Drivers

- Talent Management - To attract, select, develop and retain employees to meet organizational goals, which includes: Workforce Planning; Recruitment; Selection; Corporate on boarding, training & development; Leadership Development; Employee Performance; Succession Planning
- Total Compensation - To promote an employee value proposition that supports the City's talent management needs, which includes: Pension; Benefits; Compensation; Classification
- Employee & Labour Relations - To promote employee engagement through effective employee and labour relations practices, which includes: Employee Retention; Engagement; Labour Relations;

Employee Brand; Wellness; Recognition; Disability Management; Investigations; Conflict Resolution; Employee Communications

- Corporate Service Excellence - To develop, implement and maintain corporate wide service excellence initiatives, which includes: Systems; Processes; Standards; People
- Corporate Performance Management - To develop, implement and maintain corporate performance management systems, which includes: Branch, Department & Corporate Performance Management; Results Mapping; Measurement; Corporate Framework; Corporate Priority; Business Planning Process
- Business Transformation - To lead business transformation initiatives to improve the delivery of service, which includes: Change Management; Process Reviews; Corporate Plan projects and other corporate wide projects relating to changing the way we do business
- Project Excellence - To promote project excellence for the Corporation, which includes: Work Planning, Project Portfolio Management; Corporate Project Tools; Corporate Project Methodology

**Activities**

*A well-run City*

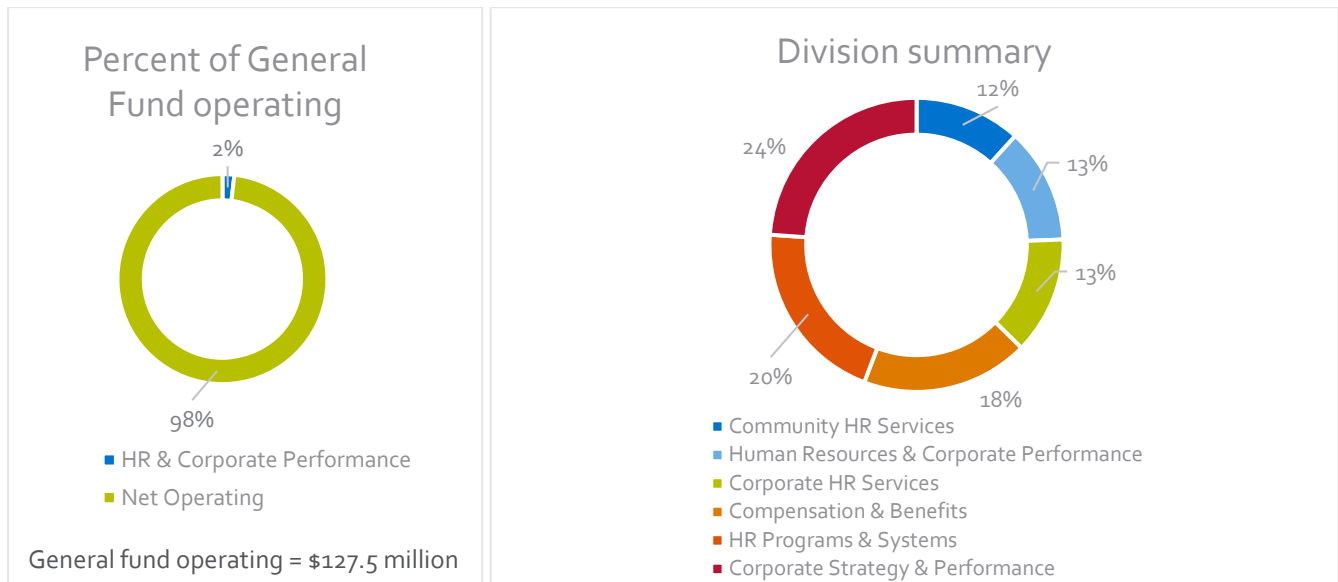
- Updates to the Employee Performance Review program including; changes to the Management and Kelowna Fire Department performance reviews and an implementation of a new City wide system
- Updates to the Leadership Development and Succession Planning programs included; the implementation of a 360 degree feedback program for Directors and Department heads, the implementation of a Coaching Skills program for managers and the development of a mentoring program
- Implement Engineer-in-Training program
- Complete the Disability Management program review and implement recommendations
- Implement the HR\Payroll position master file project to improve our business practices on employee position records
- Implement the Corporate Project Management Methodology across the organization
- Implement Corporate Performance Management System to targeted divisions
- Complete priority Corporate Business Process Reviews for Annual Business Planning and Rec Contractor management
- Reinforcement and improvement within the operational program areas of work planning, project portfolio management and project management
- Improve customer access to service information on Kelowna.ca by adding additional service detail to the services database and improve analysis capabilities by building out additional service attribute data

**Performance measures**

	Actual 2015	Estimated 2016	Proposed 2017
<b>Program outputs</b>			
# of vacant positions filled	258	280	290
# of Worksafe Claims processed	54	55	55
# of transition return to work placements (CUPE)	33	25	25
# of service awards presented	143	149	145
<b>Program outcomes</b>			

% merit rating discount for WCB Claims	29%	18%	20%
Total Absence's per employee (Average)	2.08	2.08	2.08
<b>Efficiency measures</b>			
Avg # of Days to Fill an Internal Vacancy	23.5	22.3	21
Avg # of Days to Fill an External Vacancy	53.5	54.0	49
<b>Customer satisfaction</b>			
% of match between employees hired and preferred job qualifications on most jobs	95%	96%	96%
% of staff turnover – full time	5.8%	6.0%	6.0%
Linkedin Followers	2,750	3,000	3,150
e-Subscribers to the Career Page on Kelowna.ca	10,550	10,000	10,000
<b>Innovation &amp; learning</b>			
# of employees participating in Corporate Training	445	405	475
# of individual employee posted Training Opportunity plans	10	12	10
<b>Corporate Performance</b>			
# of Business Process Reviews	2	5	2
# of department performance reviews completed to establish internal key performance measures	5	1	3

Human Resources & Corporate Performance budget overview



Taxation expenditure

Division overview	Revised 2016	Provisional 2017	Change from prior year	Percent change
Net operating	2,243,150	2,299,210	56,060	2.5%
Capital	0	0	0	0.0%
<b>Total taxation expenditure</b>	<b>2,243,150</b>	<b>2,299,210</b>	<b>56,060</b>	<b>2.5%</b>
Authorized positions	15.9	16.6	0.7	4.4%

## Net operating expenditure

Departments		Actual 2015	Revised 2016	Provisional 2017
<b>Human Resources &amp; Corporate Performance</b>				
139	Human Resources & Corporate Performance	263,746	267,123	292,123
<b>Net operating expenditures</b>		<b>263,746</b>	<b>267,123</b>	<b>292,123</b>
<b>Corporate Strategy &amp; Performance</b>				
154	Corporate Strategy & Performance	497,402	506,492	549,502
<b>Net operating expenditures</b>		<b>497,402</b>	<b>506,492</b>	<b>549,502</b>
<b>Human Resources</b>				
140	Corporate HR Services	234,340	309,869	297,529
141	Community HR Services	260,095	269,306	269,306
143	HR Programs & Systems	492,218	493,438	467,078
249	Compensation & Benefits	286,534	396,922	423,672
<b>Net operating expenditures</b>		<b>1,273,187</b>	<b>1,469,535</b>	<b>1,457,585</b>
<b>Total Division net operating expenditures</b>		<b>2,034,335</b>	<b>2,243,150</b>	<b>2,299,210</b>

## Human Resources & Corporate Performance - General Fund Revenues/Expenditures by Category

	Actual 2015	Revised 2016	Provisional 2017
<b><u>Revenue</u></b>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	( 181,201)	( 60,000)	( 60,000)
Other Revenue	0	0	0
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	( 70,688)	( 74,190)	( 55,000)
<b>Total Revenue</b>	<b>( 251,889)</b>	<b>( 134,190)</b>	<b>( 115,000)</b>
<b><u>Expenditures</u></b>			
Salaries and Wages	1,827,144	1,725,175	1,778,815
Internal Equipment	18	0	0
Material and Other	403,457	652,165	635,395
Contract Services	377	0	0
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	55,228	0	0
<b>Total Expenditures</b>	<b>2,286,224</b>	<b>2,377,340</b>	<b>2,414,210</b>
<b>Net Operating Expenditures</b>	<b>2,034,335</b>	<b>2,243,150</b>	<b>2,299,210</b>
<b><u>Capital Expenditures</u></b>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
<b>Taxation Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating &amp; Tax Capital Exp.</b>	<b>2,034,335</b>	<b>2,243,150</b>	<b>2,299,210</b>

Authorized FTE Positions	Budgeted 2015	Actual 2015	Revised 2016	Provisional 2017
Salaried	14.0	16.7	14.3	14.8
Hourly	1.4	1.5	1.6	1.8



## Description of operating program changes

		<b>Total</b>	<b>FTE</b>
<b>2016 revised budget</b>		2,243,150	15.9
<b>2017 net impacts</b>			
One-time operating requests	(32,900)		(0.3)
One-time expenditure reductions			
Incremental costs - prior year(s)	(26,660)		
Salary adjustments			
Other adjustments	3,000		
Departmental adjustments	7,300	(49,260)	
		<u>2,193,890</u>	15.6
<b>2017 program additions</b>			
2017 operating requests	105,320		1.0
2017 expenditure reductions		105,320	
<b>2017 provisional</b>		<u><u>2,299,210</u></u>	<u><u>16.6</u></u>
<b>Unfunded 2017 requests</b>			
2017 operating requests			
2017 expenditure reductions			
<b>Total unfunded requests for 2017</b>		<u><u>0</u></u>	<u><u>0.0</u></u>

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# 2017 Operating Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Human Resources &amp; Corporate Performance Division</u>									
L11	Term HR Recruitment Coordinator Position	29,040	0	0	0	0	0	(29,040)	OT
L11	Corporate Performance Management System Software	55,000	(55,000)	0	0	0	0	0	OG
L12	Part-Time HR Administrative Clerk Position	10,270	0	0	0	0	0	(10,270)	OG
L12	Performance Improvement Consultant Position	43,010	0	0	0	0	0	(43,010)	OG
L13	Employee Community Involvement Program	23,000	0	0	0	0	0	(23,000)	OG
	Division Priority 1 Total	160,320	(55,000)	0	0	0	0	(105,320)	
	Total Priority 1 Operating	160,320	(55,000)	0	0	0	0	(105,320)	

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# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Human Resources & Corporate Performance	Priority:	1
Department:	Corporate HR Services		ONE-TIME
Title:	Term HR Recruitment Coordinator Position		NEW

**Justification:**

This request is for a four month term HR Recruitment Coordinator position to assist staff with the increase in recruitment volume in 2017. An estimated thirty additional vacancies are required to be filled in 2017 based on the 2017 budget requests. The HR department regularly fills approximately 250 positions due to retirements, turnover and seasonal employment. Additional help is needed to accommodate the recruitment, selection and onboarding of new positions approved in the 2017 budget.

Corporate Framework: A well-run City - Passionate public service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	29,040	0	0	0	0	0	0	(29,040)

Division:	Human Resources & Corporate Performance	Priority:	1
Department:	Corporate Strategy & Performance		ON-GOING
Title:	Corporate Performance Management System Software		EXISTING

**Justification:**

The goal of a Corporate Performance Management System (CPMS) is to improve City performance across all levels. This is achieved by clearly articulated goals, meaningful performance measures, and ongoing monitoring of performance measures leading to informed business decisions. Currently, city departments use an assortment of spreadsheets and solutions to monitor performance. However, this model is not optimal, as performance data is scattered across many locations in different formats, and departments build performance reports to their own standards without corporate alignment. This budget request is to cover software licencing costs for a phased deployment of a common CPMS software solution across the City. The CPMS software solution will serve as a common repository for all City Performance Measures (Community, Corporate, Divisional, Departmental, Branch) and provide a common set of performance measure tools to all departments, laying the groundwork for future citizen dashboards.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	55,000	(55,000)	0	0	0	0	0	0
2018	35,000	0	0	0	0	0	0	(35,000)
2019	40,000	0	0	0	0	0	0	(40,000)

# 2017 Operating Request Details

Division: Human Resources & Corporate Performance Priority: 1  
 Department: Compensation & Benefits ON-GOING  
 Title: Part-Time HR Administrative Clerk Position NEW

**Justification:**

A part-time Human Resources Administrative Clerk is requested to allow existing staff in the Compensation and Benefits branch to meet requirements for critical tasks relating to: WorkSafe reporting, disability management, return to work planning for injured employees and HR/Agresso system performance and reporting.

The administrative workload in the Human Resources (HR) department has increased to the point that a permanent part-time employee is now required to maintain service levels. The position will be responsible for HR reception during peak hours, data entry for benefits changes, WorkSafe BC Claims, Disability Claims, new hire and other employee change requests and other administrative duties required for benefits administration. This will reduce the administrative burden on existing HR staff who are required to work on other critical functions for the City as noted above.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	10,270	0	0	0	0	0	0	(10,270)
2018	18,190	0	0	0	0	0	0	(18,190)
2019	18,190	0	0	0	0	0	0	(18,190)

Division: Human Resources & Corporate Performance Priority: 1  
 Department: Corporate Strategy & Performance ON-GOING  
 Title: Performance Improvement Consultant Position NEW

**Justification:**

This request is for a Performance Improvement Consultant (PIC) position in the Corporate Strategy & Performance (CSP) department. PICs support internal clients by leading improvement initiatives in the areas of Service Delivery, Business Process Review and Performance Measurement. This position is being requested to: help with the increasing demand from departments for Business Process Improvement and Performance Measure Process (PuMP) initiatives; provide ever-growing operational support to the corporation for CSP corporate improvement initiatives; and for corporate improvement projects that require dedicated Project Managers. An additional PIC would give more capacity to lead projects without hiring contract Project Managers as was done for EDMS Sharepoint, Asset Management and Utility Billing In-sourcing.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	43,010	0	0	0	0	0	0	(43,010)
2018	85,230	0	0	0	0	0	0	(85,230)
2019	85,230	0	0	0	0	0	0	(85,230)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Human Resources & Corporate Performance	Priority:	1
Department:	Human Resources & Corporate Performance		ON-GOING
Title:	Employee Community Involvement Program		NEW

**Justification:**

The Employee Community Involvement program is intended to track and promote City employee involvement in the community. Community involvement by City employees contributes to a better community and a better workplace. Employees gain skill development, improved awareness, and an understanding of community issues. The City benefits through an improved recruitment of millennial generation employees, team building, improved cross departmental communication and performance. The community groups benefit through fund raising, volunteer hours, and the promotion of other initiatives that are a benefit the community. Most highly recognized organizations have formal community involvement programs which often include paid time off for employees and full time positions that promote and manage their programs. The program will be run with existing staff and volunteer hours only.

Corporate Framework: An active, inclusive city - Considering diverse community needs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	23,000	0	0	0	0	0	0	(23,000)
2018	23,000	0	0	0	0	0	0	(23,000)
2019	23,000	0	0	0	0	0	0	(23,000)

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# Capital

# CAPITAL

## Capital Expenditure Summary

All Funds (thousands)

	Priority 1			Priority 2		
	From Tax Rate	From Other Sources	Total	From Tax Rate	From Other Sources	Total
Real Estate	430	1,712	2,142	78	423	500
Building	3,050	1,279	4,329	450		450
Parks	3,314	12,262	15,576	2,536		2,536
Transportation	3,749	11,020	14,769	543	92	635
Solid Waste		4,050	4,050			0
Storm Drainage	565		565			0
Information Services	948	2,546	3,494	348		348
Vehicle & Mobile Equipment	279	3,533	3,812	622		622
Fire		1,128	1,128			0
<b>Total General Fund</b>	<b>12,335</b>	<b>37,530</b>	<b>49,865</b>	<b>4,576</b>	<b>515</b>	<b>5,091</b>

	From Other			From Other		
	From Utility	Sources	Total	Utility	Sources	Total
Water	1,825	180	2,005			0
Wastewater	4,631	1,379	6,010			0
Airport		10,411	10,411			0
<b>Total Utilities</b>	<b>6,456</b>	<b>11,970</b>	<b>18,426</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total all funds capital</b>	<b>18,791</b>	<b>49,500</b>	<b>68,291</b>	<b>4,576</b>	<b>515</b>	<b>5,091</b>

## Capital Budget Funding Summary

### General Fund – Priority 1 (thousands)

	Asset Amount	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Real Estate Capital	2,142	1,527			185		430
Building Capital	4,329	1,279					3,050
Parks Capital	15,576	8,385	2,952	500	425		3,314
Transportation Capital	14,769	10,175		555	290		3,749
Solid Waste Capital	4,050	4,050					
Storm Drainage Capital	565						565
Information Services Capital	3,494	2,171				375	948
Vehicle & Mobile Equipment	3,812	3,114			140	279	279
Fire Capital	1,128	1,128					
<b>Funding Source Totals</b>	<b>49,865</b>	<b>31,829</b>	<b>2,952</b>	<b>1,055</b>	<b>1,040</b>	<b>654</b>	<b>12,335</b>

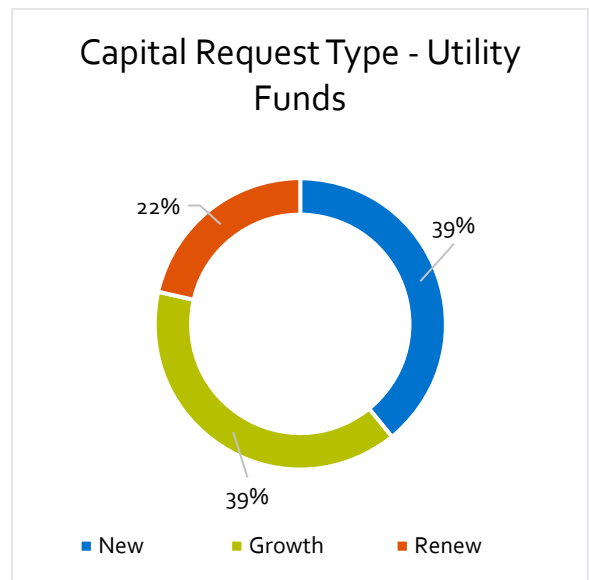
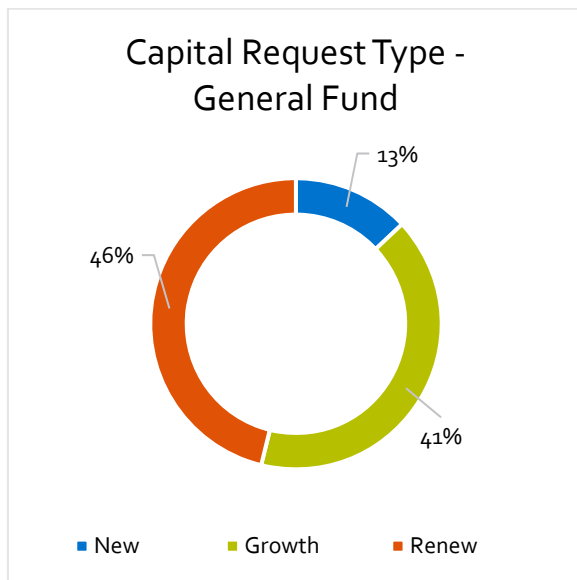
### General Fund Capital – Priority 1 Reserve Funding (thousands)

Arts Development Reserve	65
Civic Facilities	500
CWME - Cemetery Replacement	559
CWME - Community Works Fund	6,524
CWME - Fire Equipment	166
CWME - Public Work and Equipment	4,076
CWME - Sanitary Landfill	4,238
DCC - Park A	1,717
DCC - Road A	169
DCC - Road B	1,321
DCC - Road I	647
Electrical Expenditure Reserve	1,436
Energy Management Rebate	1,000
Fibre Optics Network Reserve	1,200
Finance/Major System Software	325
Land - Land Sales Reserve	3,350
Major Facilities	185
Mission Softball Facility	200
Parking - Parking Reserve	62
Parking - South Pandosy Town Center Reserve	215
Parkland Reserve	250
Parks Purchase & Development	3,336
Theatre Improvement	129
Transit Facility Enhancement	160
<b>Total Reserve Funding</b>	<b>31,829</b>

General Fund Capital – Priority 2 (thousands)

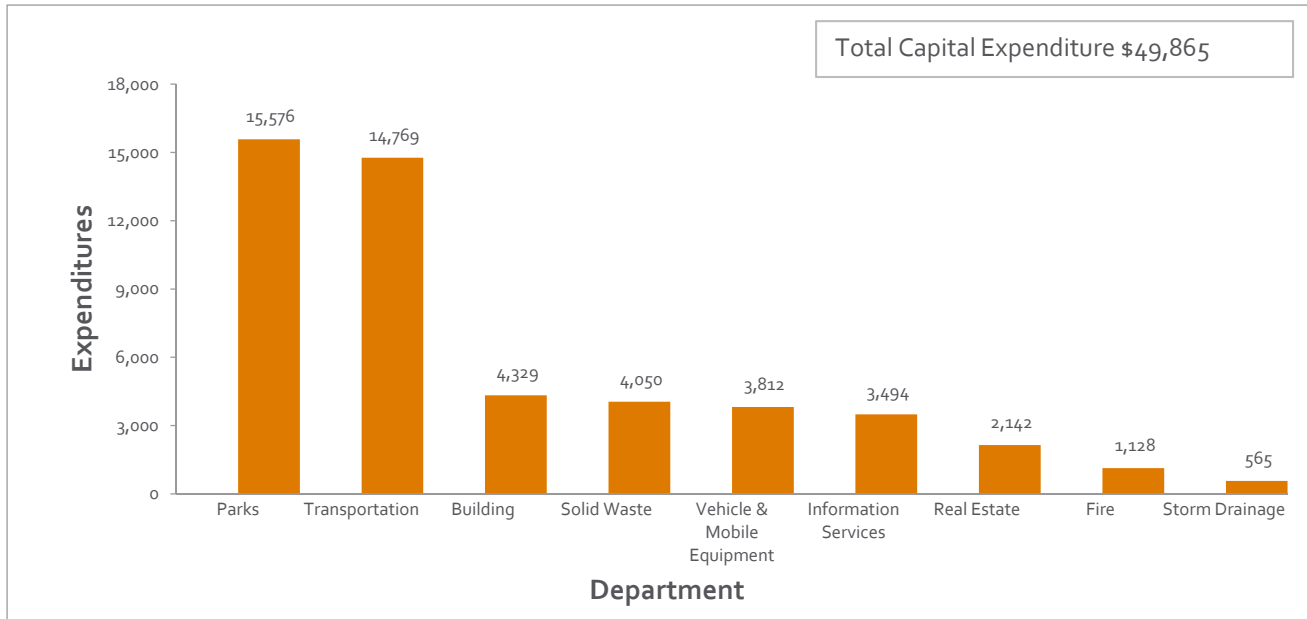
	Asset Amount	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Real Estate	500	423					77
Building	450						450
Parks	2,536						2,536
Transportation	635	92					543
Information Services	348						348
Vehicle & Mobile Equipment	622						622
<b>Funding Source Totals</b>	<b>5,091</b>	<b>515</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,576</b>

Capital Request Type

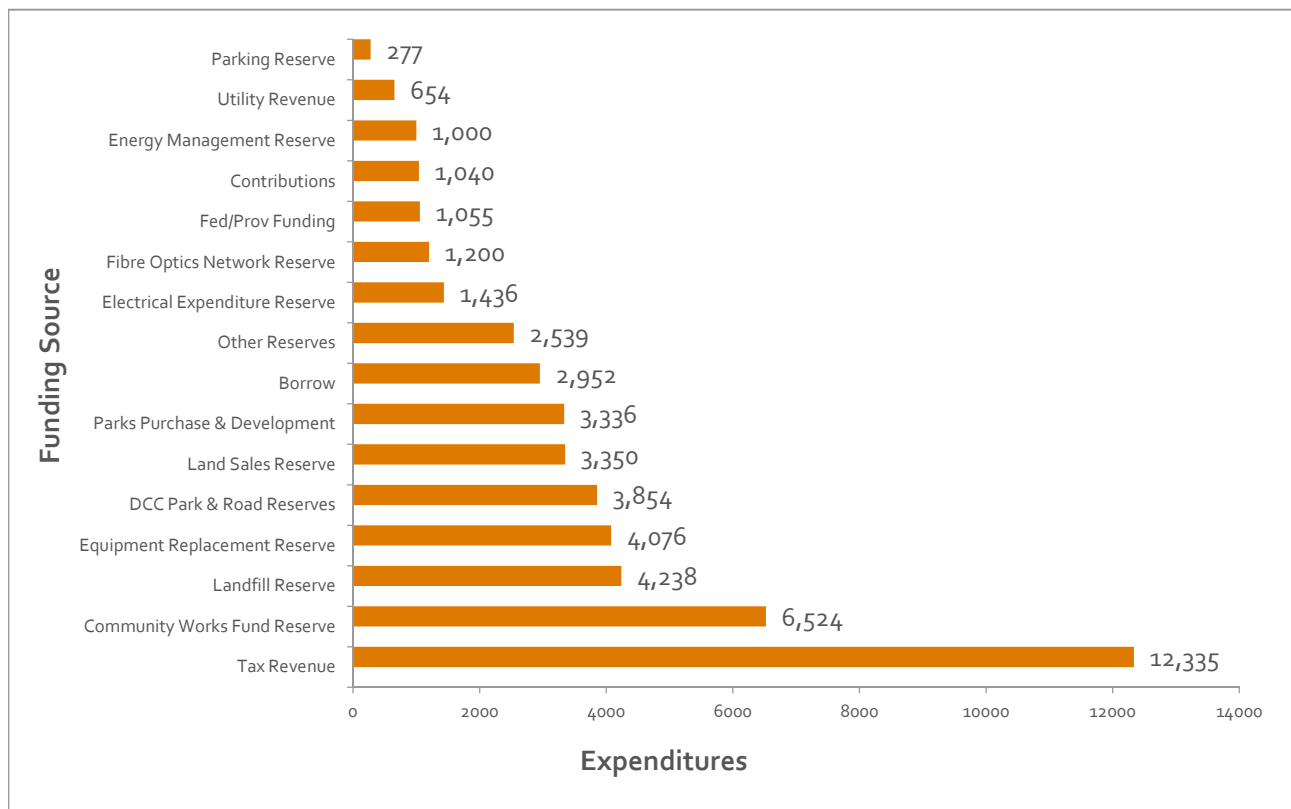


## Capital Expenditure Analysis

### General Fund Expenditures – Priority 1 (thousands)



### General Fund Funding Sources – Priority 1 (thousands)



# 2017 Capital Requests Provisional Budget Summary - General Fund

CITY OF KELOWNA

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
<b>Real Estate Capital - Priority 1</b>									
Renew									
M3	3082XX	Parking Equipment	94,000	(94,000)	0	0	0	0	0
Total Renew			94,000	(94,000)	0	0	0	0	0
Growth									
M3	2000	General Land, Acquisition	1,430,000	(1,000,000)	0	0	0	0	(430,000)
OP M4	XXXX	Expansion of Parking Management - Hospital Area	183,000	(183,000)	0	0	0	0	0
Total Growth			1,613,000	(1,183,000)	0	0	0	0	(430,000)
New									
M5	2004	Strategic Land Servicing Requirements	250,000	(250,000)	0	0	0	0	0
M5	3213	Okanagan Rail Corridor - Grant Matching	185,000	0	0	0	(185,000)	0	0
Total New			435,000	(250,000)	0	0	(185,000)	0	0
Cost Center Totals			2,142,000	(1,527,000)	0	0	(185,000)	0	(430,000)

## Building Capital - Priority 1

### Renew

N3	3174	City Hall - Phase IV Renovations	2,500,000	(500,000)	0	0	0	0	(2,000,000)
N3	3179	Cook Road Boat Launch - Stabilization	100,000	0	0	0	0	0	(100,000)
N4	XXXX	Parkinson Recreation Centre - Building Repairs	385,000	(385,000)	0	0	0	0	0
N4	3084	Civic Buildings Roof Replacements	115,000	0	0	0	0	0	(115,000)
N5	XXXX	Kelowna Community Theatre Outdoor Digital Screens	33,000	(33,000)	0	0	0	0	0
N6	XXXX	Parks Infrastructure Renewal - Washroom Renovations	350,000	0	0	0	0	0	(350,000)
Total Renew			3,483,000	(918,000)	0	0	0	0	(2,565,000)

### Growth

N7	XXXX	Windsor Road & City Works Yard Renovation	210,000	0	0	0	0	0	(210,000)
OP N7	XXXX	Glenmore Firehall No. 8 - Conversion to Career Station	175,000	0	0	0	0	0	(175,000)
N8	XXXX	Mission Recreation Park Softball Quadplex Viewing Deck Expansion	300,000	(200,000)	0	0	0	0	(100,000)
Total Growth			685,000	(200,000)	0	0	0	0	(485,000)

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
New									
N9	XXXX	Art Walk Extension	65,000	(65,000)	0	0	0	0	0
N9	XXXX	Kelowna Community Theatre Audio Visual Improvements	96,000	(96,000)	0	0	0	0	0
Total New			161,000	(161,000)	0	0	0	0	0
Cost Center Totals			4,329,000	(1,279,000)	0	0	0	0	(3,050,000)

### Parks Capital - Priority 1

#### Renew

O3	3184	Cemetery Improvements	559,000	(559,000)	0	0	0	0	0
O3	3181	Knox Mountain Park Improvements	150,000	(90,000)	0	0	0	0	(60,000)
OP	O4	XXXX	Laurel Packinghouse Courtyard - Museum Partnership	465,000	0	0	(150,000)	(150,000)	0
	O4	3134	Irrigation Infrastructure Renewal	248,000	0	0	0	0	(248,000)
OP	O5	XXXX	Parking Infrastructure Renewal	240,000	0	0	0	0	(240,000)
	O5	3002	City Park - Foreshore Protection	400,000	(400,000)	0	0	0	0
	O6	XXXX	Sutherland Park - Shore Stabilization	200,000	(120,000)	0	0	0	(80,000)
Total Renew			2,262,000	(1,169,000)	0	(150,000)	(150,000)	0	(793,000)

#### Growth

O7	2030XX	DCC Parkland Acquisition	4,890,000	(1,717,070)	(2,952,000)	0	0	0	(220,930)
OP	O8	2917	Glenmore Recreation Park - Phase 1 Construction	2,664,000	(2,100,000)	0	0	0	(564,000)
OP	O8	XXXX	Boyce-Gyro Park Parking Lot and Improvements	2,195,000	(1,800,000)	0	0	0	(395,000)
OP	O9	3208	Rowcliffe Park - Construction	1,700,000	(1,228,950)	0	0	0	(471,050)
OP	O9	3231	Upper Mission Trail Building Partnership	150,000	0	0	0	(75,000)	(75,000)
OP	O10	XXXX	Dog Beaches	65,000	0	0	0	0	(65,000)
OP	O10	XXXX	Lost Creek Park - Neighbourhood Partnership	400,000	0	0	0	(200,000)	(200,000)
OP	O11	3137	Rutland Centennial Park Improvements - Phases 3 & 4	350,000	0	0	(350,000)	0	0
OP	O11	XXXX	Rutland Recreation Park - Pickleball Courts	200,000	(120,000)	0	0	0	(80,000)
Total Growth			12,614,000	(6,966,020)	(2,952,000)	(350,000)	(275,000)	0	(2,070,980)

#### New

O13	2031	Natural/Linear Parkland Acquisition	700,000	(250,000)	0	0	0	0	(450,000)
Total New			700,000	(250,000)	0	0	0	0	(450,000)
Cost Center Totals			15,576,000	(8,385,020)	(2,952,000)	(500,000)	(425,000)	0	(3,313,980)

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
<b>Transportation Capital - Priority 1</b>									
Renew									
	P3	XXXX	Sidewalk and Bikeway Renewal	185,000	(111,000)	0	0	0	(74,000)
OP	P3	207601	Transit - Equipment Renewal (Bus Stops and Shelters)	28,000	(28,000)	0	0	0	0
	P4	2083	Roads Resurfacing	2,971,000	(2,157,030)	0	0	0	(813,970)
	P4	3233	Street Light Replacement - Pole & Wiring	126,000	0	0	0	0	(126,000)
	P5	2086	Bridge Rehabilitation - Renewal	275,000	(165,000)	0	0	0	(110,000)
RED	P5	XXXX	Street Lighting Retrofit	3,953,000	(2,435,880)	0	(555,120)	0	(962,000)
	P6	3239	Traffic Signal and Communications Upgrades and Renewals	225,000	0	0	0	0	(225,000)
			<b>Total Renew</b>	<b>7,763,000</b>	<b>(4,896,910)</b>	<b>0</b>	<b>(555,120)</b>	<b>0</b>	<b>(2,310,970)</b>
Growth									
OP	P7	323401	Ethel 3 DCC (Harvey-Sutherland), ATC	2,500,000	(2,057,500)	0	0	0	(442,500)
	P7	XXXX	Ethel 4 DCC (Sutherland-Springfield), ATC	100,000	(22,300)	0	0	0	(77,700)
OP	P8	XXXX	Sutherland (Pandosa-Gordon) DCC ATC	300,000	(246,900)	0	0	0	(53,100)
OP	P8	3168	Traffic Control Infrastructure (Doyle Roundabout)	800,000	(480,000)	0	0	0	(320,000)
	P9	XXXX	Sector B Roads Top Lift Paving DCC	834,000	(834,000)	0	0	0	0
OP	P9	XXXX	Stewart Road West 3 DCC (Crawford-Swamp)	200,000	(169,000)	0	0	0	(31,000)
OP	P10	2866XX	Lakeshore 1 DCC (Collett Road Intersection), Road	850,000	(616,250)	0	0	(200,000)	(33,750)
			<b>Total Growth</b>	<b>5,584,000</b>	<b>(4,425,950)</b>	<b>0</b>	<b>0</b>	<b>(200,000)</b>	<b>(958,050)</b>
New									
OP	P12	2084	Sidewalk Network Expansion	500,000	(300,000)	0	0	0	(200,000)
OP	P12	2085	Active Transportation Corridor	300,000	(180,000)	0	0	0	(120,000)
OP	P13	207602	Transit - New Equipment (Bus Stops)	132,000	(132,000)	0	0	0	0
OP	P13	3145	Major Traffic Safety Projects	400,000	(240,000)	0	0	0	(160,000)
OP	P14	XXXX	Aggasiz Road Extension	90,000	0	0	0	(90,000)	0
			<b>Total New</b>	<b>1,422,000</b>	<b>(852,000)</b>	<b>0</b>	<b>0</b>	<b>(90,000)</b>	<b>(480,000)</b>
			<b>Cost Center Totals</b>	<b>14,769,000</b>	<b>(10,174,860)</b>	<b>0</b>	<b>(555,120)</b>	<b>(290,000)</b>	<b>(3,749,020)</b>

### Solid Waste Capital - Priority 1

#### Renew

Q3	XXXX	Stockpiles and Reprocessing Areas Relocation	3,000,000	(3,000,000)	0	0	0	0	0
Q3	XXXX	Gate Replacement	100,000	(100,000)	0	0	0	0	0
Q4	2831	Automated Collection Curbside Carts	150,000	(150,000)	0	0	0	0	0
			<b>Total Renew</b>	<b>3,250,000</b>	<b>(3,250,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
New									
Q4	3187	Landfill Gas & Leachate Recirculation Laterals	300,000	(300,000)	0	0	0	0	0
Q5	XXXX	Glenmore Road Landscaping & Irrigation Replacement	300,000	(300,000)	0	0	0	0	0
OP	Q5	XXXX	Landfill Frontage, Landscaping	200,000	(200,000)	0	0	0	0
Total New			800,000	(800,000)	0	0	0	0	0
Cost Center Totals			4,050,000	(4,050,000)	0	0	0	0	0

### Storm Drainage Capital - Priority 1

New									
R3	XXXX	Gopher Creek Pre-Design and Land Acquisition	325,000	0	0	0	0	0	(325,000)
OP	R3	XXXX	Sutherland Outfall - Oil/Grit Chamber	90,000	0	0	0	0	(90,000)
R4	XXXX	Chichester Pond - Sediment Forebay	150,000	0	0	0	0	0	(150,000)
Total New			565,000	0	0	0	0	0	(565,000)
Cost Center Totals			565,000	0	0	0	0	0	(565,000)

### Information Services Capital - Priority 1

Renew									
T3	2133	Server and Data Storage Equipment	180,000	0	0	0	0	0	(180,000)
T3	2132	Communications Networks Upgrades	155,000	0	0	0	0	0	(155,000)
T4	2130	Front Office Equipment	389,000	0	0	0	0	0	(389,000)
OP	T4	XXXX	Asset Management System	1,500,000	(971,000)	0	0	(375,000)	(154,000)
T5	3160	Orthophotography	70,000	0	0	0	0	0	(70,000)
Total Renew			2,294,000	(971,000)	0	0	0	(375,000)	(948,000)
New									
T5	3251	Fibre Optic Network	1,200,000	(1,200,000)	0	0	0	0	0
Total New			1,200,000	(1,200,000)	0	0	0	0	0
Cost Center Totals			3,494,000	(2,171,000)	0	0	0	(375,000)	(948,000)

### Vehicle & Mobile Equipment - Priority 1

Renew									
U3	XXXX	Equipment and Vehicle Replacement	3,114,400	(3,114,400)	0	0	0	0	0
U3	2804XX	Roll-off Front End Loader, Composting Facility	418,500	0	0	0	(139,500)	(279,000)	0
Total Renew			3,532,900	(3,114,400)	0	0	(139,500)	(279,000)	0

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
New									
OP U4	2804XX	Roadside Mower	120,000	0	0	0	0	0	(120,000)
OP U5	2803XX	Parks Ball Diamond Equipment	109,000	0	0	0	0	0	(109,000)
OP U7	3XXX	Portable Worksite Traffic Control System	50,000	0	0	0	0	0	(50,000)
Total New			279,000	0	0	0	0	0	(279,000)
Cost Center Totals			3,811,900	(3,114,400)	0	0	(139,500)	(279,000)	(279,000)
Fire Capital - Priority 1									
Renew									
V3	XXXX	End User Radio Replacement	166,000	(166,000)	0	0	0	0	0
Total Renew			166,000	(166,000)	0	0	0	0	0
New									
OP V3	XXXX	Engine 5	962,000	(962,000)	0	0	0	0	0
Total New			962,000	(962,000)	0	0	0	0	0
Cost Center Totals			1,128,000	(1,128,000)	0	0	0	0	0
Grand Total			49,864,900	(31,829,280)	(2,952,000)	(1,055,120)	(1,039,500)	(654,000)	(12,335,000)

OP - Denotes capital request that has a related operating request.

RED - Denotes capital request that has a related reduction request.

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# 2017 Capital Requests

## Provisional Budget

### Summary - General Fund

CITY OF KELOWNA

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
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#### Real Estate Capital - Priority 2

##### Growth

M4	2003	DCC Road Widening, Land Acquisition	500,000	(422,500)	0	0	0	0	(77,500)
Total Growth			500,000	(422,500)	0	0	0	0	(77,500)
Cost Center Totals			500,000	(422,500)	0	0	0	0	(77,500)

#### Building Capital - Priority 2

##### Renew

N5	XXXX	City Hall Elevator Modernization	150,000	0	0	0	0	0	(150,000)
N6	XXXX	Parkinson Recreation Centre - Building Repairs	200,000	0	0	0	0	0	(200,000)
Total Renew			350,000	0	0	0	0	0	(350,000)

##### Growth

N8	XXXX	Waterfront Park - Island Stage Improvements	100,000	0	0	0	0	0	(100,000)
Total Growth			100,000	0	0	0	0	0	(100,000)
Cost Center Totals			450,000	0	0	0	0	0	(450,000)

#### Parks Capital - Priority 2

##### Renew

O6	XXXX	City Park - Promenade Rebuild	1,200,000	0	0	0	0	0	(1,200,000)
O7	XXXX	Mission Recreation Park Artificial Turf Replacement	600,000	0	0	0	0	0	(600,000)
Total Renew			1,800,000	0	0	0	0	0	(1,800,000)

##### Growth

OP	O12	XXXX	Barlee Park Expansion	400,000	0	0	0	0	(400,000)
	O12	2917	Glenmore Recreation Park - Phase 2 Utilities	336,000	0	0	0	0	(336,000)
Total Growth			736,000	0	0	0	0	0	(736,000)
Cost Center Totals			2,536,000	0	0	0	0	0	(2,536,000)

### Transportation Capital - Priority 2

#### Renew

P6	XXXX	Sidewalk and Bikeway Renewal	375,000	0	0	0	0	0	(375,000)
Total Renew			375,000	0	0	0	0	0	(375,000)

#### Growth

P10	3168	Traffic Control Infrastructure	50,000	0	0	0	0	0	(50,000)
P11	XXXX	Pandosy Street Sidewalk DCC	150,000	(78,900)	0	0	0	0	(71,100)
P11	XXXX	Lake 1 DCC (Pandosy - Abbott), ATC	60,000	(13,380)	0	0	0	0	(46,620)
Total Growth			260,000	(92,280)	0	0	0	0	(167,720)

Cost Center Totals			635,000	(92,280)	0	0	0	0	(542,720)
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### Information Services Capital - Priority 2

#### New

OP	T6	2855	Document Management-Disposition & Retention System	348,000	0	0	0	0	(348,000)
Total New			348,000	0	0	0	0	0	(348,000)

Cost Center Totals			348,000	0	0	0	0	0	(348,000)
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### Vehicle & Mobile Equipment - Priority 2

#### Growth

OP	U4	280XXX	Street Sweeper	347,000	0	0	0	0	(347,000)
Total Growth			347,000	0	0	0	0	0	(347,000)

#### New

OP	U5	2804XX	Asphalt Milling Machine	170,000	0	0	0	0	(170,000)
OP	U6	2802XX	Pickup (Parks)	35,000	0	0	0	0	(35,000)
OP	U6	2802XX	Pickup (Roadways Maintenance)	35,000	0	0	0	0	(35,000)
OP	U7	2802XX	Pickup (Building Services)	35,000	0	0	0	0	(35,000)
Total New			275,000	0	0	0	0	0	(275,000)

Cost Center Totals			622,000	0	0	0	0	0	(622,000)
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Grand Total			5,091,000	(514,780)	0	0	0	0	(4,576,220)
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OP - Denotes capital request that has a related operating request.

# 2017 Capital Requests

## Provisional Budget

### Summary - Utility Funds

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
<b>Airport Capital - Priority 1</b>								
<b>Renew</b>								
W3	3271	Bridge Upgrades	180,000	(180,000)	0	0	0	0
W3	3268	Roof Replacement Program	300,000	(300,000)	0	0	0	0
W4	2901	Air Terminal Complex Capital Replacements	335,800	(335,800)	0	0	0	0
W4	3272	Departures Washroom Renovation	125,000	(125,000)	0	0	0	0
<b>Total Renew</b>			<b>940,800</b>	<b>(940,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Growth</b>								
W5	3274	AIF Program - Beyond 2020	2,300,000	(2,300,000)	0	0	0	0
W5	3264	Hwy 97 and Airport Way Intersection	131,250	(131,250)	0	0	0	0
W6	3270	East Side Lands Development - Phase 1	475,000	(475,000)	0	0	0	0
<b>Total Growth</b>			<b>2,906,250</b>	<b>(2,906,250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New</b>								
W6	3070	Additional Land Purchases	5,939,000	(5,939,000)	0	0	0	0
W7	3267	Loader Mounted Snow Blower Attachment	280,000	(280,000)	0	0	0	0
W7	3265	Threat Bag Removal Device	195,000	(195,000)	0	0	0	0
W8	2221	Small Capital	100,000	(100,000)	0	0	0	0
W8	3079	Advertising Signs	50,000	(50,000)	0	0	0	0
<b>Total New</b>			<b>6,564,000</b>	<b>(6,564,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cost Center Totals</b>			<b>10,411,050</b>	<b>(10,411,050)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Water Capital - Priority 1

<b>Renew</b>								
X3	XXXX	Knox Mountain Reservoir Access Road Re-Construction	100,000	0	0	0	0	(100,000)
X3	XXXX	Ethel ATC Water Main Replacement	350,000	0	0	0	0	(350,000)
X4	XXXX	Richter Street Water Main Replacement	700,000	0	0	0	0	(700,000)
X4	XXXX	Doyle Ave Water Main Replacement	275,000	0	0	0	0	(275,000)
X5	3206	Water Projects, Designs	20,000	0	0	0	0	(20,000)
<b>Total Renew</b>			<b>1,445,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,445,000)</b>
<b>Growth</b>								
X5	2070W	Offsite & Oversize - Water	60,000	(30,000)	0	0	0	(30,000)
<b>Total Growth</b>			<b>60,000</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30,000)</b>

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
New								
X6	XXXX	Ash & Uplands Pressure Reducing Valves	150,000	0	0	0	0	(150,000)
OP X6	XXXX	Vintage Terrace Pressure Reducing Station	200,000	0	0	0	0	(200,000)
X7	2407	Meter Installations	150,000	0	0	0	(150,000)	0
Total New			500,000	0	0	0	(150,000)	(350,000)
Cost Center Totals			2,005,000	(30,000)	0	0	(150,000)	(1,825,000)

### Wastewater Capital - Priority 1

Renew								
Y3	3202	WWTP, Control Systems Replacement	200,000	0	0	0	0	(200,000)
Y3	3262	WWTP, Roof Replacement	160,000	0	0	0	0	(160,000)
Y4	XXXX	Edwards Sewer Lift Station Upgrade	200,000	0	0	0	0	(200,000)
Y4	XXXX	Lane North of Fuller Sanitary Replacement	440,000	0	0	0	0	(440,000)
Y5	XXXX	Lane North of Stockwell Sanitary Replacement	450,000	0	0	0	0	(450,000)
Y5	3205	Sanitary Projects, Designs	20,000	0	0	0	0	(20,000)
Y6	XXXX	Cassiar Sewer Lift Station Upgrade	100,000	0	0	0	0	(100,000)
Total Renew			1,570,000	0	0	0	0	(1,570,000)
Growth								
OP Y6	XXXX	Airport Gravity Main Bypass DCC	4,230,000	(1,349,370)	0	0	0	(2,880,630)
Y7	2070S	Offsite & Oversize - Wastewater	60,000	(30,000)	0	0	0	(30,000)
Total Growth			4,290,000	(1,379,370)	0	0	0	(2,910,630)
New								
Y7	XXXX	Morrison Ave - Sanitary Main	150,000	0	0	0	0	(150,000)
Total New			150,000	0	0	0	0	(150,000)
Cost Center Totals			6,010,000	(1,379,370)	0	0	0	(4,630,630)
Grand Total			18,426,050	(11,820,420)	0	0	(150,000)	(6,455,630)

OP - Denotes capital request that has a related operating request.

# Real Estate



# 2017 Capital Requests

## Provisional Budget

### Real Estate Capital Summary - General Fund

CITY OF KELOWNA

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Real Estate Capital - Priority 1									
Renew									
M3	3082XX	Parking Equipment	94,000	(94,000)	0	0	0	0	0
Total Renew			94,000	(94,000)	0	0	0	0	0
Growth									
M3	2000	General Land, Acquisition	1,430,000	(1,000,000)	0	0	0	0	(430,000)
OP M4	XXXX	Expansion of Parking Management - Hospital Area	183,000	(183,000)	0	0	0	0	0
Total Growth			1,613,000	(1,183,000)	0	0	0	0	(430,000)
New									
M5	2004	Strategic Land Servicing Requirements	250,000	(250,000)	0	0	0	0	0
M5	3213	Okanagan Rail Corridor - Grant Matching	185,000	0	0	0	(185,000)	0	0
Total New			435,000	(250,000)	0	0	(185,000)	0	0
Cost Center Totals			2,142,000	(1,527,000)	0	0	(185,000)	0	(430,000)
Real Estate Capital - Priority 2									
Growth									
M4	2003	DCC Road Widening, Land Acquisition	500,000	(422,500)	0	0	0	0	(77,500)
Total Growth			500,000	(422,500)	0	0	0	0	(77,500)
Cost Center Totals			500,000	(422,500)	0	0	0	0	(77,500)
Grand Total			2,642,000	(1,949,500)	0	0	(185,000)	0	(507,500)

OP - See related operating request with the same title at the end of this section.

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Real Estate Capital  
 Title: Parking Equipment \$94,000

**Justification:**

This request is to renew parking infrastructure and invest in efficient parking management. 2017 projects include:

- 1) Cement curbing modifications at Chapman Parkade to add additional stalls (\$16,000)
- 2) Replacement of parking meters with pay stations as part of an ongoing renewal program for equipment that has reached the end of its service life and to add additional pay stations in new locations as required (\$74,000)
- 3) Ongoing replacement of mobile devices and printers for maintenance and enforcement (\$4,000)

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
94,000	(94,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Real Estate Capital  
 Title: General Land, Acquisition \$1,430,000

**Justification:**

This request is to purchase land for general purposes as required land becomes available. This may allow for acquiring properties at less than market value, creating land assembly opportunities, creating a revenue generating land bank and providing trade potential. Strategically purchased land has been used for numerous unique initiatives in recent years (Innovation Center, Interior Health Authority, affordable housing, etc.) and it is imperative that the City replenish this land inventory.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: A well-run City - Pioneering leadership

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,430,000	(1,000,000)	0	0	0	0	(430,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Real Estate Capital  
 Title: Expansion of Parking Management - Hospital Area \$183,000

**Justification:**

An area parking plan is being developed for the Hospital District. A preliminary review indicates pay parking will likely be required on the streets fronting Kelowna General Hospital (Royal Ave, Abbott Street and Rose Ave), to support short term parking close to Kelowna General Hospital. This request will fund the purchase and installation of pay stations and various changes to signage throughout the area.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
183,000	(183,000)	0	0	0	0	0

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Real Estate Capital  
 Title: DCC Road Widening, Land Acquisition \$500,000

**Justification:**

This request is to fund the purchase of land required for widening of roads identified in the DCC program by Infrastructure Planning. The land acquisitions will be made when required and are subject to Council approval. Available budget provides the opportunity to purchase land when land becomes accessible therefore preventing missed opportunities.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	(422,500)	0	0	0	0	(77,500)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Real Estate Capital  
 Title: Strategic Land Servicing Requirements \$250,000

**Justification:**

The mandate of the Strategic Land Development Department is to identify future strategic land assemblies, add value to real property dispositions, and realize corporate objectives and the Official Community Plan through creative real estate strategies.

Several projects and properties have been identified that have the potential to return social, economic, environmental, and cultural benefits to the City. To deliver many of these projects, an investment is needed to cover the servicing required. The department's intent is to grow the funding available for development servicing requirements for major projects.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: A well-run City - Pioneering leadership

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New  
 Cost Center: Real Estate Capital  
 Title: Okanagan Rail Corridor - Grant Matching \$185,000

**Justification:**

In 2017, the Okanagan Rail Trail Interjurisdictional Development Team will apply for various grants to support the development of the rail corridor. One of the known significant grants requires a matching of fifty percent from the municipalities. This request is to provide the City's share of the matching requirement using funds that have been donated by the public to rail corridor development initiative.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: An active, inclusive city - Active living opportunities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
185,000	0	0	0	(185,000)	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Community Planning & Real Estate	Priority:	1
Department:	Real Estate		ON-GOING
Title:	Expansion of Parking Management - Hospital Area		NEW

**Justification:**

This request represents estimated ongoing operating revenues and expenses related to implementation of pay parking in the Hospital District. Net of revenue and expenses = \$ 43,760 will be contributed to the South Pandosy Parking Reserve.

This is an increase in casual hours for Traffic Officers included in this request. The changes in the hospital area that would be supported by these additional traffic officer hours will support a balanced transportation network in the hospital area and the South Pandosy town center.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

**Corporate Framework:** A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	73,840	43,760	0	0	0	(117,600)	0	0
2018	73,840	43,760	0	0	0	(117,600)	0	0
2019	73,840	43,760	0	0	0	(117,600)	0	0

# Building

# 2017 Capital Requests

## Provisional Budget

### Building Capital Summary - General Fund

CITY OF KELOWNA

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
<b>Building Capital - Priority 1</b>									
Renew									
N3	3174	City Hall - Phase IV Renovations	2,500,000	(500,000)	0	0	0	0	(2,000,000)
N3	3179	Cook Road Boat Launch - Stabilization	100,000	0	0	0	0	0	(100,000)
N4	XXXX	Parkinson Recreation Centre - Building Repairs	385,000	(385,000)	0	0	0	0	0
N4	3084	Civic Buildings Roof Replacements	115,000	0	0	0	0	0	(115,000)
N5	XXXX	Kelowna Community Theatre Outdoor Digital Screens	33,000	(33,000)	0	0	0	0	0
N6	XXXX	Parks Infrastructure Renewal - Washroom Renovations	350,000	0	0	0	0	0	(350,000)
Total Renew			3,483,000	(918,000)	0	0	0	0	(2,565,000)
Growth									
N7	XXXX	Windsor Road & City Works Yard Renovation	210,000	0	0	0	0	0	(210,000)
OP N7	XXXX	Glenmore Firehall No. 8 - Conversion to Career Station	175,000	0	0	0	0	0	(175,000)
N8	XXXX	Mission Recreation Park Softball Quadplex Viewing Deck Expansion	300,000	(200,000)	0	0	0	0	(100,000)
Total Growth			685,000	(200,000)	0	0	0	0	(485,000)
New									
N9	XXXX	Art Walk Extension	65,000	(65,000)	0	0	0	0	0
N9	XXXX	Kelowna Community Theatre Audio Visual Improvements	96,000	(96,000)	0	0	0	0	0
Total New			161,000	(161,000)	0	0	0	0	0
Cost Center Totals			4,329,000	(1,279,000)	0	0	0	0	(3,050,000)
<b>Building Capital - Priority 2</b>									
Renew									
N5	XXXX	City Hall Elevator Modernization	150,000	0	0	0	0	0	(150,000)
N6	XXXX	Parkinson Recreation Centre - Building Repairs	200,000	0	0	0	0	0	(200,000)
Total Renew			350,000	0	0	0	0	0	(350,000)
Growth									
N8	XXXX	Waterfront Park - Island Stage Improvements	100,000	0	0	0	0	0	(100,000)
Total Growth			100,000	0	0	0	0	0	(100,000)
Cost Center Totals			450,000	0	0	0	0	0	(450,000)
Grand Total			4,779,000	(1,279,000)	0	0	0	0	(3,500,000)

OP - See related operating request with the same title at the end of this section.



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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Building Capital  
 Title: City Hall - Phase IV Renovations \$2,500,000

**Justification:**

Budget is requested for the Phase IV renovations in the basement level, as part of the on going renovations to improve the use of City Hall as identified in the 2030 Infrastructure Plan. The renovations will use the space more effectively, in order to provide additional workstations for increasing staff demands and create a modern working environment. This will be followed with a 2018 Capital budget request for Phase V Renovations to Level 1.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,500,000	(500,000)	0	0	0	0	(2,000,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Building Capital  
 Title: Cook Road Boat Launch - Stabilization \$100,000

**Justification:**

A dredge to remove encroaching sand from the boat launch was successfully completed early 2016. A long-term design solution to the encroachment is currently being developed for approval by the Province. However, a second smaller dredge is anticipated to be necessary in 2017 in order to maintain the full use of the ramp through the boating season. Further, the concrete apron on the leading edge of the boat launch ramp is damaged and significantly undercut. Temporary rock infill is proposed until a long-term solution is approved. Budget is requested for the second dredge and temporary repairs to the ramp.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: An active, inclusive city - Active living opportunities

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

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Building Capital  
 Title: Parkinson Recreation Centre - Building Repairs \$385,000

**Justification:**

The planned replacement of Parkinson Recreation Centre is scheduled for 2021-2023. In order to keep the building operational and reliable for the next seven years, capital investment is required to address building systems that have reached the end of their service life. Repairs will include the pool roof, pool lounge HVAC, kitchen equipment replacement, shower plumbing and fixtures, changeroom heating system, changeroom partitions, large pool sand filter and gas chlorine equipment. This is not an exhaustive list of building needs. After extensive analysis, a proactive approach was considered the best strategy for these particular building systems in order to minimize the risk of reduced operations due to lengthy repairs.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
385,000	(385,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Building Capital  
 Title: Civic Buildings Roof Replacements \$115,000

**Justification:**

This project is a result of ongoing evaluations of roof conditions on all City-owned facilities and the development of an ongoing capital renewal work plan. One roof system was assessed and was identified as having reached its anticipated service life and the probability of failure is considered high. The roof section identified for replacement is located at City Hall. The assessment identified deteriorating surface conditions and moderate moisture content readings in the insulation placing this roof system as the highest priority for replacement in 2017.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
115,000	0	0	0	0	0	(115,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Building Capital  
 Title: Kelowna Community Theatre Outdoor Digital Screens \$33,000

**Justification:**

Budget is requested to replace the older technology, existing electronic sign board with two one-sided outdoor digital screens to promote upcoming theatre events. The signs will be located at the roofline on the southwest and northwest corners of the theatre facing Water Street. This work is part of the Infrastructure renewal identified in the 2030 Infrastructure Plan.

The capital request will be funded from the Theatre Improvement Reserve.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Cultural experiences

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
33,000	(33,000)	0	0	0	0	0

Department: Capital Projects Priority: 2 Renew  
 Cost Center: Building Capital  
 Title: City Hall Elevator Modernization \$150,000

**Justification:**

The elevator in City Hall has been in service for 35 years with the most recent work dating back to 1992 when the third floor was added. Reliability and serviceability are becoming concerns due to the age of the elevator mechanical components. Modernization of the elevator will include a full mechanical and cosmetic upgrade which will bring the elevator up to current code requirements and add another 20-25 years of service life.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	0	0	0	0	0	(150,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 2 Renew  
 Cost Center: Building Capital  
 Title: Parkinson Recreation Centre - Building Repairs \$200,000

**Justification:**

This request is for additional building repairs to Parkinson Recreation Centre (PRC) that were not included in the P1 "PRC - Building Repairs" capital request. Repairs would include replacement of the hot water recirculating and chlorine distribution lines. To date, leak repairs on these lines has resulted in minimal downtime for the facility. The expectation moving forward is more leaks due to the age of the lines and a work strategy to make quality repairs as needed. A proactive approach to replace these lines was weighed against the high cost of replacement due to their location in the ceiling. The risk severity is considered moderate for a major failure that could result in a costly repair or have a lengthy impact on operations.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	0	0	0	0	0	(200,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Building Capital  
 Title: Parks Infrastructure Renewal - Washroom Renovations \$350,000

**Justification:**

Budget is requested for the renewal of Boyce-Gyro Park main washroom. Both Boyce-Gyro washrooms are in very poor condition, and heavily used in this popular park. Park washroom upgrades have been identified in the 2030 Infrastructure plan commencing in 2020. However, due to the poor condition, popularity of this park, and the other works proposed for this park in 2017, this request to renovate one of the washrooms has been brought forward as a priority for 2017. Renovation works would include: new low maintenance floor, wall and ceiling finishes, new water efficient sanitary fixtures and plumbing, high efficiency hand-dryers, waste receptacles, and new skylights. The goal of the renovations is to create a clean, bright appearance while maintaining security best practice.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
350,000	0	0	0	0	0	(350,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Building Capital  
 Title: Windsor Road & City Works Yard Renovation \$210,000

**Justification:**

Due to capacity needs at City Hall and the City Works Yard, Building Services will be relocated to the Windsor Road RCMP facility in 2017. Renovations are required to reconfigure the Windsor Road space to accommodate all building trades operations and equipment, and to provide for a functional and efficient work group in this new location. Additionally, the existing Works Yard carpenter and paint shops will be reconfigured to provide additional workspace for the Traffic, Transportation and Equipment work groups. This was identified in the 2030 Infrastructure Plan for 2018, but has been brought forward a year in order to meet current demand, and to facilitate renovations within City Hall.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
210,000	0	0	0	0	0	(210,000)

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Building Capital  
 Title: Glenmore Firehall No. 8 - Conversion to Career Station \$175,000

**Justification:**

In the 2016-2030 Kelowna Fire Department (KFD) Strategic Plan, the KFD identified a need to hire 12 additional firefighters and renovate the existing Station 8 as an interim facility to address the service gap in the Glenmore/UBCO/YLW area. A new fire hall in the North Glenmore area is identified in the 2030 Infrastructure Plan for 2022-24. This budget request is to convert, in the interim, the un-manned Fire Hall #8 to a manned fire hall, complete with fire fighters full-time. The funding will be used to upgrade the facility, and install a portable unit to provide dorm accommodation for the fire fighters.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A safe city - Fire protection & prevention

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
175,000	0	0	0	0	0	(175,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Building Capital

Title: Mission Recreation Park Softball Quadplex Viewing Deck Expansion \$300,000

**Justification:**

The Mission Recreation Park Softball Quadplex is Kelowna's busiest sportsfield facility and is host to numerous programs, leagues and tournaments. In the heart of the four diamond quadplex is a support building that includes washrooms, changerooms and a concession on the first level, with a tournament/programming area and viewing deck on the second level. The proposal is to expand the deck to provide increased viewing area of the feature softball diamonds and improve the surrounding infrastructure including: safety netting, lighting and hard surfacing the walkway. In addition, this expansion will provide a family-friendly seating area, offer increased shade for program participants, enhance the overall quality of experience to the softball community, and improve the facility as a premier sport event site.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(200,000)	0	0	0	0	(100,000)

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Building Capital

Title: Waterfront Park - Island Stage Improvements \$100,000

**Justification:**

Budget is requested to prepare a schematic design for the renovation of the Island Stage within Waterfront Park to facilitate a greater diversity of events within the park. The design review will include stage size, back stage facilities, lighting and power supply. This is identified as a priority 2 in the 2030 Infrastructure Plan for 2017.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: An active, inclusive city - Cultural experiences

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

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Building Capital  
 Title: Art Walk Extension \$65,000

**Justification:**

Budget is requested for a schematic design to extend the existing Art Walk through the Cultural District to Queensway, and for the redevelopment of the Bennett Plaza, as identified in both the 2017 Civic Block Plan and the 2030 Infrastructure Plan. The schematic design is also required in order to define the parameters for partial disposal of part of the RCMP property.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: An active, inclusive city - Cultural experiences

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
65,000	(65,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New  
 Cost Center: Building Capital  
 Title: Kelowna Community Theatre Audio Visual Improvements \$96,000

**Justification:**

Budget is requested to upgrade the audio visual (A/V) experience offered within the Theatre. The upgrade will ensure the Theatre meets new technology standards and allows for greater A/V components to be incorporated in onstage performances, leading to an enhanced theatre experience. In addition, the Theatre will be able to advertise upcoming events and sponsorship recognition through video monitors placed within the Theatre. The upgrade includes: eight new video monitors including cables to be installed in the lobby, black box, dressing rooms and green room; three high-definition digital cameras for the auditorium; two high-definition 9,000 + lumen projectors for the auditorium; one A/V mixing console; and two digital video screens for the stage. This capital request will be funded from the Theatre Improvement Reserve.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Cultural experiences

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
96,000	(96,000)	0	0	0	0	0



# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Strategic Services	Priority:	1
Department:	Fire Department		ON-GOING
Title:	Glenmore Firehall No. 8 - Conversion to Career Station		NEW

**Justification:**

With the adoption in principle of the 2016-2030 Kelowna Fire Department (KFD) Strategic Plan, this operating request is to hire 12 Career Firefighters in 2017 and an additional eight Career Firefighters in 2019. This request includes: salaries, fire safety gear, uniforms, building utilities, maintenance, tables, chairs and lockers needed to prepare Station 8 to be used as a career firehall. It also includes the reductions for overtime related to callbacks, paid on call fire fighters and the contract with the District of Lake Country.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

**Corporate Framework:** A safe city - Fire protection & prevention

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	460,970	0	0	0	0	0	0	(460,970)
2018	763,620	0	0	0	0	0	0	(763,620)
2019	1,311,860	0	0	0	0	0	0	(1,311,860)



# 2017 Capital Requests

## Provisional Budget

### Parks Capital Summary - General Fund

CITY OF KELOWNA

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
<b>Parks Capital - Priority 1</b>									
Renew									
	O3	3184	Cemetery Improvements	559,000	(559,000)	0	0	0	0
	O3	3181	Knox Mountain Park Improvements	150,000	(90,000)	0	0	0	(60,000)
OP	O4	XXXX	Laurel Packinghouse Courtyard - Museum Partnership	465,000	0	0	(150,000)	(150,000)	(165,000)
	O4	3134	Irrigation Infrastructure Renewal	248,000	0	0	0	0	(248,000)
OP	O5	XXXX	Parking Infrastructure Renewal	240,000	0	0	0	0	(240,000)
	O5	3002	City Park - Foreshore Protection	400,000	(400,000)	0	0	0	0
	O6	XXXX	Sutherland Park - Shore Stabilization	200,000	(120,000)	0	0	0	(80,000)
Total Renew			2,262,000	(1,169,000)	0	(150,000)	(150,000)	0	(793,000)
Growth									
	O7	2030XX	DCC Parkland Acquisition	4,890,000	(1,717,070)	(2,952,000)	0	0	(220,930)
OP	O8	2917	Glenmore Recreation Park - Phase 1 Construction	2,664,000	(2,100,000)	0	0	0	(564,000)
OP	O8	XXXX	Boyce-Gyro Park Parking Lot and Improvements	2,195,000	(1,800,000)	0	0	0	(395,000)
OP	O9	3208	Rowcliffe Park - Construction	1,700,000	(1,228,950)	0	0	0	(471,050)
OP	O9	3231	Upper Mission Trail Building Partnership	150,000	0	0	0	(75,000)	(75,000)
OP	O10	XXXX	Dog Beaches	65,000	0	0	0	0	(65,000)
OP	O10	XXXX	Lost Creek Park - Neighbourhood Partnership	400,000	0	0	0	(200,000)	(200,000)
OP	O11	3137	Rutland Centennial Park Improvements - Phases 3 & 4	350,000	0	0	(350,000)	0	0
OP	O11	XXXX	Rutland Recreation Park - Pickleball Courts	200,000	(120,000)	0	0	0	(80,000)
Total Growth			12,614,000	(6,966,020)	(2,952,000)	(350,000)	(275,000)	0	(2,070,980)
New									
	O13	2031	Natural/Linear Parkland Acquisition	700,000	(250,000)	0	0	0	(450,000)
Total New			700,000	(250,000)	0	0	0	0	(450,000)
Cost Center Totals			15,576,000	(8,385,020)	(2,952,000)	(500,000)	(425,000)	0	(3,313,980)

### Parks Capital - Priority 2

#### Renew

	O6	XXXX	City Park - Promenade Rebuild	1,200,000	0	0	0	0	(1,200,000)
	O7	XXXX	Mission Recreation Park Artificial Turf Replacement	600,000	0	0	0	0	(600,000)
Total Renew			1,800,000	0	0	0	0	0	(1,800,000)

#### Growth

OP	O12	XXXX	Barlee Park Expansion	400,000	0	0	0	0	(400,000)
	O12	2917	Glenmore Recreation Park - Phase 2 Utilities	336,000	0	0	0	0	(336,000)

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
		Total Growth	736,000	0	0	0	0	0	(736,000)
		Cost Center Totals	2,536,000	0	0	0	0	0	(2,536,000)
		Grand Total	18,112,000	(8,385,020)	(2,952,000)	(500,000)	(425,000)	0	(5,849,980)

OP - See related operating request with the same title at the end of this section.

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Parks Capital  
 Title: Cemetery Improvements \$559,000

**Justification:**

A master plan for the Kelowna Memorial Park Cemetery (KMPC) was completed in 2015 that identified a number of priority capital projects, that have been identified in the 2030 Infrastructure Plan. High priorities for 2017 include the following:

- 1) The construction of in-ground burial crypts that will expand the existing G7 section. There is approximately two years of inventory of in-ground burial plots remaining at KMPC.
- 2) Site infrastructure repairs and continued upgrades to the irrigation system.
- 3) Acquisition and installation of two Family Vessel granite interment containers that will be added to the Legacy Garden project.

There are no operating and maintenance budget impacts associated with this request.

**Project Driver:** Investments that attract a net positive return over a reasonable business term.

**Corporate Framework:** An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
559,000	(559,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Parks Capital  
 Title: Knox Mountain Park Improvements \$150,000

**Justification:**

The 2011 Council endorsed Knox Mountain Management Plan proposes a number of specific capital improvements to the park over future decades. In order to provide a degree of financial viability, the improvements are proposed to be phased in each year throughout the duration of the 2030 Infrastructure Plan, at approximately \$150k per year. This would be the fifth year of such works, with a gap in 2016. The popularity of the park for a wide variety of recreational uses has continued to increase in recent years. The program aims to provide public recreation in a sustainable manner while respecting the high environmental value of the park. Works will include restoration work to both pavilions, improvements to the trail system in order to reduce user conflicts, environmental restoration of eroded areas, and the installation of wayfinding signage.

There are no operation & maintenance budget impacts associated with this request.

**Project Driver:** Council resolutions and strategic corporate priorities.

**Corporate Framework:** An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	(90,000)	0	0	0	0	(60,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Parks Capital

Title: Laurel Packinghouse Courtyard - Museum Partnership \$465,000

**Justification:**

The Kelowna Museum Society, with the support of the City, has commissioned a concept design to form a small urban park in the heart of the Cultural District. The design includes a children's playground that fosters a better understanding of the fruit-growing heritage through interpretive play elements, promotes the early orchard culture through a display of historic fruit-processing equipment, and celebrates the railway culture by recreating the original loading dock and redefining the line of the original railway siding from the paddle-steamer dock. Budget is requested for a three way equal partnership with Kelowna Museum Society and potential grant funding. If grant funding is not achieved, the scope of the project will be reduced.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: An active, inclusive city - Cultural experiences

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
465,000	0	0	(150,000)	(150,000)	0	(165,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Parks Capital

Title: Irrigation Infrastructure Renewal \$248,000

**Justification:**

The Irrigation Infrastructure Renewal is an annual program outlined in the City's 2030 Capital Plan, that provides an allotment for the replacement and upgrading of aging irrigation systems in municipal parks, landscape areas, and civic properties. Priorities are established on a number of criteria including the age of the system, operating inefficiencies, risk and consequences. The intent of the upgrades is for the system to meet current CSA standards, BC electrical standards and the City's irrigation standards. This is the fourth year of the program, and the top priority for replacement work in 2017 will be at Mission Recreation Park.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
248,000	0	0	0	0	0	(248,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Parks Capital

Title: Parking Infrastructure Renewal \$240,000

**Justification:**

Budget is requested for a renewal program for gravel or asphalt overlay for parking lots in City parks, as identified in the 2030 Infrastructure Plan. The priorities for 2017 include: Ellison Dog Park - new gravel, Rutland Rec Park (Arena north lot) & Rutland Seniors Centre - asphalt overlay, Roxby Square - asphalt overlay, Rutland Kinsmen & Gymnastics - asphalt overlay.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
240,000	0	0	0	0	0	(240,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Parks Capital

Title: City Park - Foreshore Protection \$400,000

**Justification:**

In accordance with the 2030 Infrastructure Plan, budget is requested for the remediation of the foreshore within City Park. This is to protect this popular beach area from further wave erosion generated by Okanagan Lake. Over the past decade, storm events have significantly eroded the top of the beach and into the grass area of the park.

There are no operation & maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	(400,000)	0	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Parks Capital

Title: Sutherland Park - Shore Stabilization \$200,000

**Justification:**

Funding is requested for a Section 9 Environmental Approval application to the Province, and the subsequent remediation of part of the shoreline within Sutherland Park. This work is proposed in order to protect the City's land base from further wave erosion generated by Okanagan Lake. Over the past decade, storm events have significantly eroded the land area. This area was not part of the previous master plan for remediation work around Popular Point.

There are no operating & maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A clean healthy environment - Protecting our natural land & water resources

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(120,000)	0	0	0	0	(80,000)

Department: Capital Projects Priority: 2 Renew  
 Cost Center: Parks Capital

Title: City Park - Promenade Rebuild \$1,200,000

**Justification:**

Budget is requested for replacement of the Waterfront Walkway in City Park from the Hot Sands Concession Building to the Point. The existing walkway is in poor condition due to its age and settlement issues.

The improvement will feature a dual corridor, one dedicated for cycling and the other for pedestrians, to accommodate the high volumes of traffic. This project will also include lights for night time use, park furniture and feature universal accessibility standards.

There are no operating and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,200,000	0	0	0	0	0	(1,200,000)



# 2017 Capital Request Details

Department: Capital Projects Priority: 2 Renew  
 Cost Center: Parks Capital  
 Title: Mission Recreation Park Artificial Turf Replacement \$600,000

**Justification:**

Although scheduled in the 2030 Capital Plan for replacement in 2021, the existing artificial turf field has prematurely failed, resulting in an unpopular playing surface and a significant drop in bookings. Budget is requested to replace the artificial turf in order to maximize the return on investment for lighting and other infrastructure, while reducing the demand and over use of other grass fields.

There are no operation & maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: An active, inclusive city - Active living opportunities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
600,000	0	0	0	0	0	(600,000)

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Parks Capital  
 Title: DCC Parkland Acquisition \$4,890,000

**Justification:**

Budget is requested for the acquisition of land to be used for Neighbourhood, Community, City-wide and Recreation type parks in accordance with the 20-Year Servicing Plan and DCC reserve funding availability.

There are no operating & maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,890,000	(1,717,070)	(2,952,000)	0	0	0	(220,930)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Parks Capital  
 Title: Glenmore Recreation Park - Phase 1 Construction \$2,664,000

**Justification:**

Budget is requested for the construction of Glenmore Recreation Park, in accordance with the 2030 Infrastructure Plan. This is a major new recreation facility in the north of the City. Phase 1 includes two multi-use grass fields, supporting infrastructure, and a landscape buffer zone.

As part of the Agricultural Land Reserve requirements for the use of the land for park purposes, construction must be substantially commenced by Oct 2017. Tender documentation was prepared during 2016. Proceeds from the disposition of an existing City property by March 2017, will be used to help fund this project.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,664,000	(2,100,000)	0	0	0	0	(564,000)

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Parks Capital  
 Title: Boyce-Gyro Park Parking Lot and Improvements \$2,195,000

**Justification:**

The redesign and surfacing of the existing temporary parking provides 130 permanent stalls and a drop-off area adjacent to this highly popular beach park. The multi-use trail along Lakeshore Drive is also extended past the car park and will feature a new addition to the public art collection. The removal of the original small and inefficiently laid out parking lot provides additional valuable beach front recreational space within the heart of the Park. The license for the existing temporary gravel car park has expired and cannot be renewed, making the work a priority for 2017.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Active living opportunities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,195,000	(1,800,000)	0	0	0	0	(395,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Parks Capital  
 Title: Rowcliffe Park - Construction \$1,700,000

**Justification:**

Budget is requested for the construction of a new community park as part of the Central Green development. The park is located in a densely populated area of the City underserved by existing neighbourhood and community parks. This park will include a recreational lawn, sports field, children's playground, circular walking path, off-leash dog area and a community garden. A parks partnership agreement is currently being negotiated with the adjacent Central Green developers. The project was originally proposed to occur in three phases from 2017-2019. This agreement would allow the park to be developed in one phase, with the City making payments over three years in line with 2030 capital plan, subject to the final agreed terms.

The ongoing operation and maintenance impacts for this request are included in this capital section as an operating request with the same title.

**Project Driver:** Investments that attract a net positive return over a reasonable business term.

**Corporate Framework:** An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,700,000	(1,228,950)	0	0	0	0	(471,050)

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Parks Capital  
 Title: Upper Mission Trail Building Partnership \$150,000

**Justification:**

Budget is requested for a partnership with Upper Mission developers to continue the multi-year program to construct several public trails in accordance with the City's Linear Park Master Plan. The specific projects will include trail sections along Bellevue Creek Greenway which complete several loops in the trail system in the Upper Mission. The partnership agreement is based upon the principle of equal cost sharing between the City and the developers.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

**Project Driver:** Level of service enhancements (functional efficiency and levels of service increases).

**Corporate Framework:** An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	0	0	0	(75,000)	0	(75,000)

## 2017 Capital Request Details

CITY OF KELOWNA

Department:	Capital Projects	Priority:	1	Growth
Cost Center:	Parks Capital			
Title:	Dog Beaches			\$65,000

**Justification:**

Following a statistically valid survey, and subsequent public consultation on four specific locations, Council instructed staff to proceed with a budget request for introducing permanent off-leash dog beaches at Poplar Point and Downtown Sails, and a two year trial at Lake Ave. Budget is requested for signage, bins, fencing and other infrastructure for each of these locations in order to mitigate any conflicts between dogs and other beach users or riparian areas.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Considering diverse community needs

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
65,000	0	0	0	0	0	(65,000)

Department:	Capital Projects	Priority:	1	Growth
Cost Center:	Parks Capital			
Title:	Lost Creek Park - Neighbourhood Partnership			\$400,000

**Justification:**

Budget is requested for a 50:50 partnership with the neighbourhood residents group to design and construct a new neighbourhood park in the Wilden Neighbourhood. The vision for the park includes a playground, grass play area, a small sports court, furniture and walking trails. The residents group is supported by the developer in this partnership. Development of a neighbourhood park at full cost to the City was identified as a priority 2 in the 2030 Infrastructure Plan for 2017.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: An active, inclusive city - Strengthening our neighbourhoods

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	0	0	0	(200,000)	0	(200,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Parks Capital  
 Title: Rutland Centennial Park Improvements - Phases 3 & 4 \$350,000

**Justification:**

Sesquicentennial grant funding has been requested to extend the development of Rutland Centennial Park to include Phases 3 & 4. Phase 3 includes the expanded playground (150m<sup>2</sup>), and Phase 4 includes installation of asphalt pathways around the park entrance and community garden area, a concrete entrance plaza, benches, bike racks, picnic tables, and a new irrigation system and grass turf seeding for disturbed areas. Works are to be completed by September 2017.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
350,000	0	0	(350,000)	0	0	0

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Parks Capital  
 Title: Rutland Recreation Park - Pickleball Courts \$200,000

**Justification:**

Over the past 10 years the sport of pickleball has exploded onto the local sport scene. Working in partnership with the Kelowna Pickleball Club, the City has supported the development of the sport by initially lining various lacrosse & tennis courts throughout the community, and eventually converting the tennis courts at Parkinson Recreation Centre into dedicated pickleball courts - the only "true" pickleball courts in the City. These courts have helped heighten the profile of the sport and as a result, the Club's membership has grown (now approaching 500 members). Pickleball awareness and play has dramatically increased, contributing to an overall lack of public access to the courts. To accommodate this increased demand and to support pickleball opportunities throughout the City, budget is requested to create four new pickleball courts on the lawn area at the Rutland Recreation Park adjacent to the Rutland Activity Centre.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(120,000)	0	0	0	0	(80,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Parks Capital  
 Title: Barlee Park Expansion \$400,000

**Justification:**

Budget is requested for design and construction of an expansion to Barlee Park, a neighbourhood-level park in the central city sector. This is the City's highest priority area for a new neighbourhood park as the surrounding area has witnessed significant residential development over the past decade and is in need of neighbourhood amenities and green space. The expansion will require the demolition of an old house and the installation of a new playground and grassy play area.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: An active, inclusive city - Strengthening our neighbourhoods

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	0	0	0	0	0	(400,000)

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Parks Capital  
 Title: Glenmore Recreation Park - Phase 2 Utilities \$336,000

**Justification:**

Phase 2 works are currently scheduled for 2018 in the 2030 Capital Plan, and include the permanent site road, parking, utilities, earthworks and sports furnishings. Budget is requested to advance the remaining utilities from Phase 2 into the Phase 1 works in order to benefit from optimized construction costs.

There are no operating & maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: An active, inclusive city - Active living opportunities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
336,000	0	0	0	0	0	(336,000)

# 2017 Capital Request Details

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Department: Capital Projects Priority: 1    New  
Cost Center: Parks Capital  
Title: Natural/Linear Parkland Acquisition \$700,000

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Justification:

Budget is requested to support the City's ongoing acquisition program for natural area and linear parks in accordance with the Council approved Parkland Acquisition Strategy, Official Community Plan and Linear Park Master Plan, with several significant opportunities arising in 2017.

There are no operation & maintenance budget impacts associated with this request.

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Project Driver: Council resolutions and strategic corporate priorities.

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Corporate Framework: An active, inclusive city - Spectacular parks

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Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
700,000	(250,000)	0	0	0	0	(450,000)

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# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Rutland Centennial Park Improvements - Phases 3 & 4 EXISTING

**Justification:**

Budget is requested to cover additional landscape maintenance as well as a playground and snow/ice control. This request also includes washrooms and contract security monitoring for the entire park.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	9,280	0	0	0	0	0	0	(9,280)
2018	18,600	0	0	0	0	0	0	(18,600)
2019	19,950	0	0	0	0	0	0	(19,950)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Upper Mission Trail Building Partnership NEW

**Justification:**

This budget request covers pathway and site furniture maintenance, litter pickup as well as winter snow/ice removal.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	2,000	0	0	0	0	0	0	(2,000)
2018	4,300	0	0	0	0	0	0	(4,300)
2019	4,700	0	0	0	0	0	0	(4,700)



# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Laurel Packinghouse Courtyard - Museum Partnership NEW

**Justification:**

This request will cover irrigation, mowing, planting bed and furniture maintenance, snow/ice control and additional security checks.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Cultural experiences

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	4,130	0	0	0	0	0	0	(4,130)
2018	11,650	0	0	0	0	0	0	(11,650)
2019	11,650	0	0	0	0	0	0	(11,650)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Parking Infrastructure Renewal NEW

**Justification:**

This request will cover additional site maintenance and snow/ice removal for the Ellison dog park since the new parking lot will be open year-round, whereas the existing parking lot has seasonal closures.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Considering diverse community needs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,750	0	0	0	0	0	0	(1,750)
2018	3,500	0	0	0	0	0	0	(3,500)
2019	3,500	0	0	0	0	0	0	(3,500)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Glenmore Recreation Park - Phase 1 Construction NEW

**Justification:**

Budget is requested for ongoing grounds maintenance and repairs.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	6,480	0	0	0	0	0	0	(6,480)
2018	57,850	0	0	0	0	0	0	(57,850)
2019	57,850	0	0	0	0	0	0	(57,850)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Dog Beaches NEW

**Justification:**

Budget is requested to cover additional portable toilets, litter control and maintenance of site furniture and amenities.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Considering diverse community needs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	7,700	0	0	0	0	0	0	(7,700)
2018	7,700	0	0	0	0	0	0	(7,700)
2019	7,700	0	0	0	0	0	0	(7,700)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Rowcliffe Park - Construction NEW

**Justification:**

This budget request includes maintenance of turf, irrigation, trees, a playground and a dog park, site furniture and a washroom building, as well as additional contracted security monitoring for this site.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	35,130	0	0	0	0	0	0	(35,130)
2018	59,180	0	0	0	0	0	0	(59,180)
2019	61,930	0	0	0	0	0	0	(61,930)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Boyce-Gyro Park Parking Lot and Improvements NEW

**Justification:**

This budget request includes maintenance of new trees, irrigation and landscaping for a new 120 stall paved parking lot, as well as on-going maintenance of two new beach volleyball courts.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	8,580	0	0	0	0	0	0	(8,580)
2018	17,150	0	0	0	0	0	0	(17,150)
2019	17,150	0	0	0	0	0	0	(17,150)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Lost Creek Park - Neighbourhood Partnership NEW

**Justification:**

Budget is requested for the maintenance of turf, irrigation, shrub beds, trees, a playground and park furniture and some snow/ice control on pathways.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Strengthening our neighbourhoods

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	6,860	0	0	0	0	0	0	(6,860)
2018	13,730	0	0	0	0	0	0	(13,730)
2019	13,730	0	0	0	0	0	0	(13,730)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Rutland Recreation Park - Pickleball Courts NEW

**Justification:**

Budget is requested to cover court maintenance, extra litter control and portable toilets.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	8,080	0	0	0	0	0	0	(8,080)
2018	10,750	0	0	0	0	0	0	(10,750)
2019	10,750	0	0	0	0	0	0	(10,750)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	2
Department:	Parks Services		ON-GOING
Title:	Barlee Park Expansion		EXISTING

**Justification:**

Budget is requested to cover additional maintenance of a new playground and some additional turf maintenance in the area where an existing house is proposed for demolition.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Strengthening our neighbourhoods

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,800	0	0	0	0	0	0	(1,800)
2018	3,600	0	0	0	0	0	0	(3,600)
2019	3,600	0	0	0	0	0	0	(3,600)

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# Transportation

# 2017 Capital Requests

## Provisional Budget

### Transportation Capital Summary - General Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Transportation Capital - Priority 1									
Renew									
	P3	XXXX	Sidewalk and Bikeway Renewal	185,000	(111,000)	0	0	0	(74,000)
OP	P3	207601	Transit - Equipment Renewal (Bus Stops and Shelters)	28,000	(28,000)	0	0	0	0
	P4	2083	Roads Resurfacing	2,971,000	(2,157,030)	0	0	0	(813,970)
	P4	3233	Street Light Replacement - Pole & Wiring	126,000	0	0	0	0	(126,000)
	P5	2086	Bridge Rehabilitation - Renewal	275,000	(165,000)	0	0	0	(110,000)
RED	P5	XXXX	Street Lighting Retrofit	3,953,000	(2,435,880)	0	(555,120)	0	(962,000)
	P6	3239	Traffic Signal and Communications Upgrades and Renewals	225,000	0	0	0	0	(225,000)
			Total Renew	7,763,000	(4,896,910)	0	(555,120)	0	(2,310,970)
Growth									
OP	P7	323401	Ethel 3 DCC (Harvey-Sutherland), ATC	2,500,000	(2,057,500)	0	0	0	(442,500)
	P7	XXXX	Ethel 4 DCC (Sutherland-Springfield), ATC	100,000	(22,300)	0	0	0	(77,700)
OP	P8	XXXX	Sutherland (Pandosy-Gordon) DCC ATC	300,000	(246,900)	0	0	0	(53,100)
OP	P8	3168	Traffic Control Infrastructure (Doyle Roundabout)	800,000	(480,000)	0	0	0	(320,000)
	P9	XXXX	Sector B Roads Top Lift Paving DCC	834,000	(834,000)	0	0	0	0
OP	P9	XXXX	Stewart Road West 3 DCC (Crawford-Swamp)	200,000	(169,000)	0	0	0	(31,000)
OP	P10	2866XX	Lakeshore 1 DCC (Collett Road Intersection), Road	850,000	(616,250)	0	0	(200,000)	(33,750)
			Total Growth	5,584,000	(4,425,950)	0	0	(200,000)	(958,050)
New									
OP	P12	2084	Sidewalk Network Expansion	500,000	(300,000)	0	0	0	(200,000)
OP	P12	2085	Active Transportation Corridor	300,000	(180,000)	0	0	0	(120,000)
OP	P13	207602	Transit - New Equipment (Bus Stops)	132,000	(132,000)	0	0	0	0
OP	P13	3145	Major Traffic Safety Projects	400,000	(240,000)	0	0	0	(160,000)
OP	P14	XXXX	Aggasiz Road Extension	90,000	0	0	0	(90,000)	0
			Total New	1,422,000	(852,000)	0	0	(90,000)	(480,000)
			Cost Center Totals	14,769,000	(10,174,860)	0	(555,120)	(290,000)	(3,749,020)

### Transportation Capital - Priority 2

#### Renew

P6	XXXX	Sidewalk and Bikeway Renewal	375,000	0	0	0	0	0	(375,000)
			Total Renew	375,000	0	0	0	0	(375,000)

#### Growth

P10	3168	Traffic Control Infrastructure	50,000	0	0	0	0	0	(50,000)
P11	XXXX	Pandosy Street Sidewalk DCC	150,000	(78,900)	0	0	0	0	(71,100)



Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
P11	XXXX	Lake 1 DCC (Pandosa - Abbott), ATC	60,000	(13,380)	0	0	0	0	(46,620)
		Total Growth	260,000	(92,280)	0	0	0	0	(167,720)
		Cost Center Totals	635,000	(92,280)	0	0	0	0	(542,720)
		Grand Total	15,404,000	(10,267,140)	0	(555,120)	(290,000)	0	(4,291,740)

OP - See related operating request with the same title at the end of this section.

RED - See related reduction request with the same title at the end of this section.

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Transportation Capital  
 Title: Sidewalk and Bikeway Renewal \$185,000

**Justification:**

This request will allow completion of projects to address deteriorated conditions and functional deficiencies of aging transportation infrastructure. Suggested 2017 projects include:

- 1) Doyle/Richter intersection (reconstruction of curb & gutter and wheelchair ramps) - \$70,000
- 2) Cawston/Water intersection (reconstruction of curb & gutter and wheelchair ramp) - \$70,000
- 3) Water St (reconstruction of 2 crosswalks, curb & gutter, and wheelchair ramp) - \$45,000

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
185,000	(111,000)	0	0	0	0	(74,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Transportation Capital  
 Title: Transit - Equipment Renewal (Bus Stops and Shelters) \$28,000

**Justification:**

This transit renewal project will improve user comfort and accessibility, and implement bus stop location changes in accordance with planned service changes. Upgrades will be consistent with current City and BC Transit standards, and will include installation of seating, accessible pad construction, and assessment of older bus stops. Priority 2017 projects are:

- 1) Bus stop removal - Rutland Rd at Roxby - \$3000
- 2) Detailed design/installation of bus stops - Bernard Ave (Richter-Richmond) - \$15,000
- 3) Transit signage and furnishings installations - \$10,000

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
28,000	(28,000)	0	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Transportation Capital  
 Title: Roads Resurfacing \$2,971,000

**Justification:**

The 2017 road resurfacing program is anticipated to include:

- 1) Glenmore Dr (Bernard to Summit)
- 2) Spall Rd (Hwy 97 to Bernard)
- 3) Valley Rd (Union to Kane)
- 4) Richter St (Bernard to Clement)
- 5) Ellis St (Doyle to Clement)
- 6) Water St (Roundabout to Clement)
- 7) Dayton St (Dickson to Springfield)

There are no ongoing operation and maintenance costs associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,971,000	(2,157,030)	0	0	0	0	(813,970)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Transportation Capital  
 Title: Street Light Replacement - Pole & Wiring \$126,000

**Justification:**

The City is responsible for over 14,000 street lights with an estimated replacement value of \$23 million. This annual capital request is to replace aged street light infrastructure and upgrade the underground wiring system. The funds will be used to replace poles and wiring for approximately 80 street lights.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A safe city - Public safety programs

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
126,000	0	0	0	0	0	(126,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Transportation Capital  
 Title: Bridge Rehabilitation - Renewal \$275,000

**Justification:**

This budget is to complete annual upgrades to maintain the structural integrity and extend the life of existing bridges. Proposed 2017 work includes consulting services to assess the condition of all 70 bridges to identify priority renewals, repairs and replacements. Based on the outcome, the highest priority repairs will be carried out by City staff, or tendered for construction services if more significant works are required.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
275,000	(165,000)	0	0	0	0	(110,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Transportation Capital  
 Title: Street Lighting Retrofit \$3,953,000

**Justification:**

This request is for the conversion of 10,000 street lights to Light Emitting Diode (LED) technology. The City currently pays \$1.75 million per year in utility costs for street lighting. Converting to LED will reduce this cost by an estimated \$740,000 and result in 3.5 GWh/year in energy savings. The total project is estimated to cost \$3,953,000. A FortisBC incentive program will provide \$555,120 towards the project, reducing the total project cost to \$3,397,880. The result is a payback period of 4.6 years, and Return on Investment (ROI), over the 15 year life of the project, of \$13 million.

The ongoing impacts for this request are included in this capital section as a reduction request with the same title.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Corporate Framework: A clean healthy environment - Energy conservation

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,953,000	(2,435,880)	0	(555,120)	0	0	(962,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Transportation Capital  
 Title: Traffic Signal and Communications Upgrades and Renewals \$225,000

**Justification:**

This renewal program replaces aging traffic signal and associated communication equipment based on the current inspection and maintenance report. The 2017 renewal/upgrade projects are:

- 1) Cabinet renewal - \$125,000
- 2) Anti-graffiti wraps - \$8,000
- 3) Malfunction Management Unit replacements - \$12,000
- 4) Detection system upgrades - \$50,000
- 5) Uninterrupted power source battery replacement - \$10,000
- 6) LED signal head replacement - \$20,000

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
225,000	0	0	0	0	0	(225,000)

Department: Capital Projects Priority: 2 Renew  
 Cost Center: Transportation Capital  
 Title: Sidewalk and Bikeway Renewal \$375,000

**Justification:**

This additional renewal request will allow completion of projects to address deteriorated conditions and functional deficiencies of aging transportation infrastructure. Suggested 2017 projects include:

- 1) Cadder Ave (Construction of sidewalk and curb & gutter) - \$65,000
- 2) Sutherland Ave (Construction of sidewalk and curb and gutter between Richter St and Ethel St) - \$310,000

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
375,000	0	0	0	0	0	(375,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Transportation Capital  
 Title: Ethel 3 DCC (Harvey-Sutherland), ATC \$2,500,000

**Justification:**

The Ethel 3 Active Transportation Corridor (ATC) project will include road reconstruction from Harvey Avenue to Sutherland Avenue with cycle tracks, sidewalks and boulevards added on both sides of the street. This project will be coordinated with the required utility upgrades.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

**Project Driver:** Maintenance of Council approved levels of service (usually to accommodate growth).

**Corporate Framework:** Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,500,000	(2,057,500)	0	0	0	0	(442,500)

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Transportation Capital  
 Title: Ethel 4 DCC (Sutherland-Springfield), ATC \$100,000

**Justification:**

The Ethel 4 Active Transportation Corridor(ATC) will require land acquisition and a detailed design in 2017 for full road reconstruction in 2018. This project will be coordinated with the required utility upgrades which have a separate budget.

There is no operation and maintenance budget impacts associated with this request.

**Project Driver:** Maintenance of Council approved levels of service (usually to accommodate growth).

**Corporate Framework:** Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
100,000	(22,300)	0	0	0	0	(77,700)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Transportation Capital  
 Title: Sutherland (Pandosy-Gordon) DCC ATC \$300,000

**Justification:**

Budget is requested to complete the Sutherland Ave Active Transportation Corridor (ATC) detailed design and initiate land acquisition. Construction of a two-way cycle track on the north side will start in 2018. This project will be coordinated with the required utility infrastructure upgrades which have a separate budget.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(246,900)	0	0	0	0	(53,100)

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Transportation Capital  
 Title: Traffic Control Infrastructure (Doyle Roundabout) \$800,000

**Justification:**

This Traffic Control Infrastructure request is for roundabout construction at Doyle Ave/Water St to accommodate growth and new developments in downtown Kelowna.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A safe city - Public safety programs

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
800,000	(480,000)	0	0	0	0	(320,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Transportation Capital  
 Title: Sector B Roads Top Lift Paving DCC \$834,000

**Justification:**

Certain Sector B roads require pavement top lift works at the following priority locations to prevent further damage to the valuable roadway assets:

- 1) Stewart Rd W (Crawford Rd-Saucier Rd) - \$379,092
- 2) South Crest Dr (Chute Lake Rd-Killdeer Rd) - \$125,000
- 3) Gordon Dr (S of Frost Rd-N of Steele Rd) - \$255,000
- 4) Killdeer Rd (South Crest Dr-Frost Rd) - \$75,000

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
834,000	(834,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Transportation Capital  
 Title: Stewart Road West 3 DCC (Crawford-Swamp) \$200,000

**Justification:**

This budget request is to complete the detailed design for the safety improvements along Stewart Road West to be completed in 2018, 2021 and 2022 as a result of the South Perimeter Rd connection. Opportunities to complete real estate acquisition work will be determined.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(169,000)	0	0	0	0	(31,000)



# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Transportation Capital  
 Title: Lakeshore 1 DCC (Collett Road Intersection), Road \$850,000

**Justification:**

Budget is requested to complete upgrades to Lakeshore Rd at Collett Rd in conjunction with frontage and roundabout works to be completed by the adjacent development on the Surtees property.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
850,000	(616,250)	0	0	(200,000)	0	(33,750)

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Transportation Capital  
 Title: Traffic Control Infrastructure \$50,000

**Justification:**

This additional Traffic Control Infrastructure request is for the design of a roundabout at KLO Rd/E Kelowna Rd/McCulloch Rd for safety and traffic control reasons.

There are no ongoing maintenance and operating costs associated with this request.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A safe city - Public safety programs

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

# 2017 Capital Request Details

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Transportation Capital  
 Title: Pandosy Street Sidewalk DCC \$150,000

**Justification:**

The proposed 2017 Pandosy Street Sidewalk DCC project includes detailed design and land acquisition for a sidewalk on the east side of Pandosy Street from Birch Avenue to McKay Avenue. Construction of the sidewalk will follow in subsequent years based on land right of way availability.

The ongoing impacts will be minimal with this request and will be accommodated within the Civic Operations operating budget.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	(78,900)	0	0	0	0	(71,100)

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Transportation Capital  
 Title: Lake 1 DCC (Pandosy - Abbott), ATC \$60,000

**Justification:**

The Lake 1 Active Transportation Corridor (ATC) project will include the concept and detailed design of a shared-use pathway (Pandosy-Abbott), and pedestrian/bike signal.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
60,000	(13,380)	0	0	0	0	(46,620)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Transportation Capital  
 Title: Sidewalk Network Expansion \$500,000

**Justification:**

This annual program implements priority sidewalks identified in the Pedestrian & Bicycle Master Plan. Sidewalks improve walking safety, accessibility, and convenience. The 2017 sidewalk projects include:

Detailed design at Hollywood Rd S (West side, HWY 33-Hollydell) - \$35,000, Richter St (West side, Vaughn-Crowley) - \$10,000, Rutland Rd (West side, Venus-Holbrook) - \$10,000, and Banks Rd (North side, HWY 97-Baron) - \$10,000. Construction at Spall Rd (East side, Enterprise-Bernard) - \$65,000, Graham Rd (South side, Gerstmar-Kitch) - \$200,000, Gordon Dr (East side, Clement-Trench) - \$100,000, High Rd (South side, Kennedy-Lowland) - \$70,000.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Active living opportunities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	(300,000)	0	0	0	0	(200,000)

Department: Capital Projects Priority: 1 New  
 Cost Center: Transportation Capital  
 Title: Active Transportation Corridor \$300,000

**Justification:**

This program implements projects identified in the Pedestrian & Bicycle Master Plan. Priority 2017 projects include:

- 1) Gordon Dr/Casorso Rd bike crossing improvements - \$60,000
- 2) Glenmore Rd bike lanes (Rails with Trails-High Rd, signs, marking, delineator posts) - \$50,000
- 3) Banks Rd bike path/lane (new path/lane, intersection channelization, crossings) - \$20,000
- 4) Bernard Ave bike lanes (Richter St-Lakeview St, buffered bike lanes, parking changes, crossings) - \$70,000
- 5) Leon (Abbott St-Ethel St) and Lawrence (Ethel St-Burtch Rd) cycle track pilot project - \$50,000
- 6) Installation of bike racks, lockers, & cycling data collection equipment - \$48,000

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(180,000)	0	0	0	0	(120,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Transportation Capital  
 Title: Transit - New Equipment (Bus Stops) \$132,000

**Justification:**

New transit facilities include accessible pads, bus shelters, benches, signage, lighting and potentially bus pullouts. All new facilities will be consistent with current City and BC Transit standards and include initiatives to address accessibility and user comfort. Priority 2017 projects include:

- 1) Bus stop detailed design and construction at Cadder Ave at Richter St eastbound - \$25,000
- 2) Bus stop construction at Acland and Edwards Roads - \$40,000, Enterprise at Banks - \$55,000
- 4) Accessibility upgrades - \$12,000

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
132,000	(132,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New  
 Cost Center: Transportation Capital  
 Title: Major Traffic Safety Projects \$400,000

**Justification:**

This program includes road safety improvement partnerships with ICBC, crosswalk signals and flashers, intersection safety projects, safe routes to school projects, and traffic calming initiatives. The 2017 projects include safety improvements at:

- 1) Cawston/Water (Detailed design and construction of corner modifications, all-way stop) - \$180,000
- 2) Doyle/Richter (Construction of new pedestrian signal, northbound left turn lane, and curb extensions) - \$190,000
- 3) Gordon/McClure (Design and construction of side mounted pedestrian activated flashers, waiting pads, and W/C ramps) - \$30,000

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A strong economy - Building & maintaining partnerships

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	(240,000)	0	0	0	0	(160,000)

# 2017 Capital Request Details

Department: Capital Projects

Priority: 1 New

Cost Center: Transportation Capital

Title: Aggasiz Road Extension

\$90,000

**Justification:**

Funds established under the Cost Sharing of Agassiz Road Extension Council Policy 235 to be used to build a roadway with approximately 6.0m wide pavement extending Agassiz Road from Ambrosi Road to Evergreen Court. This will address various safety complaints and improve pedestrian, bicycle, and vehicle connectivity in the road network. This will be an interim measure and the full road construction is to be completed once the full 20m right of way is available.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Connected communities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
90,000	0	0	0	(90,000)	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Major Traffic Safety Projects NEW

**Justification:**

This request is for additional materials and contract services required.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A strong economy - Building & maintaining partnerships

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	5,000	0	0	0	0	0	0	(5,000)
2019	5,000	0	0	0	0	0	0	(5,000)

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Sidewalk Network Expansion NEW

**Justification:**

This request is for additional internal equipment and labor required.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Corporate Framework: An active, inclusive city - Active living opportunities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,000	0	0	0	0	0	0	(1,000)
2018	3,750	0	0	0	0	0	0	(3,750)
2019	3,750	0	0	0	0	0	0	(3,750)

# 2017 Operating Request Details

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Transit - New Equipment (Bus Stops) NEW

**Justification:**

This request is for additional internal equipment required to Maintain and repair the bus stops.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	1,000	0	0	0	0	0	0	(1,000)
2019	1,000	0	0	0	0	0	0	(1,000)

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Active Transportation Corridor NEW

**Justification:**

This request is for additional labor, internal equipment, materials and contract services required for the new active transportation infrastructure.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,000	0	0	0	0	0	0	(1,000)
2018	8,000	0	0	0	0	0	0	(8,000)
2019	8,000	0	0	0	0	0	0	(8,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Aggasiz Road Extension NEW

**Justification:**

This request is for additional internal equipment, materials and contract services required.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Connected communities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	680	0	0	0	0	0	0	(680)
2019	680	0	0	0	0	0	0	(680)

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Stewart Road West 3 DCC (Crawford-Swamp) NEW

**Justification:**

This request is for the additional labor, internal equipment, materials and contract services required.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	3,000	0	0	0	0	0	0	(3,000)
2019	3,000	0	0	0	0	0	0	(3,000)



# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Sutherland (Pandosy-Gordon) DCC ATC NEW

**Justification:**

This request is for additional labor, internal equipment, materials and contract services required.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	8,100	0	0	0	0	0	0	(8,100)
2019	8,100	0	0	0	0	0	0	(8,100)

Division: Civic Operations Priority: 1  
 Department: Public Works ON-GOING  
 Title: Transit - Equipment Renewal (Bus Stops and Shelters) NEW

**Justification:**

This request is for additional labor, internal equipment, materials and contract services required.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	2,500	0	0	0	0	0	0	(2,500)
2019	2,500	0	0	0	0	0	0	(2,500)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Ethel 3 DCC (Harvey-Sutherland), ATC NEW

**Justification:**

This request is for tree pruning, traffic signs and markings, roadway and drainage maintenance on Ethel Street.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,000	0	0	0	0	0	0	(1,000)
2018	11,200	0	0	0	0	0	0	(11,200)
2019	11,200	0	0	0	0	0	0	(11,200)

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Lakeshore 1 DCC (Collett Road Intersection), Road NEW

**Justification:**

This request is for tree pruning, traffic signs and markings, roadway and drainage maintenance.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Balanced transportation systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,000	0	0	0	0	0	0	(1,000)
2018	2,050	0	0	0	0	0	0	(2,050)
2019	2,050	0	0	0	0	0	0	(2,050)

# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Traffic Control Infrastructure (Doyle Roundabout)		NEW

**Justification:**

This request is for additional labor, internal equipment, materials and contract services required to support the new traffic control infrastructure.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A safe city - Public safety programs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	770	0	0	0	0	0	0	(770)
2018	4,030	0	0	0	0	0	0	(4,030)
2019	4,030	0	0	0	0	0	0	(4,030)

# 2017 Reduction Request Details

CITY OF KELOWNA

Division: Civic Operations

Priority: 1

Department: Public Works

ON-GOING

Title: Street Lighting Retrofit

**Justification:**

Converting to LED street lighting will reduce utility consumption by an estimated 3.5 GWh/year and reduce utility cost by an estimated \$740,000 annually. A portion of the annual savings will be used to replenish the Energy Management Rebate reserve, that was used to help fund the capital project.

This is the ongoing budget reductions associated with the capital request.

**Corporate Framework:** A clean healthy environment - Energy conservation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	(15,000)	0	0	0	0	0	0	15,000
2018	(510,000)	510,000	0	0	0	0	0	0
2019	(741,000)	490,000	0	0	0	0	0	251,000

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# Solid Waste

2017 Capital Requests  
 Provisional Budget  
 Solid Waste Capital Summary - General Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Solid Waste Capital - Priority 1									
Renew									
Q3	XXXX	Stockpiles and Reprocessing Areas Relocation	3,000,000	(3,000,000)	0	0	0	0	0
Q3	XXXX	Gate Replacement	100,000	(100,000)	0	0	0	0	0
Q4	2831	Automated Collection Curbside Carts	150,000	(150,000)	0	0	0	0	0
Total Renew			3,250,000	(3,250,000)	0	0	0	0	0
New									
Q4	3187	Landfill Gas & Leachate Recirculation Laterals	300,000	(300,000)	0	0	0	0	0
Q5	XXXX	Glenmore Road Landscaping & Irrigation Replacement	300,000	(300,000)	0	0	0	0	0
OP Q5	XXXX	Landfill Frontage, Landscaping	200,000	(200,000)	0	0	0	0	0
Total New			800,000	(800,000)	0	0	0	0	0
Cost Center Totals			4,050,000	(4,050,000)	0	0	0	0	0
Grand Total			4,050,000	(4,050,000)	0	0	0	0	0

OP - See related operating request with the same title at the end of this section.

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Solid Waste Capital  
 Title: Stockpiles and Reprocessing Areas Relocation \$3,000,000

**Justification:**

Budget is requested to relocate an existing 400m by 500m stockpile pad and reprocessing area to another area of the landfill. The stockpile reprocessing area must be relocated in order to make room for refuse to be buried. Works include access road improvements, placement of structural soils, asphalt millings and some asphalt road works. This project will be phased over two years with a total budget of five million dollars. Phase One will move the non-organic stockpile and reprocessing areas.

There are no operation and maintenance budget impacts associated with this capital request.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,000,000	(3,000,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Solid Waste Capital  
 Title: Gate Replacement \$100,000

**Justification:**

Budget is requested to replace the old entrance gate to the landfill with a new motor and smaller gate in order to maintain reliable emergency access and/or egress.

There are no operation and maintenance budget impacts associated with this capital request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

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

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Solid Waste Capital  
 Title: Automated Collection Curbside Carts \$150,000

**Justification:**

This project is to purchase new curbside carts as part of the City of Kelowna's curbside refuse, recycling and yard waste program. These new receptacles are necessary to address residential growth and residential needs for larger recycling and yard waste receptacles. The intent is to establish an inventory in order to provide improved customer service.

There are no operation and maintenance budget impacts associated with this capital request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	(150,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New  
 Cost Center: Solid Waste Capital  
 Title: Landfill Gas & Leachate Recirculation Laterals \$300,000

**Justification:**

Budget is requested to proceed with Phase Two of the construction of landfill gas lateral piping and the hard surfacing of the permanent ring road from the old entrance to the flare site.

There are no operation and maintenance budget impacts associated with this capital request.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A clean healthy environment - Energy conservation

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(300,000)	0	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 1    New  
 Cost Center: Solid Waste Capital  
 Title: Glenmore Road Landscaping & Irrigation Replacement \$300,000

**Justification:**

Budget is requested to replace irrigation lines and to construct landscaping along Glenmore Road.

There are no operation and maintenance budget impacts associated with this capital request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(300,000)	0	0	0	0	0

Department: Capital Projects Priority: 1    New  
 Cost Center: Solid Waste Capital  
 Title: Landfill Frontage, Landscaping \$200,000

**Justification:**

Budget is requested to complete the planting for Phase Two of the berm construction along John Hindle Drive.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(200,000)	0	0	0	0	0

# 2017 Operating Request Details

CITY OF KELOWNA

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Division:	Civic Operations	Priority:	1
Department:	Public Works		ON-GOING
Title:	Landfill Frontage, Landscaping		NEW

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Justification:

This request covers maintenance of trees and irrigation and weeding of a new landscaped berm.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

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Corporate Framework: A clean healthy environment - Solid waste reduction

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	2,000	(2,000)	0	0	0	0	0	0
2018	4,700	(4,700)	0	0	0	0	0	0
2019	6,350	(6,350)	0	0	0	0	0	0

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# Storm Drainage

2017 Capital Requests  
 Provisional Budget  
 Storm Drainage Capital Summary - General Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Storm Drainage Capital - Priority 1									
New									
R3	XXXX	Gopher Creek Pre-Design and Land Acquisition	325,000	0	0	0	0	0	(325,000)
OP R3	XXXX	Sutherland Outfall - Oil/Grit Chamber	90,000	0	0	0	0	0	(90,000)
R4	XXXX	Chichester Pond - Sediment Forebay	150,000	0	0	0	0	0	(150,000)
Total New			565,000	0	0	0	0	0	(565,000)
Cost Center Totals			565,000	0	0	0	0	0	(565,000)
Grand Total			565,000	0	0	0	0	0	(565,000)

OP - See related operating request with the same title at the end of this section.

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Storm Drainage Capital  
 Title: Gopher Creek Pre-Design and Land Acquisition \$325,000

**Justification:**

Budget is requested for the planning and pre-design of a detention area along Gopher Creek to mitigate flood waters through the Rutland area of Kelowna. The planning of the project will include an environmental assessment and geotechnical review to determine where water infiltration can be mitigated.

There are no operation and maintenance budget impacts associated with this capital request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A clean healthy environment - Protecting our natural land & water resources

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
325,000	0	0	0	0	0	(325,000)

Department: Capital Projects Priority: 1 New  
 Cost Center: Storm Drainage Capital  
 Title: Sutherland Outfall - Oil/Grit Chamber \$90,000

**Justification:**

Drainage water from City roadways and pathways requires filtration to separate oil and other contaminants prior to entering into existing tributaries and lakes. Budget is requested for the installation of an oil and grit separator to filter road and pathway drainage water in order to protect existing tributaries and lakes at the Sutherland storm water outfall. The filtration process is a part of the water treatment filtration deferral strategy and Integrated Storm Water Management Plan which is required by the Province of British Columbia.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A clean healthy environment - Protecting our natural land & water resources

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
90,000	0	0	0	0	0	(90,000)



# 2017 Capital Request Details

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Department: Capital Projects Priority: 1    New  
Cost Center: Storm Drainage Capital  
Title: Chichester Pond - Sediment Forebay \$150,000

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Justification:

Budget is requested to design and construct the sediment catchment structure for drainage water into Chichester Pond.

There are no operation and maintenance budget impacts associated with this capital request.

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Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

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Corporate Framework: A clean healthy environment - Protecting our natural land & water resources

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Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	0	0	0	0	0	(150,000)

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# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Sutherland Outfall - Oil/Grit Chamber		NEW

**Justification:**

Operating and maintenance budget is required to service the filtration chamber at the Sutherland Outfall. Contaminants such as grit, oils and hydrocarbons must be removed from the chamber in order to sustain the storm water filtration process.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

**Corporate Framework:** A clean healthy environment - Protecting our natural land & water resources

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,000	0	0	0	0	0	0	(1,000)
2018	1,000	0	0	0	0	0	0	(1,000)
2019	1,000	0	0	0	0	0	0	(1,000)

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# Street Lights

Street Light Capital Requests have been included  
in the Transportation section

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# Information Services

2017 Capital Requests  
 Provisional Budget  
 Information Services Capital Summary - General Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Information Services Capital - Priority 1									
Renew									
	T3	2133	Server and Data Storage Equipment	180,000	0	0	0	0	(180,000)
	T3	2132	Communications Networks Upgrades	155,000	0	0	0	0	(155,000)
	T4	2130	Front Office Equipment	389,000	0	0	0	0	(389,000)
OP	T4	XXXX	Asset Management System	1,500,000	(971,000)	0	0	(375,000)	(154,000)
	T5	3160	Orthophotography	70,000	0	0	0	0	(70,000)
			Total Renew	2,294,000	(971,000)	0	0	(375,000)	(948,000)
New									
	T5	3251	Fibre Optic Network	1,200,000	(1,200,000)	0	0	0	0
			Total New	1,200,000	(1,200,000)	0	0	0	0
			Cost Center Totals	3,494,000	(2,171,000)	0	0	(375,000)	(948,000)
Information Services Capital - Priority 2									
New									
OP	T6	2855	Document Management-Disposition & Retention System	348,000	0	0	0	0	(348,000)
			Total New	348,000	0	0	0	0	(348,000)
			Cost Center Totals	348,000	0	0	0	0	(348,000)
			Grand Total	3,842,000	(2,171,000)	0	0	(375,000)	(1,296,000)

OP - See related operating request with the same title at the end of this section.



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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Information Services Capital  
 Title: Server and Data Storage Equipment \$180,000

**Justification:**

The server and data storage equipment budget funds the renewal and maintenance of the file and application server as well as corporate data storage needs for the City. Included are servers, disk storage, tape backups and the related software. This budget allows Information Services to provide equipment and software in the corporate data centres to support a variety of systems for City staff. Information Services plans to upgrade older components of the corporate virtualization infrastructure and increase back end data storage capacity to keep up with increasing corporate data growth. These upgrades will position the City to implement enhanced disaster recovery capability.

The ongoing impacts will be minimal with this request and will be accommodated within the Information Services operating budget.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
180,000	0	0	0	0	0	(180,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Information Services Capital  
 Title: Communications Networks Upgrades \$155,000

**Justification:**

This funding will provide renewal and expansion of the City's network environment. The network supports high speed data connections within and between City facilities as well as connections to the internet. New technologies will be deployed to improve service levels and replace components that have reached the end of their serviceable life.

The ongoing impacts will be minimal with this request and will be accommodated within the Information Services purchase services operating budget.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
155,000	0	0	0	0	0	(155,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Information Services Capital  
 Title: Front Office Equipment \$389,000

**Justification:**

The Front Office budget funds the renewal and maintenance of the desktop computer needs for the City. The City utilizes a five year replacement cycle for most of its approximate \$2,000,000 investment in current front office technology equipment. This includes desktop computers, printers/plotters, tablets, monitors and software. Replacements may be incurred at different cycles if the technology of the equipment warrants.

The ongoing impacts will be minimal with this request and will be accommodated within the Information Services purchase services operating budget.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
389,000	0	0	0	0	0	(389,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Information Services Capital  
 Title: Asset Management System \$1,500,000

**Justification:**

As part of the ongoing corporate asset management program, purchase and implementation of an asset management system (AMS) is required. The AMS will replace the current operations tracking software (TRM), provide maintenance tracking on City-owned assets, record asset condition, and predict asset renewal timeframes. This request covers software licenses and staff resources for the implementation phase in 2017 and 2018.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,500,000	(971,000)	0	0	0	(375,000)	(154,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Information Services Capital  
 Title: Orthophotography \$70,000

**Justification:**

Budget is requested to acquire orthophotography, spring 2017, to be utilized in Geographic Information System (GIS) applications. In addition to the orthophotography, the digital elevation model, contours, and building outlines will be updated. Current photos are invaluable in the daily work of city staff across the corporation. The photos are also a popular download from data.kelowna.ca. The last update to the orthophotography was in 2015. Since 1997, orthophotography was updated on a three-year cycle, this request will bring the cycle to two years.

There are no operation or maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A well-run City - Performance excellence

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

Department: Capital Projects Priority: 1 New  
 Cost Center: Information Services Capital  
 Title: Fibre Optic Network \$1,200,000

**Justification:**

Phase 3 of the City-owned fibre optic communications network will build on the existing fibre network and extend south from Dilworth/Harvey to KLO/Richter. The network provides direct benefit to the City by connecting all major city facilities together with high speed data links. The City is facing cost increases in communications charges unless proactive steps are taken to assume communications capability control. The business plan includes making surplus fibre capacity available by lease agreements with larger institutions and organizations that move large amounts of data within Kelowna. These leases would serve as a technology enabler for organizations, while at the same time serving as a revenue source for the City of Kelowna. This project will be internally financed from the disposition of Fortis share holdings with repayment including interest at 3% from lease revenues. Currently projected to pay out over twenty years.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Corporate Framework: A well-run City - Pioneering leadership

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,200,000	(1,200,000)	0	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 2 New  
 Cost Center: Information Services Capital  
 Title: Document Management-Disposition & Retention System \$348,000

**Justification:**

The City of Kelowna implemented the Electronic Document Management System (EDMS) as part of a commitment to be in compliance with legislative responsibility in the management of Corporate Records. The final phase is to implement an Electronic Records Management System (ERMS) to support the disposition and retention of electronic records. This requested system will automate the final steps in the life cycle management of electronic documents, including online approval to dispose end of life records, and an electronic records center that is secure and accessible with appropriate permissions and retrieval mechanisms. The anticipated package will include consulting, configuration, training, and implementation of the electronic disposition and retention solution in 2017. Project management funding of up to \$50,000 has been included.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Performance Excellence

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
348,000	0	0	0	0	0	(348,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Infrastructure Priority: 1  
 Department: Infrastructure Engineering ON-GOING  
 Title: Asset Management System Positions NEW

**Justification:**

This is the associated operating request for the Asset Management System capital request. Budget is requested for on-going software licenses, consulting services, and two full-time staff positions to support the system: one Asset Management Specialist and one Geographical Information System (GIS) Technician. The Asset Management Specialist will ensure the operation and sustainability of the Asset Management System. This position will be the custodian of the system and will facilitate its discipline, compliance and adherence to ensure City materializes the expected return on the investment. The GIS Technician will be responsible for data collection of existing uncatalogued assets, the extraction of assets identified within engineered drawings and to assess the quality and completeness of assets maintained by other City staff. The capital request will support all the expenses related to these items in 2017 and 2018. This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	0	0	0	0	0	0	0	0
2018	0	0	0	0	0	0	0	0
2019	380,520	(49,580)	0	0	0	(26,880)	(53,760)	(250,300)

Division: Corporate & Protective Services Priority: 2  
 Department: City Clerk ON-GOING  
 Title: Document Management - Disposition and Retention Solution NEW

**Justification:**

The purchase of a solution to automate the disposition and retention function for EDMS will include an annual maintenance cost of approximately 20%.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A well-run City - Performance excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	26,520	0	0	0	0	0	0	(26,520)
2018	29,170	0	0	0	0	0	0	(29,170)
2019	32,090	0	0	0	0	0	0	(32,090)

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# Vehicle & Mobile Equipment



# 2017 Capital Requests Provisional Budget Vehicle & Mobile Equipment Summary - General Fund

CITY OF KELOWNA

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Vehicle & Mobile Equipment - Priority 1									
Renew									
U3	XXXX	Equipment and Vehicle Replacement	3,114,400	(3,114,400)	0	0	0	0	0
U3	2804XX	Roll-off Front End Loader, Composting Facility	418,500	0	0	0	(139,500)	(279,000)	0
Total Renew			3,532,900	(3,114,400)	0	0	(139,500)	(279,000)	0
New									
OP	U4	2804XX Roadside Mower	120,000	0	0	0	0	0	(120,000)
OP	U5	2803XX Parks Ball Diamond Equipment	109,000	0	0	0	0	0	(109,000)
OP	U7	3XXX Portable Worksite Traffic Control System	50,000	0	0	0	0	0	(50,000)
Total New			279,000	0	0	0	0	0	(279,000)
Cost Center Totals			3,811,900	(3,114,400)	0	0	(139,500)	(279,000)	(279,000)
Vehicle & Mobile Equipment - Priority 2									
Growth									
OP	U4	280XXX Street Sweeper	347,000	0	0	0	0	0	(347,000)
Total Growth			347,000	0	0	0	0	0	(347,000)
New									
OP	U5	2804XX Asphalt Milling Machine	170,000	0	0	0	0	0	(170,000)
OP	U6	2802XX Pickup (Parks)	35,000	0	0	0	0	0	(35,000)
OP	U6	2802XX Pickup (Roadways Maintenance)	35,000	0	0	0	0	0	(35,000)
OP	U7	2802XX Pickup (Building Services)	35,000	0	0	0	0	0	(35,000)
Total New			275,000	0	0	0	0	0	(275,000)
Cost Center Totals			622,000	0	0	0	0	0	(622,000)
Grand Total			4,433,900	(3,114,400)	0	0	(139,500)	(279,000)	(901,000)

OP - See related operating request with the same title at the end of this section.

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Equipment and Vehicle Replacement \$3,114,400

**Justification:**

Vehicle rental rates have contributed to the equipment replacement reserve throughout the course of vehicle/equipment service life. Based on age, the replacement review called for 67 vehicles to be replaced in 2017. However, factoring in equipment type, seasonal use and equipment condition it was determined that 31 of these units required replacement: 18 light duty vehicles, one field service truck, three heavy duty trucks, one asphalt recycler, one parks turf equipment, one parks tractor, one municipal tractor, one lift truck, one excavator, one utility vehicle and one asphalt roller.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Responsive customer service

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,114,400	(3,114,400)	0	0	0	0	0

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Roll-off Front End Loader, Composting Facility \$418,500

**Justification:**

The Commonage Compost Facility loaders are approximately 2/3 through their life cycles. As the remaining 1/3 life cycle comes to an end, these 3 loaders will require replacement; one loader per year over the next 3 years.

One third of this purchase will be funded by the City of Vernon, a partner in the Compost Facility.

There are no operating and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Responsive customer service

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
418,500	0	0	0	(139,500)	(279,000)	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 2 Growth  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Street Sweeper \$347,000

**Justification:**

An additional street sweeper is required to maintain expanded bicycle network.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A well-run City - Responsive customer service

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
347,000	0	0	0	0	0	(347,000)

Department: Capital Projects Priority: 1 New  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Roadside Mower \$120,000

**Justification:**

Currently City crews use municipal tractors for roadside and ditch mowing. These tractors are a multi-purpose machine and not ideal for this type of mowing. The cutting heads are small compared to more purposely built equipment resulting in low productivity. Because of the relative small machine size they are having to work very hard which in turn causes a great amount of equipment failure resulting in undesired service levels.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A well-run City - Responsive customer service

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
120,000	0	0	0	0	0	(120,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Parks Ball Diamond Equipment \$109,000

**Justification:**

Park Services and Active Living and Culture have received feedback and requests from user groups for enhanced levels of service on ball diamonds. This budget request would address concerns with high levels of compaction in the infields which can affect field drainage, safety and playability. Equipment to be purchased would include: infield tractor (\$40,000), infield groomer (\$27,000), equipment trailer (\$7,000) and infield crew pickup (\$35,000).

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
109,000	0	0	0	0	0	(109,000)

Department: Capital Projects Priority: 2 New  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Asphalt Milling Machine \$170,000

**Justification:**

A front end loader asphalt milling machine would allow for road surface rehabilitation. Milling inhouse could realize cost savings on capital projects of 50 to 60%. Cost savings of \$40,000 per year would gather a 4 year return on investment.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A clean healthy environment - Greenhouse gas reduction

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
170,000	0	0	0	0	0	(170,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 2 New  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Pickup (Parks) \$35,000

**Justification:**

One Parks position has been using short term lease vehicles from Fleet Services. This vehicle has outlived its practical usefulness and has been taken out of service. The new vehicle will be permanently assigned to that position.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A well-run City - Responsive customer service

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
35,000	0	0	0	0	0	(35,000)

Department: Capital Projects Priority: 2 New  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Pickup (Roadways Maintenance) \$35,000

**Justification:**

This request is to purchase a pickup to be used by Roadways maintenance crews for general maintenance work.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A well-run City - Responsive customer service

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
35,000	0	0	0	0	0	(35,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 2 New  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Pickup (Building Services) \$35,000

**Justification:**

A Building Operator's roles and responsibilities now include making frequent trips to the Rutland, Memorial and Stuart Park arenas. The truck is required for transporting ice resurfacer blades, building supplies, chemical and janitorial supplies and etc.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A well-run City - Responsive customer service

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
35,000	0	0	0	0	0	(35,000)

Department: Capital Projects Priority: 1 New  
 Cost Center: Vehicle & Mobile Equipment  
 Title: Portable Worksite Traffic Control System \$50,000

**Justification:**

Budget is requested to purchase a portable worksite traffic control system as many mid to long term construction projects require temporary traffic signals for alternating traffic on roads or at intersections for construction or for special event traffic control. There are public safety, Worksafe BC and project efficiencies by having these temporary traffic signals such as less traffic control people on roads, 24 hour operation, etc.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A safe city - Public safety programs

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

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 1  
 Department: Fleet Services ON-GOING  
 Title: Portable Worksite Traffic Control System NEW

**Justification:**

Budget is requested to account for the annual revenue collected from renting out the portable worksite traffic control system to City run capital projects and the associated operating expenses.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A safe city - Public safety programs

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	1,500	8,500	0	0	0	(10,000)	0	0
2018	1,500	18,500	0	0	0	(20,000)	0	0
2019	1,500	18,500	0	0	0	(20,000)	0	0

Division: Civic Operations Priority: 1  
 Department: Parks Services ON-GOING  
 Title: Parks Ball Diamond Equipment NEW

**Justification:**

Budget is requested to cover the internal equipment charges for annual operating and replacement costs for equipment.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	13,130	0	0	0	0	0	0	(13,130)
2018	17,500	0	0	0	0	0	0	(17,500)
2019	17,500	0	0	0	0	0	0	(17,500)



# 2017 Operating Request Details

CITY OF KELOWNA

Division:	Civic Operations	Priority:	1
Department:	Parks Services		ON-GOING
Title:	Roadside Mower		NEW

**Justification:**

Budget is requested to cover the internal equipment charges for annual operating and replacement costs for the roadside mower.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	13,500	0	0	0	0	0	0	(13,500)
2018	18,000	0	0	0	0	0	0	(18,000)
2019	18,000	0	0	0	0	0	0	(18,000)

Division:	Infrastructure	Priority:	2
Department:	Infrastructure Delivery		ON-GOING
Title:	Asphalt Milling Machine		NEW

**Justification:**

Budget is requested to cover the internal equipment charges for annual operating and replacement cost for the vehicle.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A clean healthy environment - Greenhouse gas reduction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	16,670	0	0	0	0	0	0	(16,670)
2018	25,000	0	0	0	0	0	0	(25,000)
2019	25,000	0	0	0	0	0	0	(25,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 2  
 Department: Public Works ON-GOING  
 Title: Pickup (Roadways Maintenance) NEW

**Justification:**

Budget is requested to cover the internal equipment charges for annual operating and replacement costs for the vehicle.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	7,120	0	0	0	0	0	0	(7,120)
2018	9,500	0	0	0	0	0	0	(9,500)
2019	9,500	0	0	0	0	0	0	(9,500)

Division: Civic Operations Priority: 2  
 Department: Public Works ON-GOING  
 Title: Street Sweeper NEW

**Justification:**

Budget is requested to cover the internal equipment charges for annual operating and replacement costs for the vehicle.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: A well-run City - Responsive customer service

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	25,500	0	0	0	0	0	0	(25,500)
2018	102,000	0	0	0	0	0	0	(102,000)
2019	102,000	0	0	0	0	0	0	(102,000)

# 2017 Operating Request Details

CITY OF KELOWNA

Division: Civic Operations Priority: 2  
 Department: Building Services ON-GOING  
 Title: Pickup (Building Services) NEW

**Justification:**

Budget is requested to account for internal equipment charges for annual operating and replacement costs for the vehicle.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	7,130	0	0	0	0	0	0	(7,130)
2018	9,500	0	0	0	0	0	0	(9,500)
2019	9,500	0	0	0	0	0	0	(9,500)

Division: Civic Operations Priority: 2  
 Department: Parks Services ON-GOING  
 Title: Pickup (Parks) NEW

**Justification:**

Budget is requested to cover the internal equipment charges for annual operating and replacement costs for the vehicle.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	7,130	0	0	0	0	0	0	(7,130)
2018	9,500	0	0	0	0	0	0	(9,500)
2019	9,500	0	0	0	0	0	0	(9,500)

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2017 Capital Requests  
 Provisional Budget  
 Fire Capital Summary - General Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Fire Capital - Priority 1									
Renew									
V3	XXXX	End User Radio Replacement	166,000	(166,000)	0	0	0	0	0
Total Renew			166,000	(166,000)	0	0	0	0	0
New									
OP V3	XXXX	Engine 5	962,000	(962,000)	0	0	0	0	0
Total New			962,000	(962,000)	0	0	0	0	0
Cost Center Totals			1,128,000	(1,128,000)	0	0	0	0	0
Grand Total			1,128,000	(1,128,000)	0	0	0	0	0

OP - See related operating request with the same title at the end of this section.

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Fire Capital  
 Title: End User Radio Replacement \$166,000

**Justification:**

The Regional District of the Central Okanagan (RDCO) is responsible for all fire radio infrastructure, including towers and repeaters. Each Fire department within the RDCO is responsible for their end user equipment including portables (handheld) and mobile (truck) radios, batteries and programming. Budget is requested to replace the current handheld radios, batteries and those mobile radios that are at end of life. This expenditure was planned based on the initial implementation of the regional radio system and is based on a regular preventative maintenance program.

There are no operating and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A well-run City - Performance excellence

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
166,000	(166,000)	0	0	0	0	0

Department: Capital Projects Priority: 1 New  
 Cost Center: Fire Capital  
 Title: Engine 5 \$962,000

**Justification:**

With the adoption in principle of the 2016-2030 Kelowna Fire Department (KFD) Strategic Plan and hiring of career staff to operate out of Station 8, an additional fire engine with equipment is being requested. The active paid-on-call firefighters will remain and continue to operate Engine 8 to back up career staff for operational purposes. In the 20 year equipment reserve plan, fire engine 5 was identified for purchase with the opening of Station 5. KFD strives to provide safe, reliable, cost effective apparatus within the fleet. In 2014, an equipment condition survey was completed on the reserve apparatus noting several serviceability factors due to the age of these engines. Staffing Station 8 without an additional apparatus would further diminish the current fleet depth placing additional pressure on Fleet Services. The two reserve units are used to capacity.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A safe city - Fire protection & prevention

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
962,000	(962,000)	0	0	0	0	0



# 2017 Operating Request Details

CITY OF KELOWNA

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Division:	Strategic Services	Priority:	1
Department:	Fire Department		ON-GOING
Title:	Engine 5		EXISTING

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Justification:

Budget is requested to account for the annual operating expenses for the vehicle.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

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Corporate Framework: A safe city - Fire protection & prevention

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2017	5,000	0	0	0	0	0	0	(5,000)
2018	16,250	0	0	0	0	0	0	(16,250)
2019	20,790	0	0	0	0	0	0	(20,790)

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# Airport

2017 Capital Requests  
 Provisional Budget  
 Airport Capital Summary - Airport Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Airport Capital - Priority 1								
Renew								
W3	3271	Bridge Upgrades	180,000	(180,000)	0	0	0	0
W3	3268	Roof Replacement Program	300,000	(300,000)	0	0	0	0
W4	2901	Air Terminal Complex Capital Replacements	335,800	(335,800)	0	0	0	0
W4	3272	Departures Washroom Renovation	125,000	(125,000)	0	0	0	0
Total Renew			940,800	(940,800)	0	0	0	0
Growth								
W5	3274	AIF Program - Beyond 2020	2,300,000	(2,300,000)	0	0	0	0
W5	3264	Hwy 97 and Airport Way Intersection	131,250	(131,250)	0	0	0	0
W6	3270	East Side Lands Development - Phase 1	475,000	(475,000)	0	0	0	0
Total Growth			2,906,250	(2,906,250)	0	0	0	0
New								
W6	3070	Additional Land Purchases	5,939,000	(5,939,000)	0	0	0	0
W7	3267	Loader Mounted Snow Blower Attachment	280,000	(280,000)	0	0	0	0
W7	3265	Threat Bag Removal Device	195,000	(195,000)	0	0	0	0
W8	2221	Small Capital	100,000	(100,000)	0	0	0	0
W8	3079	Advertising Signs	50,000	(50,000)	0	0	0	0
Total New			6,564,000	(6,564,000)	0	0	0	0
Cost Center Totals			10,411,050	(10,411,050)	0	0	0	0
Grand Total			10,411,050	(10,411,050)	0	0	0	0

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Airport Capital  
 Title: Bridge Upgrades \$180,000

**Justification:**

The Airport's loading bridges allow passengers to board airplanes without having to go through the outdoor elements, which increases the level of customer service provided. Due to the age of the current bridges, significant refurbishment is required in order to maximize the bridges' life expectancies. This request is for the mechanical refurbishment of bridges 4, 7 and 8. This is phase 1 of a three phase refurbishment, with electrical refurbishment and interior aesthetic refurbishments planned for 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
180,000	(180,000)	0	0	0	0

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Airport Capital  
 Title: Roof Replacement Program \$300,000

**Justification:**

A roof inspection completed by a third party at the end of 2015 has identified that approximately 90% of the Air Terminal roof needs to be replaced in a phased approach. This request is for Phase 1 of a five phase roof replacement program to be completed between 2017 and 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
300,000	(300,000)	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Airport Capital  
 Title: Air Terminal Complex Capital Replacements \$335,800

**Justification:**

This request is to continue the necessary upgrades to the older areas of the air terminal that are reaching the end of their life cycle. These items include mechanical and electrical equipment, as well as building finishes.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
335,800	(335,800)	0	0	0	0

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Airport Capital  
 Title: Departures Washroom Renovation \$125,000

**Justification:**

This request is for the renovation of the men's and women's washrooms in the departures room that are at the end of their life cycle. These renovations would include updates to floor, wall and ceiling finishes, plumbing fixtures, partitions, countertops and lighting.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
125,000	(125,000)	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Airport Capital  
 Title: AIF Program - Beyond 2020 \$2,300,000

**Justification:**

The Airport has approximately three years left in its current Airport Improvement Fee ("AIF") capital program, which consists of the Drive to 1.6 Million Passengers and the Flight to 2020 Programs. As the Airport continues to expand in line with its 2025 Master Plan, the next AIF capital program is anticipated to commence in 2020. This Program will include projects necessary to reach the objectives of the 2025 and 2045 Master Plans. The Airport is requesting funds to assess and further develop costing estimates for potential projects to be included in the next AIF capital program.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
2,300,000	(2,300,000)	0	0	0	0

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Airport Capital  
 Title: Hwy 97 and Airport Way Intersection \$131,250

**Justification:**

The Highway 97 and Airport Way intersection currently experiences significant queuing for vehicles leaving the Airport and turning Southbound onto Hwy 97. This request is for the concept development and detailed design to reconfigure Airport Way in order to ensure efficient traffic flows in the future.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
131,250	(131,250)	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Airport Capital  
 Title: East Side Lands Development - Phase 1 \$475,000

**Justification:**

This request is to complete the necessary conceptual and detailed design necessary for the East Side Lands of the Airport to be viable for leasing to future tenants. The development of the East Side Lands is in accordance with the Airport's Master Plan and will promote commercial development for additional aviation support services.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
475,000	(475,000)	0	0	0	0

Department: Capital Projects Priority: 1 New  
 Cost Center: Airport Capital  
 Title: Additional Land Purchases \$5,939,000

**Justification:**

In order to meet the Airport Master Plan requirements, this request is to acquire additional land for future expansion as land becomes available.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
5,939,000	(5,939,000)	0	0	0	0



# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Airport Capital  
 Title: Loader Mounted Snow Blower Attachment \$280,000

**Justification:**

This request is to purchase a Loader Mounted Snow Blower which would be mounted on the Front-End Loader purchased in 2016 and would be used for the clearing of snow from the runway, taxiway and apron. The Loader Mounted Snow Blower would have 4,000-5,000 T/hour capacity and be able to operate at speeds of 10-15 km/hour, which would increase the efficiency of clearing snow at the Airport. This purchase is in accordance with the 2014 Airport Fleet Plan and would become the primary snow blower replacing the one purchased in 1976.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
280,000	(280,000)	0	0	0	0

Department: Capital Projects Priority: 1 New  
 Cost Center: Airport Capital  
 Title: Threat Bag Removal Device \$195,000

**Justification:**

This request is to purchase a Threat Bag Removal Device which is an electric, robotic, remote package handling system that would remove threat bags from the terminal complex and move them to an isolated area. This device would help minimize the public and facility exposure to potential damage and safety concerns, and allow the Air Terminal complex to keep operating in the event of a threat.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
195,000	(195,000)	0	0	0	0

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 New  
 Cost Center: Airport Capital  
 Title: Small Capital \$100,000

**Justification:**

During the year, funds are required for smaller capital projects that need to be implemented expeditiously. The Airport Director will approve these projects. Individual project spending will be under \$20,000.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A strong economy - International airport development

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

Department: Capital Projects Priority: 1 New  
 Cost Center: Airport Capital  
 Title: Advertising Signs \$50,000

**Justification:**

This request is to change the airport's backlit advertising signs to LED signs, which is anticipated to result in increased energy efficiency, cost savings and provide a higher quality of photometrics.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: A strong economy - International airport development

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
50,000	(50,000)	0	0	0	0



2017 Capital Requests  
 Provisional Budget  
 Water Capital Summary - Water Fund

Page Project Description Asset Cost Reserve Borrow Fed/Prov Dev/Com Utility

Water Capital - Priority 1

Renew

X3	XXXX	Knox Mountain Reservoir Access Road Re-Construction	100,000	0	0	0	0	(100,000)
X3	XXXX	Ethel ATC Water Main Replacement	350,000	0	0	0	0	(350,000)
X4	XXXX	Richter Street Water Main Replacement	700,000	0	0	0	0	(700,000)
X4	XXXX	Doyle Ave Water Main Replacement	275,000	0	0	0	0	(275,000)
X5	3206	Water Projects, Designs	20,000	0	0	0	0	(20,000)
Total Renew			1,445,000	0	0	0	0	(1,445,000)

Growth

X5	2070W	Offsite & Oversize - Water	60,000	(30,000)	0	0	0	(30,000)
Total Growth			60,000	(30,000)	0	0	0	(30,000)

New

X6	XXXX	Ash & Uplands Pressure Reducing Valves	150,000	0	0	0	0	(150,000)
OP X6	XXXX	Vintage Terrace Pressure Reducing Station	200,000	0	0	0	0	(200,000)
X7	2407	Meter Installations	150,000	0	0	0	(150,000)	0
Total New			500,000	0	0	0	(150,000)	(350,000)

Cost Center Totals 2,005,000 (30,000) 0 0 (150,000) (1,825,000)

Grand Total 2,005,000 (30,000) 0 0 (150,000) (1,825,000)

OP - See related operating request with the same title at the end of this section.

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Water Capital  
 Title: Knox Mountain Reservoir Access Road Re-Construction \$100,000

**Justification:**

Budget is needed for the design and re-construction of the access road to the Knox Mountain Reservoir to improve safety concerns of the existing access road. The road will require blasting and some realignment in order to allow safe vehicle passage around a steep cliff.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: A clean healthy environment - Protecting our natural land & water resources

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

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Water Capital  
 Title: Ethel ATC Water Main Replacement \$350,000

**Justification:**

Budget is requested to replace 325m of aging water infrastructure from Harvey to Sutherland. This project is part of the Ethel Active Transportation Corridor.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
350,000	0	0	0	0	(350,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Water Capital

Title: Richter Street Water Main Replacement \$700,000

**Justification:**

Budget is requested to replace 600m of aging cast iron water main to 200mm PVC main from Bernard to Cawston. This project is part of the asphalt overlay program.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
700,000	0	0	0	0	(700,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Water Capital

Title: Doyle Ave Water Main Replacement \$275,000

**Justification:**

Budget is requested to replace 225m of aging 200mm cast iron water main to 250mm PVC from Water Street to Ellis Street. This section of main is a priority within the City's replacement program.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
275,000	0	0	0	0	(275,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Water Capital  
 Title: Water Projects, Designs \$20,000

**Justification:**

Budget is requested to prepare designs for upcoming priority capital replacement projects, with construction planned for 2018.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
20,000	0	0	0	0	(20,000)

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Water Capital  
 Title: Offsite & Oversize - Water \$60,000

**Justification:**

Funding is requested for the City's annual share of costs to oversize water utilities and work in excess of the developer's own needs as a result of City requirements. The specific development projects to be cost-shared are unknown at this time.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
60,000	(30,000)	0	0	0	(30,000)



# 2017 Capital Request Details

Department: Capital Projects Priority: 1    New  
 Cost Center: Water Capital  
 Title: Ash & Uplands Pressure Reducing Valves \$150,000

**Justification:**

Budget is requested for the conversion of Ash Reservoir to Ash pressure reducing valve (PRV) station. This is needed to supply fire flows to the newly constructed Lakeshore Water Main to Cedar Creek Winery. Uplands PRV needs to be constructed as part of the Lakeshore Water Main to service 5 homes in the area due to the reconfiguration of the water system.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
150,000	0	0	0	0	(150,000)

Department: Capital Projects Priority: 1    New  
 Cost Center: Water Capital  
 Title: Vintage Terrace Pressure Reducing Station \$200,000

**Justification:**

Budget is requested for the construction of a new pressure reducing station that will be located on Vintage Terrace Road to improve fire flow capacity in the lower Mission Area.

The ongoing impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Health, Life Safety and Regulatory Compliance.

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	0	0	0	0	(200,000)

# 2017 Capital Request Details

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Department: Capital Projects Priority: 1 New  
Cost Center: Water Capital  
Title: Meter Installations \$150,000

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Justification:

This is an annual budget for the installation of new water meters within the City of Kelowna's water distribution system for new development.

There are no operation and maintenance budget impacts associated with this request.

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Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

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Corporate Framework: A clean healthy environment - Water conservation

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Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
150,000	0	0	0	(150,000)	0

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# 2017 Operating Request Details

CITY OF KELOWNA

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Division:	Civic Operations	Priority:	1
Department:	Utility Services		ON-GOING
Title:	Vintage Terrace Pressure Reducing Station		NEW

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Justification:

This request for budget includes the requirements for power, repair and replacement parts, and staff time for regular servicing and inspections.

This is the ongoing operation and maintenance budget impacts associated with the capital request.

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Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	2,400	0	0	0	0	0	(2,400)
2018	5,100	0	0	0	0	0	(5,100)
2019	5,100	0	0	0	0	0	(5,100)

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# Wastewater

2017 Capital Requests  
 Provisional Budget  
 Wastewater Capital Summary - Wastewater Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
<b>Wastewater Capital - Priority 1</b>								
<b>Renew</b>								
Y3	3202	WWTP, Control Systems Replacement	200,000	0	0	0	0	(200,000)
Y3	3262	WWTP, Roof Replacement	160,000	0	0	0	0	(160,000)
Y4	XXXX	Edwards Sewer Lift Station Upgrade	200,000	0	0	0	0	(200,000)
Y4	XXXX	Lane North of Fuller Sanitary Replacement	440,000	0	0	0	0	(440,000)
Y5	XXXX	Lane North of Stockwell Sanitary Replacement	450,000	0	0	0	0	(450,000)
Y5	3205	Sanitary Projects, Designs	20,000	0	0	0	0	(20,000)
Y6	XXXX	Cassiar Sewer Lift Station Upgrade	100,000	0	0	0	0	(100,000)
Total Renew			1,570,000	0	0	0	0	(1,570,000)
<b>Growth</b>								
OP Y6	XXXX	Airport Gravity Main Bypass DCC	4,230,000	(1,349,370)	0	0	0	(2,880,630)
Y7	2070S	Offsite & Oversize - Wastewater	60,000	(30,000)	0	0	0	(30,000)
Total Growth			4,290,000	(1,379,370)	0	0	0	(2,910,630)
<b>New</b>								
Y7	XXXX	Morrison Ave - Sanitary Main	150,000	0	0	0	0	(150,000)
Total New			150,000	0	0	0	0	(150,000)
Cost Center Totals			6,010,000	(1,379,370)	0	0	0	(4,630,630)
Grand Total			6,010,000	(1,379,370)	0	0	0	(4,630,630)

OP - See related operating or reduction request with the same title at the end of this section.

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# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Wastewater Capital

Title: WWTP, Control Systems Replacement \$200,000

**Justification:**

This project is the third phase of a three-year \$1,000,000 project to replace components of the Waste Water Treatment Plant (WWTP) control systems that have reached the end of their useful life. These control systems are the core of the treatment facility's operating system and are critical for its continued operation. The software for these control systems is no longer supported under the Windows XP platform. The hardware components of the plant that were installed in 1994 will no longer be supported past 2020. Coordination between the software and hardware replacement is required to ensure that the City achieves the best value for the equipment that is replaced and to ensure that these systems work effectively. The project is being done in phases in order to minimize the risk of failure, impacts on the plant operations, and to reduce the budget impact.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	0	0	0	0	(200,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Wastewater Capital

Title: WWTP, Roof Replacement \$160,000

**Justification:**

This project is a result of ongoing evaluations of roof conditions on all City owned facilities and the development of an ongoing capital renewal work plan. One roof system was identified as having reached its anticipated service life and the probability of failure is considered high. The roof section identified for replacement is on the Wastewater Treatment Plant (WWTP) De-Watering building. The assessment identified deteriorating surface conditions and moderate moisture content readings in the insulation placing this roof system as the highest priority for replacement in 2017.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
160,000	0	0	0	0	(160,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Wastewater Capital  
 Title: Edwards Sewer Lift Station Upgrade \$200,000

**Justification:**

The Edwards Sewer Lift Station is one of a number of stations without backup power. Installation of a generator will bring the station up to City standards and reduce the possibility of sewer backup during power outages. Installation will also require an automatic changeover switch with enclosure, electrical and control upgrades, relocation of the Fortis electrical transformer and a natural gas service.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	0	0	0	0	(200,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Wastewater Capital  
 Title: Lane North of Fuller Sanitary Replacement \$440,000

**Justification:**

Budget is requested to replace 400m of aging vitrified clay pipe with PVC from Ethel Street to Gordon Drive. It is part of the City's capital replacement program.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
440,000	0	0	0	0	(440,000)



# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Wastewater Capital  
 Title: Lane North of Stockwell Sanitary Replacement \$450,000

**Justification:**

This project will replace 400m of aging infrastructure with PVC from Ethel Street to Gordon Drive. It is part of the City's capital replacement program.

There are no operation & maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
450,000	0	0	0	0	(450,000)

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Wastewater Capital  
 Title: Sanitary Projects, Designs \$20,000

**Justification:**

Budget is requested to prepare designs for upcoming priority capital replacement projects, with construction planned for 2018.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
20,000	0	0	0	0	(20,000)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Renew  
 Cost Center: Wastewater Capital  
 Title: Cassiar Sewer Lift Station Upgrade \$100,000

**Justification:**

The Cassiar Sewer Lift Station is one of a number of stations without backup power. Installation of a generator will bring the station up to the City standards and reduce the possibility of sewer backup during power outages. Installation will also require an automatic changeover switch with enclosure, electrical and control upgrades, relocation of the Fortis electrical transformer and a natural gas service.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset Preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

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

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Wastewater Capital  
 Title: Airport Gravity Main Bypass DCC \$4,230,000

**Justification:**

Budget is requested to construct a new sanitary trunk main adjacent to the Kelowna International Airport. This project will eliminate the highway lift station and reduce some of the effluent flow going to the Airport lift station. Both the Highway and Airport lift stations are reaching their capacity. This project will eliminate current capacity issues, allow for future growth in the area to occur and reduce pumping costs.

The ongoing impacts for this request are included in this capital section as a reduction request with the same title.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
4,230,000	(1,349,370)	0	0	0	(2,880,630)

# 2017 Capital Request Details

Department: Capital Projects Priority: 1 Growth  
 Cost Center: Wastewater Capital  
 Title: Offsite & Oversize - Wastewater \$60,000

**Justification:**

Funding is requested for the City's annual share of costs to oversize sewer utilities and work in excess of the developer's own needs as a result of City requirements. The specific development projects to be cost-shared are unknown at this time.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
60,000	(30,000)	0	0	0	(30,000)

Department: Capital Projects Priority: 1 New  
 Cost Center: Wastewater Capital  
 Title: Morrison Ave - Sanitary Main \$150,000

**Justification:**

Budget is requested to extend a sanitary main to increase the level of service to residential properties and to decrease the operational impact due to continuous flushing of the mains.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
150,000	0	0	0	0	(150,000)

# 2017 Reduction Request Details

CITY OF KELOWNA

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Division: Civic Operations Priority: 1  
Department: Utility Services ON-GOING  
Title: Airport Gravity Main Bypass DCC

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Justification:

The Sewer Lift Station on Highway 97 above the Kelowna International Airport will be decommissioned with the construction of the Airport Main Gravity Bypass. Operating and maintenance funds will no longer be required for this station.

This is the ongoing budget reductions associated with the capital request.

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Corporate Framework: Resilient, well-managed infrastructure - Well-maintained utilities

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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2017	0	0	0	0	0	0	0
2018	(16,000)	0	0	0	0	0	16,000
2019	(16,000)	0	0	0	0	0	16,000

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# Appendix

## APPENDIX

### Supplemental information

#### Citizen survey results

The citizen survey is an excellent tool to gather citizen feedback about priorities for municipal spending, as well as satisfaction with City programs and services.

The survey frequency is set to correspond with Council terms (i.e. every four years).

The 2015 survey focused on eight key areas:

- Quality of life
- Issue identification
- Community safety
- City performance
- City services and infrastructure
- Financial planning
- Priority setting
- Customer service



The survey results are predominantly positive for the City of Kelowna, with responses indicating that residents:

- Have a good quality of life
- Live in a safe community
- Are satisfied with services
- Receive good value for tax dollars
- Are satisfied with customer service

Top of mind issues for citizens include transportation (traffic congestion and condition of streets), social issues (affordable housing), as well as growth and development.

Top priorities for City investment include drinking water, roads, sewage treatment facilities and encouraging a diverse supply of housing.

To review the detailed report, visit [kelowna.ca](http://kelowna.ca) and search for Citizen Survey.

#### Official Community Plan: indicators report

The Official Community Plan (OCP) is our shared vision for Kelowna as a sustainable city over the next 20 years. It illustrates how we want to grow and what we want our city to be like.

Importantly, it outlines what our city needs to be successful in the future — a great place to live, work and play. To achieve this, the OCP sets goals, objectives and policies to guide our growth and change. The plan was developed with significant public involvement and responds to the community's vision for a livable and thriving community.

According to community input into the Official Community Plan (OCP) 2010 - 2030, residents want a city where:

- Urban communities are compact and walkable
- Housing is available and affordable for all residents
- People feel safe downtown and in their own neighbourhoods
- The natural environment (land and water) is protected and preserved
- Walking paths and bicycle routes connect to key destinations
- The economy is growing, vibrant and bringing in new businesses
- Buildings and public spaces are attractive places

- Recreation and cultural opportunities are plentiful

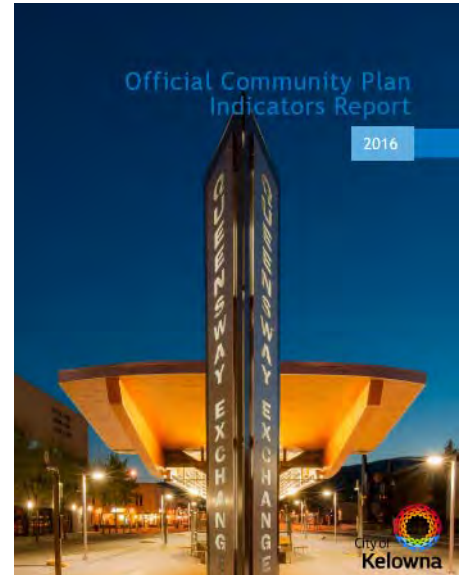
### 2016 indicators

The intent of the OCP Indicators Report is to produce a snapshot report on an annual basis providing data relative to previous years. The OCP is a living document and data from these reports is used to support OCP amends on an ongoing basis. On a larger scale, the data from the indicators reports will be fundamental to informing any potential changes as part of the upcoming OCP Update process.

Overall, this year's report suggests that the City is moving towards achieving OCP goals. Of the 25 indicators, 15 are trending in a positive direction, three are trending in a negative direction, four saw minimal change from previous years, and three do not yet have enough data to determine a trend. Of the three without enough data, one will be updated at the next Census, and two will have data available in next year's report.

Highlights from the indicators include:

- The percentage of new residential units that are multi-family continued to improve for the fifth consecutive year.
- 2015 continued to see more residential building permits issues for the Urban Core than 2011 and 2012, overall indicating a positive trend in this central location.
- The vacancy rate has remained below three per cent for the last three years, creating a constrained rental market. The City acknowledges the challenges from the low vacancy rate and in response has multiple incentives in place to encourage development of rental housing including, tax incentives, micro-suite incentives and rental housing grants.
- In terms of safety, the mid-year estimate suggests that the crime rate has seen minimal change since the baseline year of 2011.
- Local wages are keeping pace with provincial benchmarks.
- The number of businesses with employees continues to increase which reflects a healthy climate for investment and a sense of optimism from business owners.
- The percentage of parks and transportation dollars spent in the urban core decreased in 2015 but the overall trend supports the OCP objectives of increasing private investment in the central part of the city. Since the baseline year, almost 69 per cent of parks and transportation dollars have been spent in the urban core.
- Average household electricity and gas consumption continues to decrease.
- The percentage of land protected as park continues to increase each of the last four years towards the target.



The effectiveness of OCP implementation is measured by indicator performance. Having 19 of the indicators (76 per cent) either performing in a positive direction, or remaining consistent, suggests that the intent of the OCP is being implemented and that the policies are resulting in a positive performance. This year's result is an increase over the previous year where 72 per cent of indicators were performing in either a positive direction or remained consistent.

For the full report, visit [kelowna.ca](http://kelowna.ca) and search for Official Community Plan.

### 2016 Community Trends Report

The City of Kelowna's Community Trends Report aims to provide an engaging examination of key trends that will influence Kelowna's future. In doing so, the report offers the City, businesses, community groups, and residents the necessary information to prepare for and respond to the impacts of these trends.

The Community Trends Report examines current trends from four key areas: our people, our economy, our homes, and our environment. In each area, the report summarizes key data, providing a snapshot of how the city is doing today. Then, key trends are selected in each area for more detailed examination. The report relies mostly on data from 2015, with updated 2016 data added where available.

### Executive summary

In 2015 Kelowna experienced significant growth. The momentum from 2014 carried over to 2015 with building permit statistics indicating that Kelowna is in the midst of a building boom. 2015 was also a big year for the tourism sector and the Kelowna Census Metropolitan Area (CMA) was one of the fastest growing regions in Canada.

The Community Trends Report highlights the factors that are fueling Kelowna's transformation as well as some of the challenges that accompany rapid growth and development. The trends report also illustrates how Kelowna can be affected by broader economic or demographic shifts when it comes to the growth of the region.

The 2016 Community Trends Report examines the following key trends that were evident in 2015.

- **Housing boom?** - Recent population growth and building permit data indicate Kelowna is booming, fueled by migration to Kelowna and significant multi-unit development. At the same time, the growth in the region has put significant pressure on the supply of rental housing. In 2015, the vacancy rate dropped to 0.7 per cent prompting the City to explore further incentives to encourage rental housing and specifically family-friendly rentals.
- **Tourism boosted** - Kelowna's tourism sector benefited from a low Canadian dollar and a dip in gas prices. Tourism Kelowna reported a significant increase in occupancy rates and total room revenue as the hotels experienced a banner year.
- **Regional connections drive growth** - Over the last two years the Kelowna CMA saw a major increase in interprovincial migration and intraprovincial migration as Kelowna attracted students, young adults and retirees from the lower mainland and other provinces
- **Water quality varies** – Many Kelowna residents have varied access to safe and clean drinking water. Kelowna residents who are in the Glenmore-Ellison Improvement District and the South East Kelowna Irrigation Districts have been under water quality advisories or boil water advisory for the better part of the last five years. Meanwhile, residents who are part of the City utility have had zero advisories over the last five years.

The trends report is about more than just reporting on data and trends. The project reflects the City's efforts to continue to be proactive in its strategies and operations. For example, at the same time the City is identifying the challenges associated with accessing housing, staff are exploring opportunities to adjust incentives for rental housing. The Community Trends Report also reflects a broader evidence-based approach to decision making within the City of Kelowna where data, analysis and trends are used to make informed decisions that shape the community. Recent plans and strategies such as Imagine Kelowna, Infill Challenge, Urban Centres Roadmap and Dark Fibre Network all reflect the City's on-going efforts to anticipate broader changes in society.

For the full report, visit [kelowna.ca](http://kelowna.ca) and search for Community Trends Report.





## Statistics

### Top 10 corporate taxpayers

#### 2016

Rank	Business (owner) name	Type of property
1	Orchard Park Shopping Centre	Shopping Mall
2	Fortisbc Inc	Electrical Utility
3	Delta Hotels No 48 Holdings Ltd	Hotel & Convention Centre
4	Inland Natural Gas Co Ltd	Gas Utility
5	Mcintosh Properties Ltd	Shopping Mall
6	Victor Projects Ltd	Shopping Mall
7	4231 Investments Ltd	Shopping Mall
8	Dilworth Shopping Centre Ltd	Shopping Mall
9	Wal-Mart Canada Corp	Shopping Mall
10	Al Stober Construction Ltd	Commercial Building

#### 2015

Rank	Business (owner) name	Type of property
1	Orchard Park Shopping Centre	Shopping Mall
2	Delta Hotels No 48 Holdings Ltd	Hotel & Convention Centre
3	Inland Natural Gas Co Ltd	Gas Utility
4	Fortisbc Inc	Electrical Utility
5	Mcintosh Properties Ltd	Shopping Mall
6	4231 Investments Ltd	Shopping Mall
7	Victor Projects Ltd	Shopping Mall
8	Dilworth Shopping Centre Ltd	Shopping Mall
9	Wal-Mart Canada Corp	Shopping Mall
10	Al Stober Construction Ltd	Commercial Building

## Tax comparison analysis – 2015 &amp; 2016

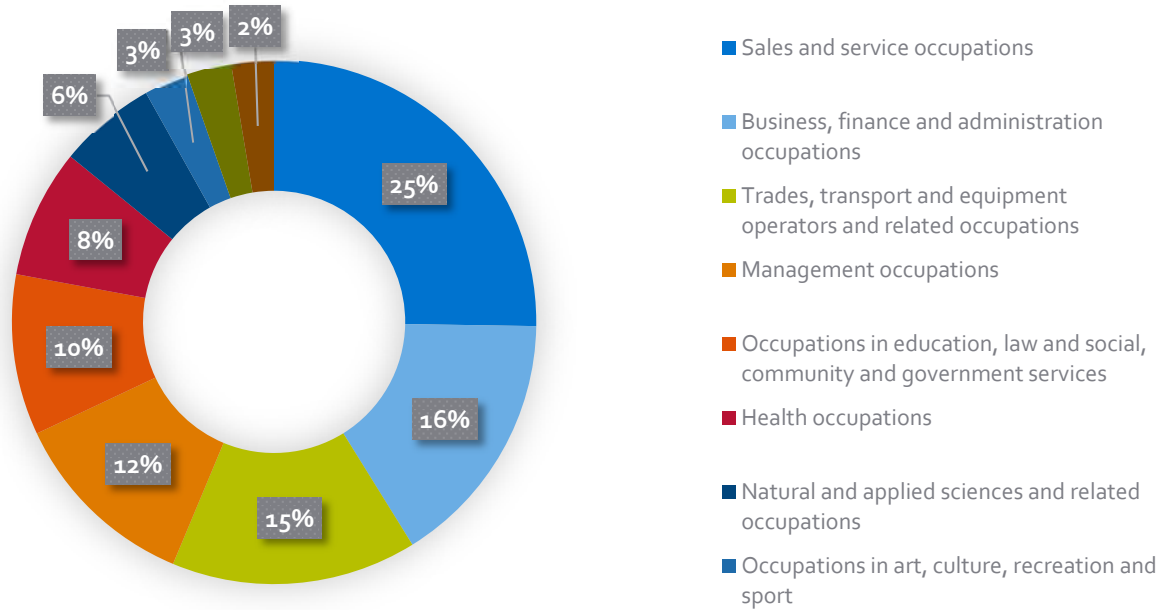
<i>Business</i>	2015	2016	Difference	Change
<b>Assessed value</b>	<b>\$1,231,800</b>	<b>\$1,282,800</b>	<b>\$51,000</b>	<b>4.14%</b>
<b>Municipal</b>				
General Tax Levy	10,029.69	10,442.76	412.60	4.11%
<b>School</b>				
General Tax Levy	7,144.44	6,927.12	(217.32)	-3.04%
<b>Other Taxing Jurisdictions</b>				
Regional District Levy	1,055.25	1,045.61	(9.64)	-0.91%
Hospital Levy	1,076.10	1,051.38	(24.72)	-2.30%
Library Levy	492.60	500.29	7.70	1.56%
BC Assessment Levy	206.82	202.04	(4.78)	-2.31%
<b>Total Tax Levy</b>	<b>20,004.89</b>	<b>20,169.21</b>	<b>163.84</b>	<b>0.82%</b>

<i>Residential</i>	2015	2016	Difference	Change
<b>Assessed value</b>	<b>\$467,730</b>	<b>\$501,410</b>	<b>\$33,680</b>	<b>7.20%</b>
<b>Municipal</b>				
General Tax Levy	1,787.38	1,860.93	73.55	4.11%
<b>Other Municipal User Fees</b>				
Gbg Collection/Waste Reduction	162.30	162.30	0.00	0.00%
<b>School</b>				
General Tax Levy	920.49	926.20	5.71	0.62%
Homeowner Grant	(770.00)	(770.00)	0.00	
	150.49	156.20	5.71	3.80%
<b>Other Taxing Jurisdictions</b>				
Regional District Levy	163.55	166.79	3.24	1.98%
Hospital Levy	166.78	167.72	0.94	0.56%
Library Levy	87.77	89.15	1.38	1.57%
BC Assessment	27.88	27.23	(0.65)	-2.34%
<b>Total Tax Levy</b>	<b>2,546.16</b>	<b>2,630.33</b>	<b>84.17</b>	<b>3.31%</b>

Local economy<sup>1</sup>

Occupation

National Occupational Classification (NOC) 2011



For more information on the local economy, visit [www.investkelowna.com](http://www.investkelowna.com).

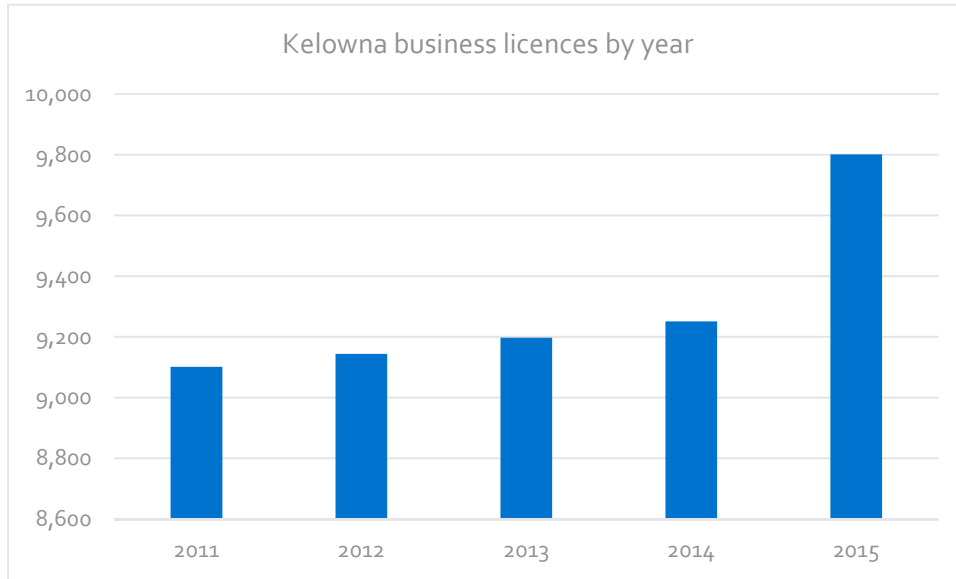
<sup>1</sup> Note:

[1] For the 2011 National Household Survey (NHS) estimates, the global non-response rate (GNR) is used as an indicator of data quality. This indicator combines complete non-response (household) and partial non-response (question) into a single rate. The value of the GNR is presented to users. A smaller GNR indicates a lower risk of non-response bias and as a result, lower risk of inaccuracy. The threshold used for estimates' suppression is a GNR of 50% or more. For more information, please refer to the National Household Survey User Guide, 2011.

[2] Includes self-employed with an incorporated business and self-employed with an unincorporated business. Also included among the self-employed are unpaid family workers.

Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011033.

**Business licences**



**Access to markets**

Kelowna’s central location provides the city with access to key markets, as well as their population base.

Distance (km) to Kelowna from:

- Vancouver – 457
- Seattle – 579
- Calgary – 612
- Portland – 826
- Saskatoon – 1,233
- Salt Lake City – 1,614
- San Francisco – 1,872
- Winnipeg – 1,970
- Los Angeles – 2,494
- Denver – 3,215

**Kelowna weather**

This data has been collected from [The Weather Network](#).

Temperature (°C)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Average high</b>	1.4	4.5	10	16	20.7	24.2	29.2	28.3	23	13.3	6	1.5
<b>Average low</b>	-4.6	-3.6	-0.8	2.7	6.6	10	13.1	12.2	8.3	2.7	-0.9	-4.6
<b>Average</b>	-1.6	0.5	4.6	9.3	13.7	17.1	21.1	20.3	15.7	8	2.5	-1.5
<b>Record daily high</b>	9.5	12.4	21.5	26.3	33.2	34.9	40.4	41	34.8	23.7	13.2	11.4

<b>Date</b>	Jan 29 1999	Feb 22 1995	Mar 31 1994	Apr 25 2001	May 29 1995	Jun 22 1994	Jul 24 1994	Aug 04 1998	Sep 02 1998	Oct 01 1998	Nov 01 1997	Dec 16 1999
<b>Record daily low</b>	-27.5	-22.3	-12.3	-6	-2.1	3	7	3.3	-1.6	-5.8	-21.8	-22
<b>Date</b>	Jan 30 1996	Feb 01 1996	Mar 05 1996	Apr 04 1997	May 09 1999	Jun 07 1999	Jul 19 1996	Aug 28 2000	Sep 23 2000	Oct 31 1996	Nov 23 1996	Dec 28 1996

Precipitation

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Monthly rainfall (mm)</b>	10	14	17	24	35	40	34	27	34	37	24	12
	Annual average: 308											
<b>Monthly snowfall (cm)</b>	28	9	5	1	0	0	0	0	0	0	22	36
	Annual average: 100											
<b>Monthly precipitation (mm)</b>	38	23	23	25	35	40	34	27	34	37	46	48
	Annual average: 409											
<b>Single day record rainfall (mm)</b>	11	10	6	12	19	16	32	17	33	18	9	11
<b>Date</b>	Jan 31 1995	Feb 17 1994	Mar 13 2000	Apr 05 2001	May 29 1996	Jun 23 1999	Jul 21 1997	Aug 08 1994	Sep 02 2000	Oct 28 1996	Nov 14 1998	Dec 29 1997
<b>Single day record snowfall (cm)</b>	14	7	7	6	0	0	0	0	0	0	15	15
<b>Date</b>	Jan 20 1996	Feb 11 1997	Mar 02 1998	Apr 13 2000	May 01 1994	Jun 01 1994	Jul 01 1994	Aug 01 1994	Sep 01 1994	Oct 01 1994	Nov 16 1996	Dec 25 1998
<b>Single day record precipitation (mm)</b>	14	10	8	12	19	16	32	17	33	18	17	15
<b>Date</b>	Jan 20 1996	Feb 17 1994	Mar 02 1998	Apr 05 2001	May 29 1996	Jun 23 1999	Jul 21 1997	Aug 08 1994	Sep 02 2000	Oct 28 1996	Nov 27 1995	Dec 25 1998

## Glossary

**Accrual method of accounting** | A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Accumulated surplus** | The balance in a fund that represents the cumulative excess in revenues over expenditures. This term also refers to reserve accounts.

**Alternative approval process** | To provide electors the opportunity to seek a vote on a particular matter being proposed by Council. Approval is obtained if fewer than 10% of eligible electors in the area submit elector response forms (former counter petition process).

**Amortization** | Is the gradual reduction of debt by means of equal periodic payments sufficient to meet current interest and liquidate the debt at maturity.

**Appropriation** | Term used to refer to the setting aside of monies into a reserve account or fund.

**Balanced budget** | Budgeted expenditures and transfers to funds are equal to budgeted revenues and transfers from funds.

**Base budget** | The initial budget that provides for the existing levels of service in the current year.

**Capital assets** | Is a long-term asset that is not purchased or sold in the normal course of business. Generally, it includes fixed assets.

**Capital expenditures** | Expenditures of a non-operating or maintenance nature, such as costs to acquire equipment, land, buildings and costs associated with new infrastructure or improvements to existing infrastructure.

**Capital lease** | Is a lease obligation that has to be capitalized on the balance sheet.

**Cost center** | Within the City's reporting structure a cost center refers to a specific director, manager, supervisor or division (see Department/Division/Branch).

**Conditional grants** | Grants (e.g. Federal and Provincial Government) that are dependent on annual approval and potentially limited in how they may be expended.

**Debenture** | A form of long term corporate debt that is not secured by the pledge of specific assets.

**Debt service** | The amount of interest and payments due annually on long term debt.

**Deficit** | An excess of expenditure over revenue. A loss in business operations.

**Division/Department/Branch** | Part of the City's organization structure. Divisions are the highest level grouping, departments are sections under the division and branches are sections under department. (ie. Division – Corporate & Protective Services; Department – Financial Services; Branch – Financial Planning).

**Depreciation** | To lower the price or estimated value of a capital asset.

**Development Cost Charges (DCCs)** | Monies collected from land developers to offset some of the infrastructure expenditures required to service new development. Charges are intended to facilitate development by providing a method to finance capital projects related to water, sewer, drainage, roads and parkland acquisition.

**Drivers & activities** | Details how Council, Corporate and Divisional priorities lead the work done at the divisional level. Activities are work plans to be accomplished in the current year.

**Expenditure** | The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expensed projects** | A project which does not meet the criteria as established by the City's Tangible Capital Asset policy based on PSAB 1350 requirements. These project budgets are recognized in department operating budgets.

**Expenditure reduction** | A request to reduce an existing expenditure level.

**Fees and charges** | A source of revenue generated by the activities, works or facilities undertaken or provided by or on behalf of the City.

**Financial Plan** | Section 165 of the Community Charter requires that a municipality must have a financial plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted. The financial plan may be amended by bylaw at any time and is for a period of 5 years. The financial plan identifies the revenue sources and the proposed expenditures to be incurred to meet the outlined objectives.

**Franchise fee** | A charge made to a privately owned utility for the ongoing use of City property. The City of Kelowna has one franchise fee agreement with Terasen Gas Inc.

**Full Time Equivalents (FTEs)** | A conversion measure to express all staffing (temporary, part-time, etc.) in terms of a common fulltime denominator.

**Fund** | A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific activity. The City has five main funds: general, water, wastewater, natural gas and airport. There are also various statutory reserve funds.

**General Fund** | This fund is used to account for general operations and activities and includes most city departments except the enterprise funds of water, wastewater, natural gas and airport. The departmental activities in the general fund are funded wholly or in part by property taxes.

**General revenue** | Refers to the revenues which are not specifically attributable to or generated by any particular department within the City's reporting structure.

**Grants-in-lieu** | Properties within a municipality that are owned by the Federal or Provincial governments are exempt from taxation. The City may receive a grant-in-lieu in place of a tax levy.

**Infrastructure** | Facilities and improvements such as buildings, roads, sidewalks, storm drainage, waterworks, sanitary sewer systems.

**Internal control** | Include policies and procedures that pertain to the maintenance of accurate and reasonably detailed records.

**Internal equipment revenue** | Revenue generated from a charge against current operations for the use of a City vehicle or equipment. The charge is similar for a class of vehicles and is based on full recovery plus inflation.

**Local Government Act (LGA)** | Provincial legislation that provides authority for municipal expenditure and revenue collection. Some sections of the LGA have been replaced by the Community Charter.

**Modified accrual basis** | Modified accrual accounting recognizes revenues when they become available and measurable and with a few exceptions, recognizes expenditures when liabilities are incurred.

Official Community Plan (OCP) | A City bylaw that defines policies for land use and development.

Operating expenses | The cost for personnel, internal equipment, materials, contract services and transfers required for a department to function.

Operating request | A request for operating budget that is required to provide a new service or expand an existing service beyond the current funding level.

Operating revenue | Funds that the City receives as income to pay for ongoing operations. It includes such items as taxes, fees and charges from specific services, interest earnings, and grant revenues.

Pay-as-you-go Capital | Capital expenditures that are financed from current year taxation revenues.

Parcel tax | A tax imposed on the basis of a single amount for each parcel, the taxable area of the parcel, or the taxable frontage of a parcel.

Property taxation | The process by which the City obtains the required funds to pay for the General Fund Operating and Capital expenditures of any given year not funded from another source. This is provided by a levy on each property of various classes within the municipality.

Reserve account | Part of the Accumulated Surplus that has been earmarked for future operating or capital expenditures.

Reserve Fund (statutory reserves) | A reserve fund is established by Council by bylaw for a specified purpose that is within the powers of the municipality within the powers of the LGA or another Act.

Revenue | Sources of income financing the operations of the City.

TDAR technology | Tailgate detection, alarm and recording system. Biometric system that uses fingerprinting and cards to access restricted areas.

Time Resource Management (TRM) | Recording system for payroll, equipment use and materials used by the operations group.

Trade Waste Treatment Plant (TWTP) | Wastewater treatment facility run by the City but charged back to specific commercial users.

UPASS | A program where students pay a fee per semester that lets them use their student card as a bus pass.

Utility | The City owns three utilities; water, wastewater and natural gas. The airport is also treated like a separate utility. These utilities pay for themselves through a separate revenue structure specific to each one that pays for their respective operating costs, debt servicing costs and capital projects not funded from other sources.

Working capital | The excess of current assets over current liabilities.



## Acronyms

AIF	Airport Improvement Fee
AIM	Agresso Business World
ALPS	Airport Landing & Parking System
BRT	Bus Rapid Transit
CATSA	Canadian Air Transport Security Authority
CFI	Central File Index
CISM	Critical Incident Stress Management
CNC	Capital News Centre
COB	Central Okanagan Bypass
COK	City of Kelowna
CORD	Central Okanagan Regional District
CPO	Community Policing Office
CUPE	Canadian Union of Public Employees
CWME	Capital Works Machinery & Equipment – statutory reserve fund
DKA	Downtown Kelowna Association
EDMS	Electronic Data Management System
EOCP	Equipment Operation Certification Program
FIDS	Flight Information Display System
FTE	Full Time Equivalent
GFOA	Government Finance Officers Association
HRDC	Human Resources Development Canada
IAFF	International Association of Fire Fighters - Union
IBEW	International Brotherhood of Electrical Workers - Union
ICBC	Insurance Corporation of British Columbia
IEC	Internal Equipment Rates
IHA	Interior Health Authority
ITS	Intelligent Transportation System
KJWC	Kelowna Joint Water Committee
KIA	Kelowna International Airport
LAS	Local Area Service
MTI	Municipal Ticket Information
MoT	Ministry of Transportation
MRP	Mission Recreation Park
MVP	Mercury Vapour Pressure – street lights
NTCIP	National Transportation Communications of ITS Protocol
OMMLRA	Okanagan Mainline Municipal Labour Relations Association
PRC	Parkinson Recreation Centre
PRIME	Police Records Information Management Environment
PSAB	Public Sector Accounting Board
RCMP	Royal Canadian Mounted Police
RFI	Request for Information
RFP	Request for Proposal
RWIS	Road Weather Information Systems
TCA	Tangible Capital Assets
TDM	Transportation Demand Management
TOTA	Thompson Okanagan Tourism Association
UBCM	Union of British Columbia Municipalities
UBCO	University of British Columbia - Okanagan
WCB	Worker's Compensation Board (now WorkSafe BC)
WWTF	Waste Water Treatment Facility
YLW	Kelowna International Airport



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