



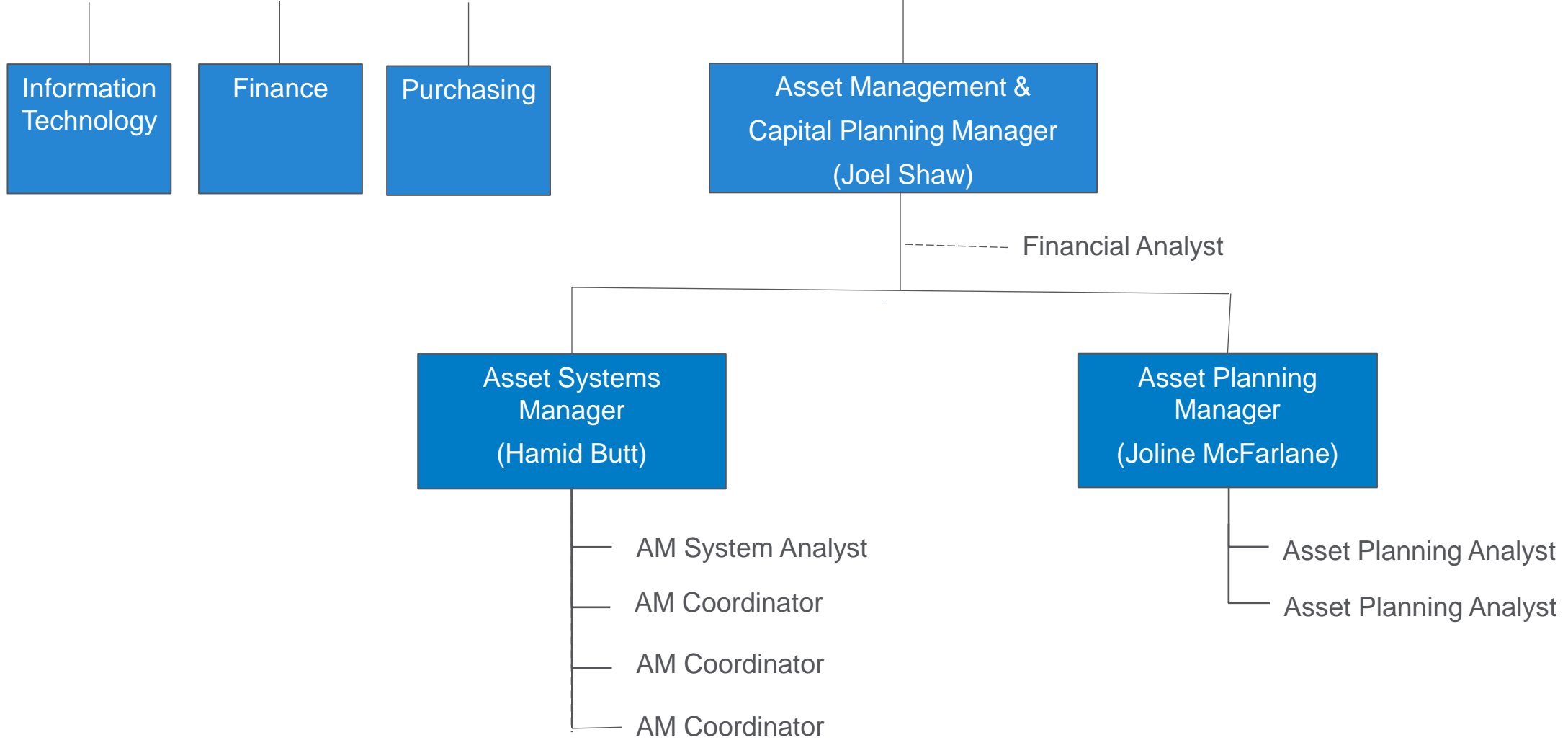
City of  
**Kelowna**

# Kelowna's Asset Management Journey

November 1<sup>st</sup>, 2024



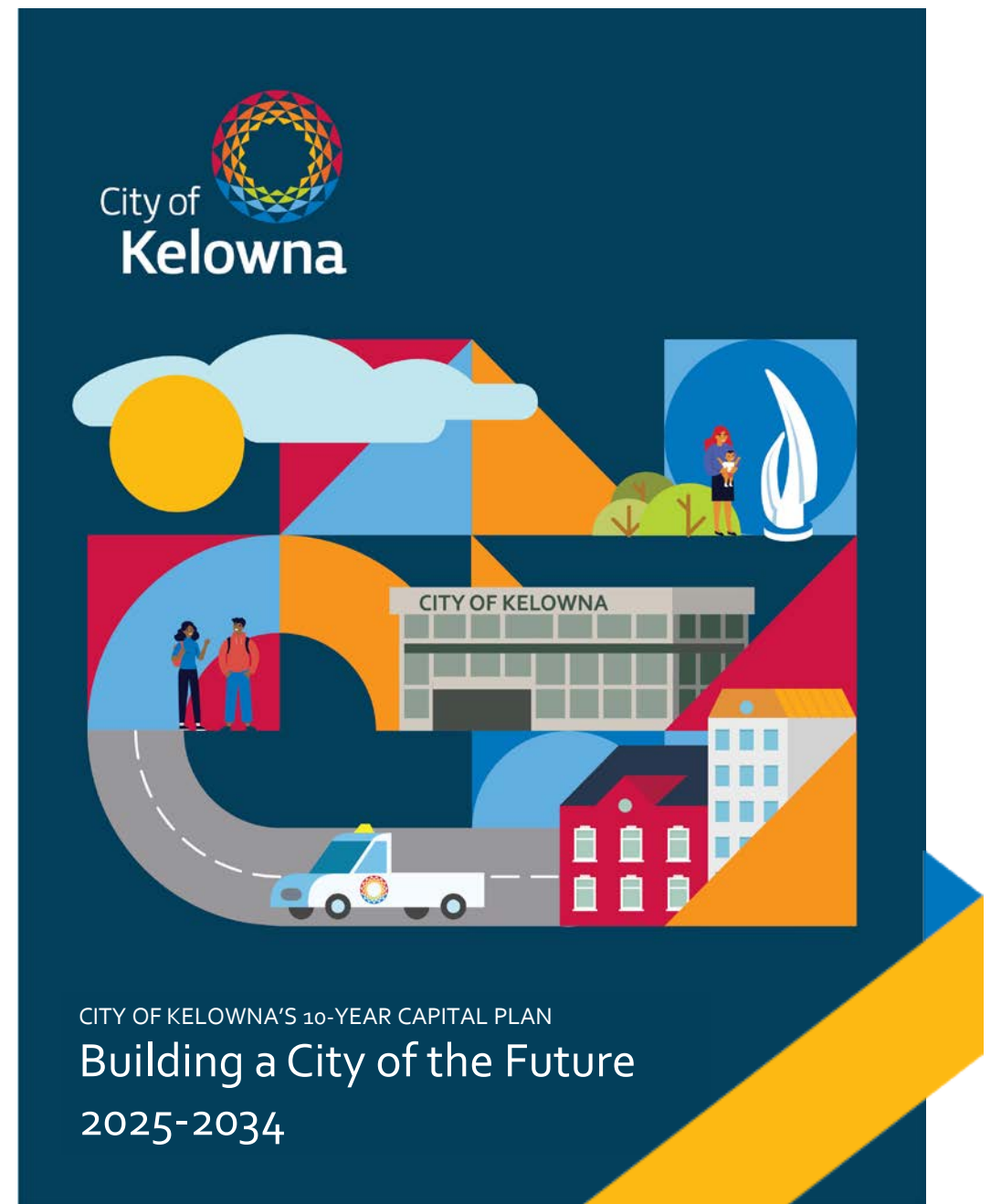
# General Manager, Corporate Services (Joe Sass)



# Agenda

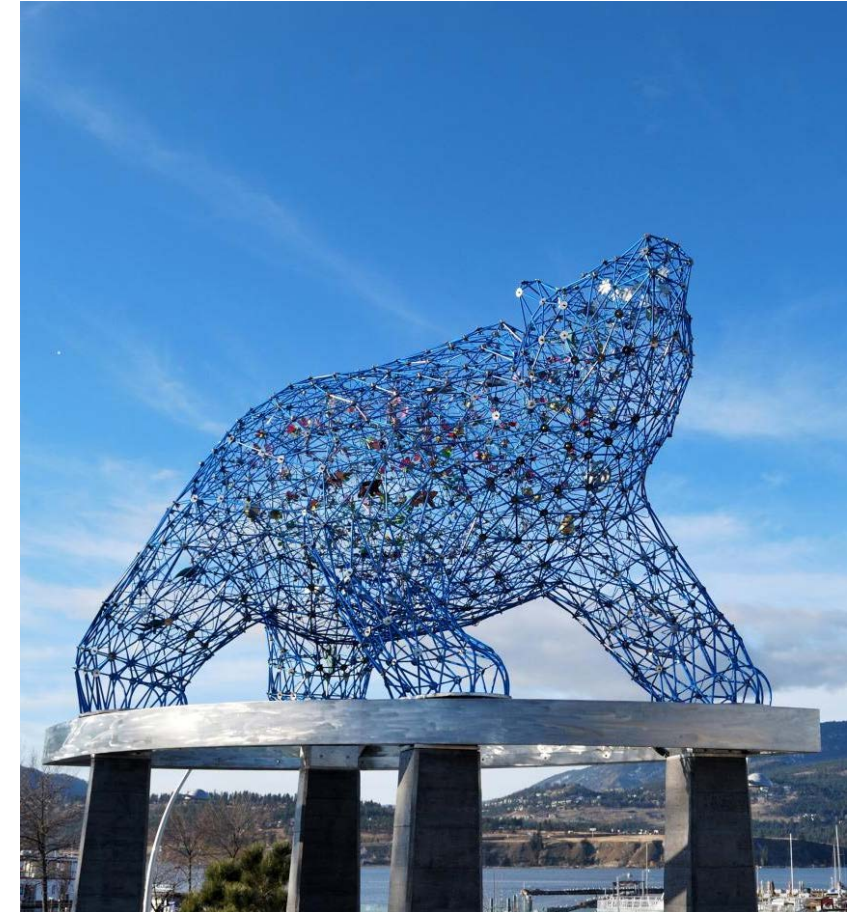
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- ▶ Kelowna's AM journey
- ▶ What is Asset Management
- ▶ Planning continuum
- ▶ Infrastructure Deficit
- ▶ AM Systems
- ▶ Service Based Budgeting



# Asset management journey – in the beginning

- ▶ Corporate AM started 2011,
- ▶ Limited corporate AM strategy, policy, plans or systems,
- ▶ Data quality and location varied,
- ▶ AM managed in silo's,
- ▶ Poor alignment between plans and budget.



# What is asset management? .... it depends



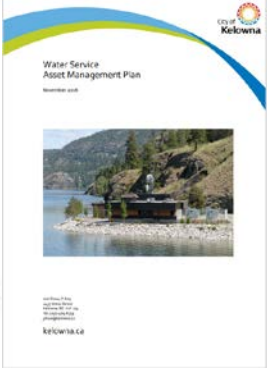
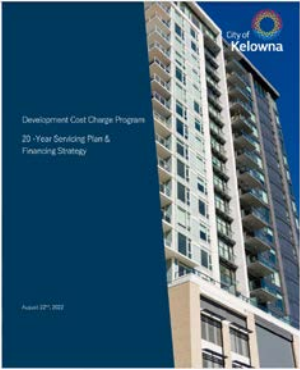
- ▶ Elected Officials – safe & reliable municipal services
- ▶ Operations – maintenance management
- ▶ Engineering – capital planning
- ▶ Information Technology – data and systems
- ▶ Finance – funding & liabilities

# Asset Management Framework

- ✓ Asset AM Practices
- ✓ Assess Current State of Assets
- ✓ Asset Management Policy
- ✓ Asset Management Strategy
- ✓ Asset Management Plans
- ✓ Integrated to Long-term Financial Plan
- ✓ Implement AM Systems & Practice
- ✓ Measure and report



So many plans, systems & data.  
How are they all connected?



City of Kelowna

# Planning Continuum





# 10-Year Capital Plan (2024)



**\$2.57 Billion**  
investment in new,  
upgraded & renewed  
public infrastructure



**73%**  
Allocated to  
Transportation,  
Buildings, Parks &  
Airport



**35%**  
External Funding  
DCCs, partnerships &  
grants

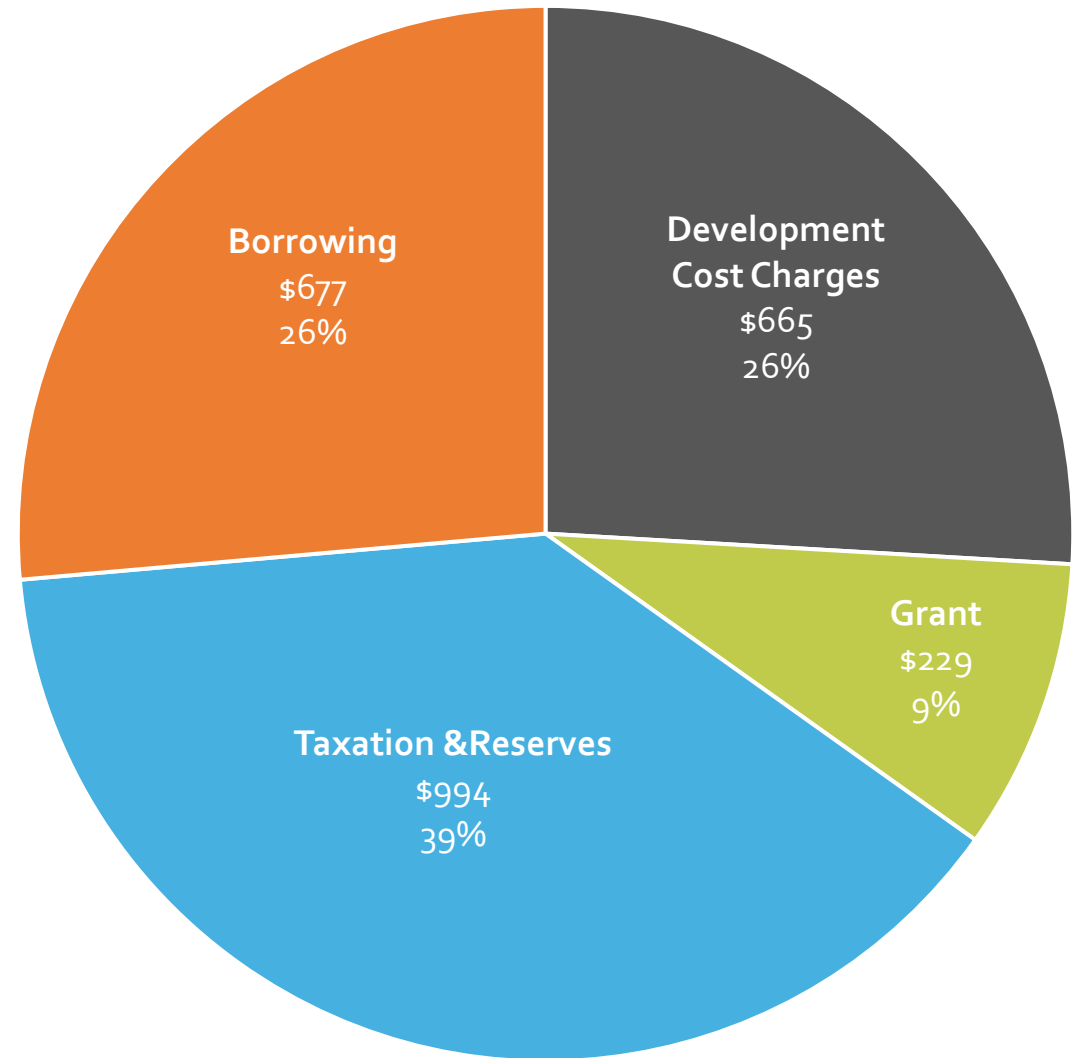


**86%**  
of citizens satisfied in  
level & quality of City  
services

Capital Cost Centre	This Capital Plan (\$ million)
Transportation	\$ 726
Buildings	\$ 441
Parks	\$ 358
Airport	\$ 342
Water	\$ 201
Wastewater	\$ 194
Stormwater	\$ 86
Real Estate	\$ 80
Vehicles	\$ 55
Solid Waste	\$ 52
Fire	\$ 18
Information Services	\$ 12
<b>TOTAL</b>	<b>\$ 2,565</b>

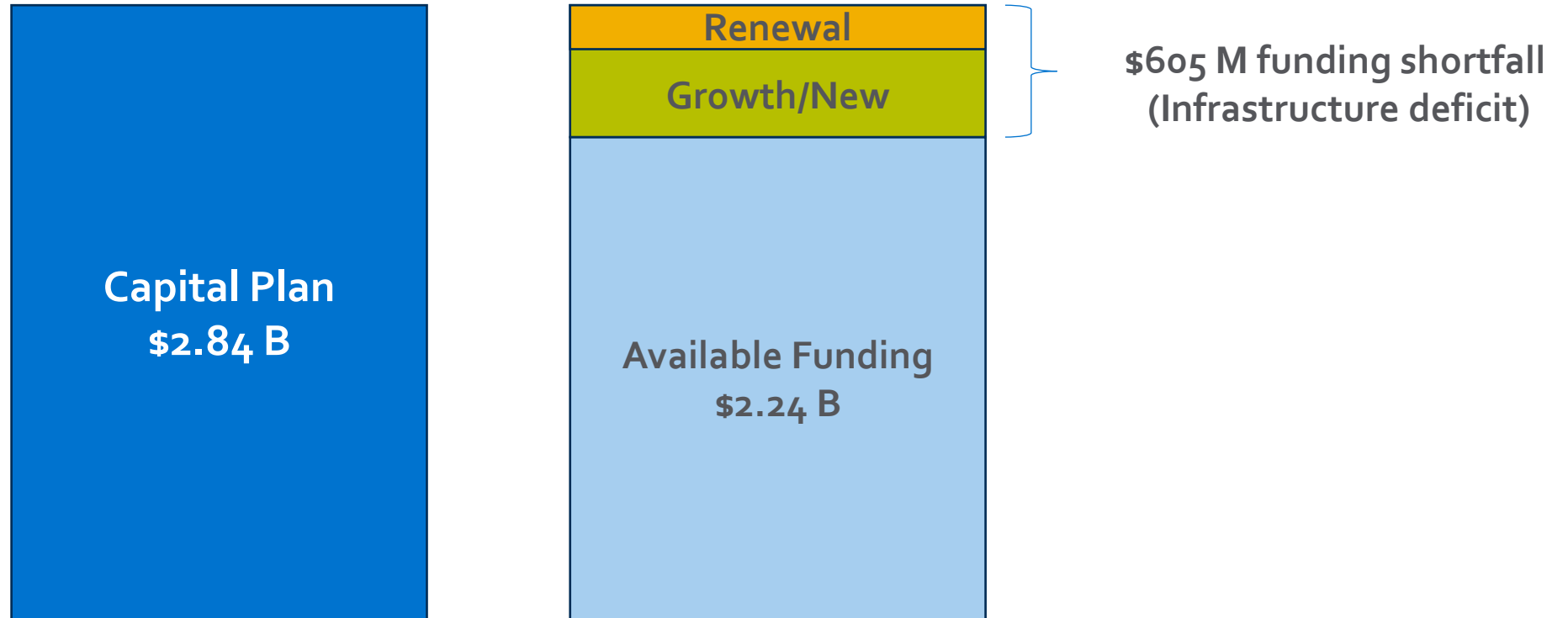
# Funding the Capital Plan

- ▶ External funding: 35%
- ▶ General taxation & Reserves: 39%
- ▶ Borrowing: 26%

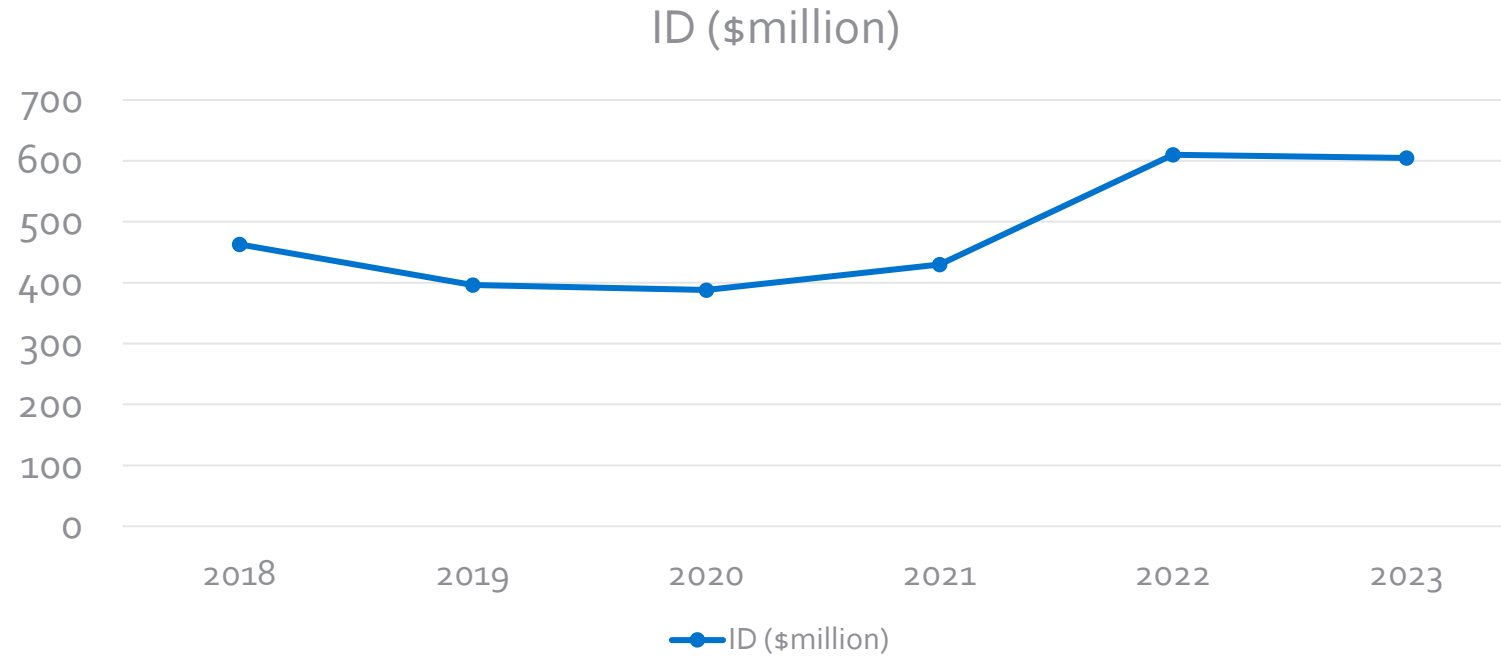


# Infrastructure Deficit

10-Year Capital Plan (2023)

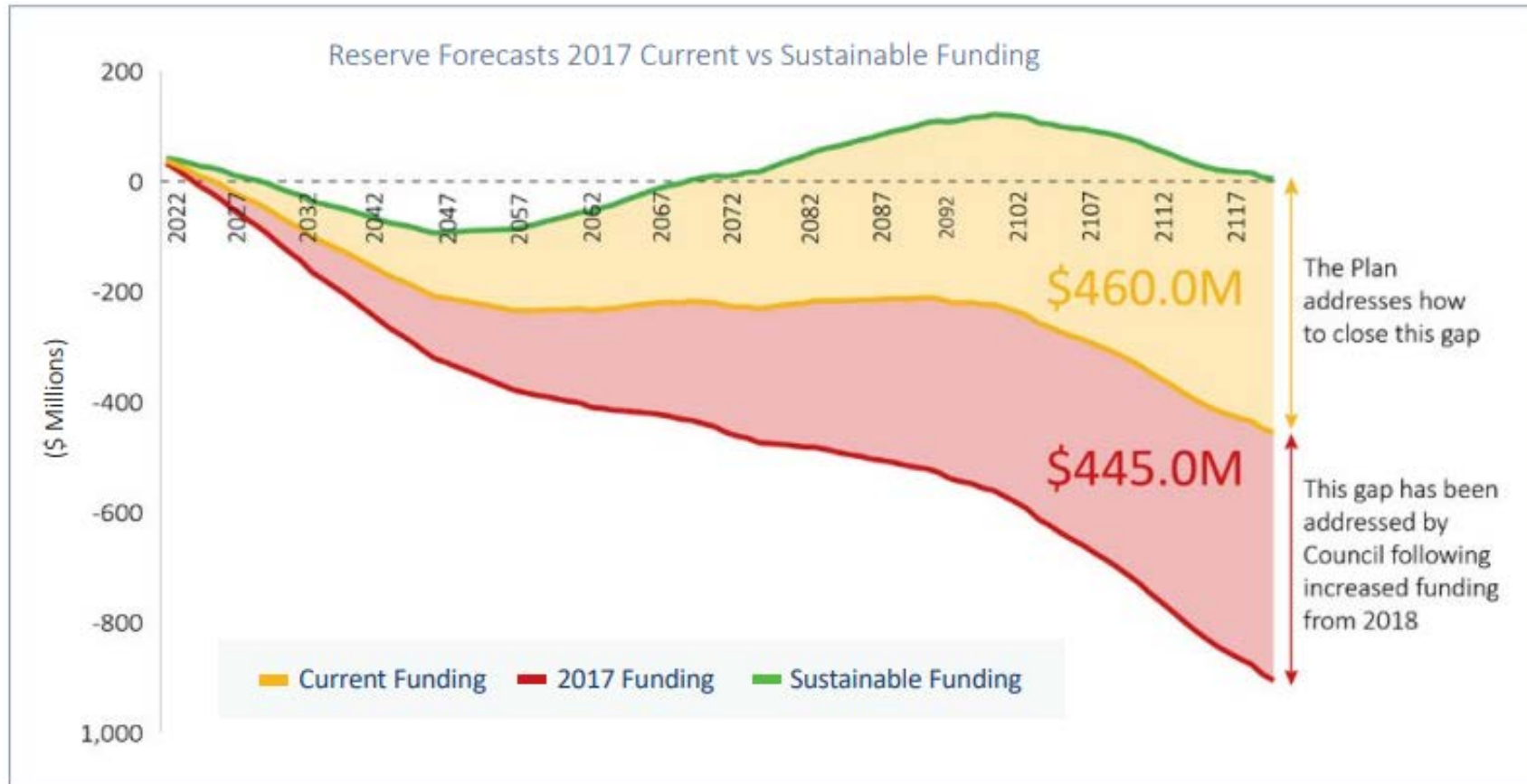


# Infrastructure Deficit



	2018	2019	2020	2021	2022	2023
ID (\$millions)	\$463	\$396	\$388	\$430	\$610	\$605
ID % of funded capital	44%	31%	29%	29%	37%	30%

# Infrastructure Deficit



District of Oak Bay – Sustainable Infrastructure Replacement Plan (2021)

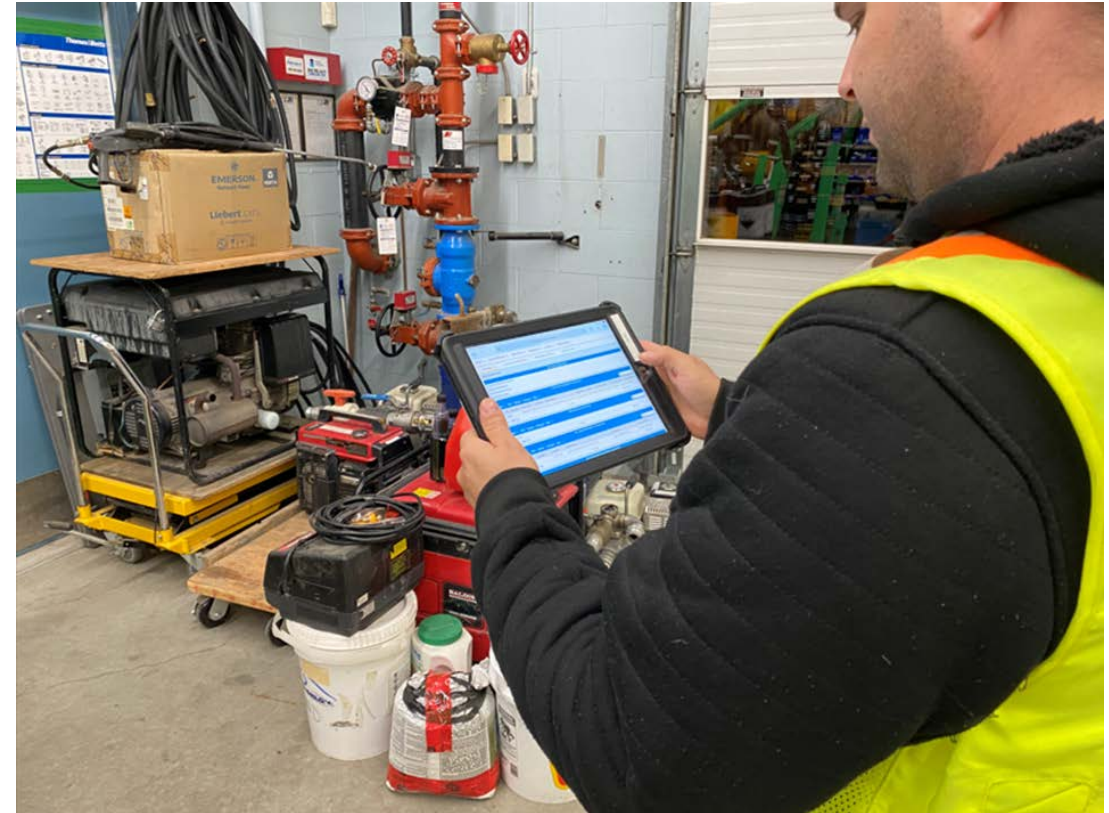
# Service Based Budgeting

## What Do Tax Dollars Pay For:



# Asset Management Systems

- ▶ Organizational readiness
- ▶ Technology is the easy part
- ▶ Change management is key
- ▶ There is no 'silver bullet'



All All All All
3/9/2024 2/1/2025
All All



Park Category

Park Name



# Balancing Act



# UBCM Award – Excellence in Asset Management





*Questions?*

For more information, visit [kelowna.ca](http://kelowna.ca).

