
MEETING TYPE AND DATE: SPECIAL COUNCIL MEETING – FEBRUARY 22, 2022
AUTHOR: CHIEF FINANCIAL OFFICER
SUBJECT: **2022 – 2026 FINANCIAL PLAN BYLAW**

ESSENTIAL QUESTION:

Does the 2022-2026 Financial Plan meet the strategic and operational needs of the District?

OPTIONS:

- A. THAT 2022-2026 Financial Plan Bylaw 1179, 2022 be read a second and third time as amended;
AND THAT the 2021 Capital Projects (\$17,041,704) as attached to the report submitted by the Chief Financial Officer on February 22, 2022, be carried over from 2021 to 2022 to allow expenditure in the 2022-2026 Financial Plan.
- B. THAT 2022-2026 Financial Plan Bylaw 1179, 2022 be held pending additional information or specific requests prior to additional readings.

EXECUTIVE SUMMARY:

Key Information:

Council provided first reading of the Financial Plan Bylaw on January 4, 2022. The annual Financial Plan Bylaw must be adopted by May 15, prior to adoption of the annual tax rates bylaw. The 2022-2026 Financial Plan Bylaw 1179, 2022 is attached to this report as Appendix 1.

Public input opportunities were provided through a number of different mediums including a virtual town hall. The summary can be found in Appendix 5.

At the first reading, a base increase of 4.85% was proposed with other additional requests of 3.65% for a total potential increase of 8.5%, based on the proposed budget which included 2% for growth. The base increase of 4.85% was approved as well as the following items totaling \$289,933 or 1.77%:

2022-07 Deputy Fire Chief \$118,171
2022-08 Part-Time Parks, Recreation & Culture Assistant \$16,400
2022-09 RCMP Detail Clerk from 0.5 FTE to 1 FTE \$38,362
2022-10 Engineering & Environmental Services Casual Support \$10,000
2022-11 Increase to Halloween fireworks cost \$3,000
2022-12 Additional Engineering & Environmental Services consulting services \$20,000
2022-13 Additional line painting funding \$20,000
2022-14 Additional road signage funding \$20,000
2022-15 Additional fleet maintenance funding \$40,000
2022-17 Lake Country Arts Council increase \$2,000
2022-18 Rotary Canada Day Funding increase \$2,000

At first reading the following items totaling \$273,000 were approved using one time funding from reserves and removed from the proposed list of items potentially funded through taxation:

2022-19 Community greening project \$10,000
 2022-20 Invasive plant species management \$25,000
 2022-21 Community engagement grant \$15,000
 2022-22 Private Lands Wildfire Mitigation Program \$10,000
 2022-23 Radon testing \$8,000
 Parks, Recreation and Culture Master Plan Increase \$205,000

As a result of these changes, the proposed increase of 6.62% was approved at first reading.

Since first reading, the projected growth from BC Assessment has been updated to 2.88%. As such, the growth figure included in the budget has been updated from 2% to 2.5%. It is common for the growth figure to drop by 0.30% - 0.40% before being finalized due to appeals as such it is not recommended to include any more than 2.5%.

As such, the proposed tax increase for 2nd & 3rd readings is 6.12%.

Additional changes and additions are outlined further in the report.

Relevant Observations:

The proposed financial plan includes a base increase to support existing services, including increases for the road maintenance contract to ensure established year-round levels of service are maintained, an increase to reflect the updated RCMP collective agreement, additional IT service contracts, inflationary/contractual increases as well as salaries, wages, and benefits. This is in addition to the other requests outlined above.

New taxes from growth are proposed to partially offset some of the additional costs outlined as part of the base increase to support existing services. This is to reflect that growth in the community represents an additional burden on both the infrastructure and the ability to provide services.

Strategic Questions:

Does this financial plan support the strategic priorities of Council?

Does this financial plan improve long term financial sustainability of the District?

Does this financial plan provide adequate funding for the services expected by the taxpayers in the community?

Strategic Relevance & Community Sustainability:

Base budget increases ensure the continuity of existing services for the community. Additional increases for the list provided above represent increases in service for the community.

Key Result:

The key result is that Council adopts a financial plan that supports the strategic priorities, sustainability of the District and provides adequate levels of services expected by the taxpayers.

Desired Benefit of Key Result:

That certainty of funding be provided for 2022 to advance strategic priorities, capital projects and staffing changes.

Requisites:

First reading has already been provided by Council.

Unintended Outcomes:

None

BACKGROUND/HISTORY

On January 4, 2022 Council did a detailed review of the operational, capital and supplemental financial plans with the support of staff.

As a result of deliberations on January 4, the following changes have been made to the financial plan. In addition to the base increase of 4.85%, 1.77% or \$289,933 of additional items have been included:

2022-07 Deputy Fire Chief \$118,171
2022-08 Part-Time Parks, Recreation & Culture Assistant \$16,400
2022-09 RCMP Detail Clerk from 0.5 FTE to 1 FTE \$38,362
2022-10 Engineering & Environmental Services Casual Support \$10,000
2022-11 Increase to Halloween fireworks cost \$3,000
2022-12 Additional Engineering & Environmental Services consulting services \$20,000
2022-13 Additional line painting funding \$20,000
2022-14 Additional road signage funding \$20,000
2022-15 Additional fleet maintenance funding \$40,000
2022-17 Lake Country Arts Council increase \$2,000
2022-18 Rotary Canada Day Funding increase \$2,000

Rather than be funded on an ongoing basis through taxation, the following items were updated to be funded on a one-time basis through reserves totaling \$273,000:

2022-19 Community greening project \$10,000
2022-20 Invasive plant species management \$25,000
2022-21 Community engagement grant \$15,000
2022-22 Private Lands Wildfire Mitigation Program \$10,000
2022-23 Radon testing \$8,000
Parks, Recreation and Culture Master Plan Increase \$205,000

The projected growth has been updated from 2% to 2.5% reducing the proposed overall tax increase by 0.5%.

New Supplemental Item

Since first reading of the financial plan, a request for funding has been received from the Lake Country Health Planning Society (Appendix 2). The request is a one-time request for \$23,371 to fund approximately 30% of the core operations of Lake Country Health's Resource Centre for 2022. As this is a one-time request, if approved by council it could be funded from general surplus funds to avoid creating a one-time tax increase and fluctuations in taxation. Alternatively it could be funded through a 0.15% tax increase.

Changes

Since first reading of the bylaw, some other changes have occurred in the capital and operating expenses of the Financial Plan.

Capital Plan

Approved projects from first reading of the bylaw totaling \$26,768,611 were added to the Financial Plan. These capital items were funded from reserves, awarded or anticipated grants, donations or development cost charges and do not impact the overall tax increase. Included in Appendix 3 are some additional capital budget requests as a result of staff having some additional information as well as from updates in Council's strategic plan, all of which are proposed to be funded through reserves and therefore have no impact on the overall tax increase.

Added to the capital expenditures line item is \$17,041,704 in 2021 capital project carry forward requests. Capital projects do not always get completed during one calendar year. Each year the unused funds must be carried forward to allow expenditure in the next fiscal year. The list of 2021 capital project carry forward requests has been included as Appendix 4.

Some reasons that not all projects get completed or there is unspent funding:

- Delay in billing, the project may be complete during the year but not all invoices have arrived. Staff does their best to estimate remaining invoices, but this is not always possible.
- The project maybe complete but there is a period where funds are held back relating to defects or potential defects in a project
- Weather or timing may not allow a project to be completed prior to December 31st
- Some projects are delayed pending the outcome of other projects or initiatives
- Some projects are projected as multiyear projects

Also included on the carry forward list are 3 operating carryforward requests:

- \$8,245 in Rail Trail contracted services. The nature of maintenance and clean up on the Rail Trail is as such that some years there is less required while other years due to things such as more significant events such as fallen trees, rock etc. expenses can be higher. The 2021 expense came in under budget and a carryforward of the unspent amount is recommended to ensure adequate budget is included in 2022.
- \$50,000 related to a grant from the Economic Trust of the Southern Interior. This would be carried forward and spent on economic development initiatives in 2022.
- \$8,810 unspent sponsorship funds received. Sponsorship funds were received in the culture department, this request is to carry forward and spend these funds in 2022 for additional Artist fees and event activations.

RCMP Update

On February 9, preliminary results of the 2021 Canadian Census were released indicating that Lake Country's population has grown to 15,817. As a result of crossing the 15,000-person threshold per our a RCMP agreement, effective April 1, 2022, we will be required to fund 90% of our RCMP costs (10% federal funding) compared to the previous 70%. There are also a number of services we become responsible for that we previously did not need to provide. This change has been anticipated for multiple years and as a result we have an adequate policing reserve and an amount included in this year's budget to handle this year's change with no impact on 2022 taxation. As we determine the full costs associated with the change in our required service provision and policing agreement, we will present a long-term plan to use the policing reserve to minimize the immediate impact on taxes and gradually introduce the new costs in future budgets.

Financial Plan

- The total revenue is \$56,453,114 compared to \$49,665,290 at first reading. The increase is a result of the approved additional requests at first reading and certain funding for both new and carryforward capital projects including expected grant funding and development cost funds used.
- Growth – The percentage of assessment roll growth is expected to be 2.88% from the completed roll. The detail that supports the growth or non-market change has been reviewed and as in prior years, some of that increase is attributable to properties moving from the farm class to residential class. Farmers have until December 31st each year to provide the appropriate paperwork to renew their farm status and have their assessment moved back to the farm class, resulting in less tax collected. The first reading of the financial plan estimated this amount to be 2% and a revised estimate is now 2.5%. The increase of the 0.5% (\$78,459 for a total of \$392,291 from growth) has been applied to reduce the proposed tax increase.
- To balance the budget and support carryforward amounts, miscellaneous changes were made to the transfers to reserves.

The proposed increase of 6.12% represents approximately a \$115 increase to the average single-family home valued at \$993,000 for 2022 (\$760,000 – 2021) in Lake Country.

DISCUSSION/ANALYSIS

Legislation & Applicable Policies

Section 165 of the *Community Charter* sets out the requirements for a financial plan and section 166 states that public consultation must occur prior to adoption of the financial plan. Adoption of the financial plan must occur prior to May 15.

Technical Considerations:

- **Impact on Infrastructure and Other Municipal Services**
The 2022-2026 Financial Plan supports the various master plans for infrastructure in the District
- **Impact on Staff Capacity and Financial Resources (Cost/Benefit Analysis)**
The Financial Plan lays out much of the work plan for staff over the next year.

Comments from Other Government Agencies, Council Committees and Relevant Stakeholders:

See Appendix 5 for Communication and Engagement Plan.

Consultation, Public Feedback, and Communication to and from the Public and the Applicant:

See Appendix 5 for Communication and Engagement Plan.

ALIGNMENT TO COUNCIL'S VISION:

Council's vision and strategic plan were factored in to all elements of the financial plan.

Respectfully Submitted,

Trevor James, CPA, CA
Chief Financial Officer
Administration & Finance

This report has been prepared with the collaboration of the following individuals:

COLLABORATORS	
TITLE	NAME
Chief Administrative Officer	Tanya Garost
Director of Engineering & Environmental Services	Matthew Salmon
Director of Utilities	Greg Buchholz
Director of Protective Services	Steve Windsor
Director of Parks, Recreation & Culture	Matt Vader
Director of Corporate Services	Reyna Seabrook
Information Manager	Dave Philp
Economic Development & Public Engagement Specialist	Ruth Sulentich

This report has been prepared in consultation with the following departments:

CONCURRENCES	
DEPARTMENT	NAME
Chief Administrative Officer	Tanya Garost

ATTACHMENTS:

Appendix 1 – 2022 – 2026 Financial Plan Bylaw 1179, 2022
 Appendix 2 – Lake Country Health Planning Society Supplemental Request
 Appendix 3 – Additional/Updated Capital Budget Requests
 Appendix 4 – 2021 Capital Project Carry Forward Request
 Appendix 5 – Summary of Public Engagement



SUPPLEMENTAL OPERATING BUDGET REQUESTS 2022-24

REQUEST

Request Title: Lake Country Health - Operating Grant Request

Department: Council

PRIORITY

- ☐ Council Strategic Priority
 ☒ Required to maintain current service level
☐ Council Direction or Resolution
 ☐ Service Level Enhancement
☒ Other: Operating Grant Request

COSTS

- ☒ One-time Cost: \$23,371
 ☐ Ongoing Cost

ANNUAL COST

Annualized cost of Resource Center	2022		Anticipated revenue	2022
Labour	\$72,066		BC Gaming grant (requested)	\$59,000
Contracted services			United Way-Better at Home (confirmed)	\$14,400
Materials & Supplies	\$24,845		District of Lake Country (requested)	\$23,371
			Membership fees	\$140
Total	\$96,911		Total	\$96,911

BACKGROUND & JUSTIFICATION

The Lake Country Health Society currently provides a number of social supports to residents of Lake Country. Current services include mental health services, rides for seniors to medical appointments, fitness classes for seniors, a tablet and technology assistance program, wellness checks, as well as subsidized house cleaning and lawn care. In addition, the Society offers free counselling to caregivers, program respite, peer support groups, and a resource library about caregiving. Lake Country Health also offers chronic disease self-management kits, and harm reduction supplies to substance users. On an annual basis they offer free care seats and diapers packages to families in need, as well as Christmas hampers for lower income seniors. Lastly, they provide social service navigation and referrals from the office that is open to the public Monday to Friday from 9am-4:30pm. For details about the LCHS services and plans in 2022, please read the attached supplement.

The budget request is for \$23,371 to fund approximately 30% of the core operations of the Resource Center. The Society currently provide services to approximately 150 clients annually. Without their services, many clients would be forced to move into long term care, leave the community, or risk their health and safety. The largest

barrier they face in expanding the service offerings has been the need for a clinical location. They are working with a broker on securing a site for the development of the Lake Country Community Health Center, with the necessary space to offer a full range of social supports and primary health care.

The Society is currently working with Interior Health, the Division of Family Practice, the Primary Care Network (PCN), Okanagan Indian Band, and the Ministry of Health to develop the Lake Country Community Health Center (CHC), which will open in 2022. The CHC will offer the primary care as well as mental health services, an Indigenous Health Coordinator, and acute care physiotherapy. Public health staff will offer chronic disease management services and public health nursing. The Lake Country Health Center will enable the expansion of health services offering to include public health education, such as Diabetes or heart disease management, as well as early learning and parenting programs, and more peer support groups. The CHC will be the Lake Country provider of after-hours care, with the clinic open in the evenings, and seven days per week. The Health Center will fill critical gaps in primary care and mental health in the community, as identified in a recent physician survey and a feasibility study.

Lake Country Health Society has been working with a physician representative from the current medical clinic and has communicated with the owner of Healthy Essentials throughout the current phase of development. The CHC will fill gaps and needs in health care services within the community and will collaborate with stakeholders to meet community needs.

Please note, public awareness and education, as well as fundraising was extremely challenging due to pandemic restrictions on social gatherings. The pandemic restrictions limited plans for service expansion and corresponding financial diversification. Adjustments have been made to delivery of services and programs based on public health guidelines. Service delivery and administration was very challenging with pandemic restrictions and ongoing changes. They also experienced an increase demand for services throughout the pandemic.

The services Lake Country Health provide are currently funded by the District of Lake Country, United Way, BC Gaming, as well as a several federal grants. Over the last two years, great strides have been made to diversify the Society's funding and services. The staff continue to explore new options by pursuing private foundations, corporate grants, cost recovery, and service agreements. In the future, primary care services offered in the Community Health Center will be fully financed through service contracts with Interior Health. The Society will continue to fundraise and apply for grants to provide other services to vulnerable populations. The Society aims to reduce the need for municipal funding over the next year, as diversification and cost recovery is implemented.

Lake Country Health is grateful to the District for the support the organization has provided to date. The Society is requesting funds as a result of major delay in securing a clinical site. The organization is working on a location currently. Although some alternate funding has been secured by the organization, the delay did stop the organization from being able to access funding from the health authority.

IMPACT IF NOT APPROVED

The Lake Country Resource Center hours would be decreased, and staffing would be decreased.



CAPITAL BUDGET REQUESTS 2022-14

PROJECT

Project Name: Whiskey Cove Beach Park Improvements - Construction

Short

Description: Day-use enhancements at Whiskey Cove Beach Park

Department: Parks, Recreation and Culture

COSTS

☒ Total Cost \$30,000

Funding: *Finance to fill out*

☐ Borrowing

☒ Reserves:
\$30,000 Capital
Works Reserve
(updated from
land sale
dependent)

☐ User Fees

☐ Developer
Contributions

☐ Grants

☐ Other:

REQUIREMENT

☒ Master Plan: 2018 Parks & Recreation Master Plan (PRMP)

☐ Capital Renewal or Required Replacement

☐ Strategic Priority

☐ Legislative change

☐ Safety Requirement

☐ Service Level Enhancement

☐ Related to another planned project for 2022

☐ Development Driven

☐ Other:

ANNUAL COSTS

☐ Annualized costs will be required – N/A

☐ Renewal of the asset will be required – N/A

	2022	2023	2024	2025	2026
Labour	-	-	-	-	-
Contracted Services	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Renewal	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

BACKGROUND & JUSTIFICATION

Note: this request was included in the financial plan presented at first reading, the project has not changed, this updated request has been included to indicate the updated funding source from Land Sale Dependent to the Capital Works Reserve. The intention is to ensure this project gets done in 2022. At the time of the anticipated land sale, the proceeds will be used to replenish what is spent out of the Capital Works Reserve on this project.

Whiskey Cove Beach Park provides easy access for kayakers and beach users to Okanagan Lake. Input from the Parks and Recreation Master Plan, identifies that improving access to the waterfront and adding new infrastructure to support lakeside recreational activities was a key issue.

This project includes design and construction of beach park enhancements that will continue to promote waterfront access and recreational activities.





TIMING

Was the project slated for 2022 during the previous 5 year financial plan?

☐ Yes

☒ No

If no, please explain: Earlier improvements possible due to funds received through land sale

When is the expected start date and completion date of the project?

September 2022 (expected start) to November 2022 (expected completion)

COMMUNICATION & ENGAGEMENT

Does the community need to be informed?

☒ Yes

☐ No

Is there an impact (positive or negative) to anyone or group(s) within the community?

☒ Yes

☐ No

Is community engagement and/or input required?

☐ Yes

☒ No

If one or more questions is "yes", a communication and engagement plan is required.

Will a consultant be completing the communication and engagement plan?

☐ Yes

☒ No

If no, communications can assist with the completion of the plan.

If a communication and engagement plan is required, what formats are being considered and has this been considered in requested cost amount?

District staff will continue to work closely with the Carr’s Landing Community and Recreation Association, coordinating directly with them regarding the planned beach park enhancements, installation timelines, work activities and communications to neighbourhood residents. Given this, broader engagement with the general public on design aspects will not occur.

IMPACT IF NOT APPROVED

Functional issues in the park will continue to go unaddressed

PROJECT

Project Name: Okanagan Lake Pump House Motor Repair

Short Description: Assessing the condition and potential repairs of older motors at pumping facility

Department: Utilities – Water

COSTS

☒ Total Cost \$100,000 (updated from \$50,000)

Funding: *Finance to fill out* ☐ Borrowing

☒ Reserves: ☐ User Fees
Water Capital Reserve

☐ Developer Contributions ☐ Grants

☐ Other:

REQUIREMENT

☐ Master Plan: ☒ Capital Renewal or Required Replacement

☐ Strategic Priority ☐ Legislative change

☐ Safety Requirement ☐ Service Level Enhancement

☐ Related to another planned project for 2021 ☐ Development Driven

☐ Other:

ANNUAL COSTS

☐ Annualized costs will be required – maintenance or operating

☐ Renewal of the asset will be required – Expected Life: 25 Years

	2022	2023	2024	2025	2026
Labour	-	-	-	-	-
Contracted Services	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Renewal	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

BACKGROUND & JUSTIFICATION



The Okanagan Lake Pumphouse is equipped with three 750HP high-capacity pumps, which are responsible for supplying water to the Okanagan Lake drinking water source. Two of the motors were purchased and installed in 2008, and the third in 2021.

The water-cooling system of an older 2008 pumps was discovered to be leaking this fall, and \$50,000 dollars was approved as part of 2022 early budget approval while the severity of the failure was being assessed.

The motors are large and require a specialized facility to complete the repair. We have received a recent budget quotation from the repair facility and the cost is double what was previously approved. Part of this budget will also be used to assess the other 2008 motor for any indication of imminent failure.

The water supplied from this facility is the largest supplier of domestic water within our community, thus making it critical to ensure continued operation and use of the motors.

TIMING

Was the project slated for 2022 during the previous 5 year financial plan?

☐ Yes

☒ No

If no, please explain: The cooling jacket leak was unexpected and requires more immediate attention.

When is the expected start date and completion date of the project? Start End of 2021, Finish early 2022 (depending on availability of parts and logistics)

COMMUNICATION & ENGAGEMENT

Does the community need to be informed? ☐ Yes ☒ No

Is there be an impact (positive or negative) to anyone or group(s) within the community?

☐ Yes ☒ No

Is community engagement and/or input required? ☐ Yes ☒ No

If one or more questions is "yes", a communication and engagement plan is required.

Will a consultant be completing the communication and engagement plan?

☐ Yes ☒ No

If no, communications can assist with the completion of the plan.

If a communication and engagement plan is required, what formats are being considered and has this been considered in requested cost amount?

IMPACT IF NOT APPROVED

Having these motors non-functional is not an option from the perspective of a reliable water supplier. Required repairs will be performed from the water operations budget.

PROJECT

Project Name: Future Use of District Property

Short Description: Focus on potential future uses of 3151 Hill Road

Department: Administration

COSTS

☒ Total Cost \$25,000

Funding: *Finance to fill out* ☐ Borrowing

☒ Reserves *Financial Stabilization Reserve* ☐ User Fees

☐ Developer Contributions ☐ Grants

☐ Other:

REQUIREMENT

☐ Master Plan: ☐ Capital Renewal or Required Replacement

☒ Strategic Priority ☐ Legislative change

☐ Safety Requirement ☐ Service Level Enhancement

☐ Related to another planned project for 2021 ☐ Development Driven

☐ Other:

ANNUAL COSTS

☐ Annualized costs will be required – maintenance or operating

☐ Renewal of the asset will be required – Expected Life: N/A Years

	2022	2023	2024	2025	2026
Labour	-	-	-	-	-
Contracted Services	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Renewal	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

BACKGROUND & JUSTIFICATION

One of Council's priorities for 2022 is to encourage growth of the downtown core.

At the same time, space for civic related uses has been identified as a need. The District owns a lot that fronts both Hill Road and Main Street at 3151 Hill Road. The lot is currently being utilized as a parking lot but is zoned C1 has potential for other higher uses. This project proposes to give Council an opportunity to review potential future uses or opportunities for this lot. A consultant would be engaged to have conversations with Council and potential civic partners as well as identify other opportunities for partnership on development on this property.

TIMING

Was the project slated for 2022 during the previous 5 year financial plan?

☐ Yes ☒ No

If no, please explain:

This project has been identified to support Council's strategic priority to encourage growth of the downtown core.

When is the expected start date and completion date of the project? 2022

COMMUNICATION & ENGAGEMENT

Does the community need to be informed? ☒ Yes ☐ No

Is there be an impact (positive or negative) to anyone or group(s) within the community?

☒ Yes ☐ No

Is community engagement and/or input required? ☐ Yes ☒ No

If one or more questions is "yes", a communication and engagement plan is required.

Will a consultant be completing the communication and engagement plan?

☐ Yes ☒ No

If no, communications can assist with the completion of the plan.

If a communication and engagement plan is required, what formats are being considered and has this been considered in requested cost amount?

The consultant will engage with interested civic partners and the communications team will be engaged to assist in keeping the community up to date on what is happening with the project.

IMPACT IF NOT APPROVED

Some consideration of opportunities can be brought to Council, however the scope will be limited by internal time constraints and knowledge. A consultant specialized in this area would be able to provide more information.

PROJECT

Project Name: Agricultural Plan Implementation

Short
Description: Implementation of recommendations in Ag Plan

Department: Planning

COSTS

☒ Total Cost \$25,000

Funding: *Finance to fill out* ☐ Borrowing

☒ Reserves Financial Stabilization Reserve ☐ User Fees

☐ Developer Contributions ☐ Grants

☐ Other:

REQUIREMENT

☐ Master Plan: ☐ Capital Renewal or Required Replacement

☒ Strategic Priority ☐ Legislative change

☐ Safety Requirement ☐ Service Level Enhancement

☐ Related to another planned project for 2021 ☐ Development Driven

☐ Other:

ANNUAL COSTS

☐ Annualized costs will be required – maintenance or operating

☐ Renewal of the asset will be required – Expected Life: N/A Years

	2022	2023	2024	2025	2026
Labour	-	-	-	-	-
Contracted Services	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Renewal	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

BACKGROUND & JUSTIFICATION

The Agricultural Plan was completed and presented to Council in late 2020. Contained within that plan were a series of recommendations for implementation to support agricultural land and activities within the District.

The first two recommendations were:

- 1.1 Continue to protect and preserve the Agricultural Land Reserve for agricultural uses.
- 1.2 Update the Zoning bylaw to ensure alignment with best edge planning practices and the Agricultural Land Commission (ALC) Act and regulations.

The actions for both these priorities involve reviewing planning documents to ensure recognition of agricultural uses as the highest priority within the ALR but also to follow or exceed ALC requirements. There is also direction to ensure definitions and permitted uses related to agriculture and the ALR match ALC policies and regulations.

Since the completion of the Plan, significant changes have been made by the ALC in policy and regulation with respect to secondary housing on agricultural land. These changes makes this request even more timely. A comparison of the District's policies and bylaws to the ALC policies and regulations needs to be completed. Council will need to consider if changes are necessary to align the District policies to ALC policies and regulations. Input from the agricultural community as well as the ALC will need to be considered.

Council has also identified this as a strategic priority for 2022.

TIMING

Was the project slated for 2022 during the previous 5 year financial plan?

☐ Yes ☒ No

If no, please explain:

Council has identified implementation of the Agricultural Plan as a strategic priority for 2022.

When is the expected start date and completion date of the project?

This work will start subsequent to approval of the request and depending required policy changes and related community engagement, may extend into 2023.

COMMUNICATION & ENGAGEMENT

Does the community need to be informed? ☒ Yes ☐ No

Is there be an impact (positive or negative) to anyone or group(s) within the community?

☒ Yes

☐ No

Is community engagement and/or input required?

☒ Yes

☐ No

If one or more questions is "yes", a communication and engagement plan is required.

Will a consultant be completing the communication and engagement plan?

☒ Yes

☐ No

If no, communications can assist with the completion of the plan.

If a communication and engagement plan is required, what formats are being considered and has this been considered in requested cost amount?

Community engagement will vary depending on the level of changes required to the District's policies and bylaws.

IMPACT IF NOT APPROVED

There is a significant workload currently in the Planning and Development departments with current planning files. Without funding and consultant assistance, this project could not be completed.

PROJECT

Project Name: Forest & Vegetation Strategy – completion & implementation

Short

Description: The completion of the draft strategy and Tree bylaw

Department: Planning

COSTS

☒ Total Cost \$35,000

Funding: *Finance to fill out*

☐ Borrowing

☒ Reserves Financial Stabilization Reserve

☐ User Fees

☐ Developer Contributions

☐ Grants

☐ Other:

REQUIREMENT

☐ Master Plan:

☐ Capital Renewal or Required Replacement

☒ Strategic Priority

☐ Legislative change

☐ Safety Requirement

☐ Service Level Enhancement

☐ Related to another planned project for 2021

☐ Development Driven

☐ Other:

ANNUAL COSTS

☐ Annualized costs will be required – maintenance or operating

☐ Renewal of the asset will be required – Expected Life: N/A Years

	2022	2023	2024	2025	2026
Labour	-	-	-	-	-
Contracted Services	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Renewal	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

BACKGROUND & JUSTIFICATION

The Official Community Plan has identified that the District takes a proactive role in protecting trees and that this will include the development and implementation of a tree bylaw.

A draft Forest & Vegetation Strategy was provided to Council in late 2021. Council has made the completion of this strategy a priority for 2022. The first short term recommendation contained in that strategy is the completion and implementation of a Tree Bylaw. Council would like this bylaw to advance in 2022 as well. Internal staff capacity is limited for this project and will require the assistance of a consultant to complete.

TIMING

Was the project slated for 2022 during the previous 5 year financial plan?

☐ Yes

☒ No

If no, please explain:

Some funds had previously been allocated for the Forest & Vegetation Strategy in 2019 (\$25,000). However, those funds are insufficient to complete the strategy and no funding had been identified for the recommendations or implementation of the strategy.

When is the expected start date and completion date of the project?

The Forest & Vegetation Strategy would be completed in 2022. The Tree Bylaw is a short-term recommendation and work will be started upon the completion of the Forest & Vegetation Strategy.

COMMUNICATION & ENGAGEMENT

Does the community need to be informed?

☒ Yes

☐ No

Is there be an impact (positive or negative) to anyone or group(s) within the community?

☒ Yes

☐ No

Is community engagement and/or input required?

☒ Yes

☐ No

If one or more questions is "yes", a communication and engagement plan is required.

Will a consultant be completing the communication and engagement plan?

☒ Yes

☐ No

If no, communications can assist with the completion of the plan.

If a communication and engagement plan is required, what formats are being considered and has this been considered in requested cost amount?

Education regarding the Tree Bylaw will be required with both the general community and the development community.

IMPACT IF NOT APPROVED

There is a significant workload currently in the Planning and Development departments with current planning files. Without funding and consultant assistance, this project could not be completed.

PROJECT

Project Name: Municipal Hall Backup Generator

Short Description: Emergency power for DLC Municipal Hall

Department: Admin

COSTS

☒ Total Cost \$30,000

Funding: *Finance to fill out* ☐ Borrowing

☒ Reserves *Facility Reserve* ☐ User Fees

☐ Developer Contributions ☐ Grants

☐ Other:

REQUIREMENT

☐ Master Plan: ☐ Capital Renewal or Required Replacement

☐ Strategic Priority ☐ Legislative change

☐ Safety Requirement ☐ Service Level Enhancement

☐ Related to another planned project for 2021 ☐ Development Driven

☒ Other: Emergency Operations and disaster recovery plan

ANNUAL COSTS

☒ Annualized costs will be required – maintenance or operating

☒ Renewal of the asset will be required – Expected Life: Years

	2021	2022	2023	2024	2025
Labour	-	-	-	-	-
Contracted Services		500	510	520	531
Materials & Supplies	-	1,000	1,020	1,040	1,061
Renewal	-	-	-	-	-
Total	\$ -	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592

BACKGROUND & JUSTIFICATION

This project was initiated in 2017 with the original budget of \$100,000 to facilitate the installation of an emergency backup power system for the District of Lake Country Municipal Hall. After further investigation into the electrical and HVAC systems within the Municipal Hall, it was understood that a larger than anticipated backup power source would be required to allow the entire building to operate on backup power. In 2021 an additional \$120,000 dollars was approved to complete the project.

As of the end of 2021, \$15,000 dollars had been spent on project design and engineering, and the remaining \$205,000 dollars will be required to complete the project. An unanticipated cost that may be required by BC Hydro is installation of an exterior mounted kiosk. The exterior mounted kiosk is expected to cost \$30,000 dollars.



TIMING

Was the project slated for 2021 during the previous 5 year financial plan?

☒ Yes ☐ No

If no, please explain:

When is the expected start date and completion date of the project?

2021 start, 2022 completion.

COMMUNICATION & ENGAGEMENT

Does the community need to be informed? ☐ Yes ☒ No

Is there be an impact (positive or negative) to anyone or group(s) within the community?

☐ Yes ☒ No

Is community engagement and/or input required? ☐ Yes ☒ No

If one or more questions is "yes", a communication and engagement plan is required.

Will a consultant be completing the communication and engagement plan?

☐ Yes ☒ No

If no, communications can assist with the completion of the plan.

If a communication and engagement plan is required, what formats are being considered and has this been considered in requested cost amount?

IMPACT IF NOT APPROVED

If BC Hydro does require the Kiosk, the District's Municipal Hall will continue to operate without emergency power and remain vulnerable to utility power outages. Power outages of significant duration will take all Information Technology hosted by the District offline.

PROJECT

Project Name: FDM – Preventative Maintenance Module

Short

Description: Addition to Fire Records Managements System

Department: Protective Services

COSTS

☒ Total Cost

\$14,600.00

Funding: *Finance to fill out*

☐ Borrowing

☒ Reserves:

☐ User Fees

Fire Capital

Reserve

☐ Developer

☐ Grants

Contributions

☐ Other:

REQUIREMENT

☐ Master Plan:

☐ Capital Renewal or Required Replacement

☐ Strategic Priority

☐ Legislative change

☐ Safety Requirement

☒ Service Level Enhancement

☐ Related to another planned project for 2021

☐ Development Driven

☐ Other:

ANNUAL COSTS

☒ Annualized costs will be required – maintenance or operating

☐ Renewal of the asset will be required – Expected Life: Years

	2022	2023	2024	2025	2026
Labour	-	-	-	-	-
Contracted Services	7,595		-	-	-
Materials & Supplies	6,000		-	-	-
Renewal	1,000	1,000	1,000	1,000	1,000
Total	\$ 14,595	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000

BACKGROUND & JUSTIFICATION

In 2020, Protective Services budgeted for the implementation of FDM Fire Records Management System. The software implementation has been ongoing since December 2020. In mid-2021 implementation started on the Fire Asset Management module. At that time Protective Services believed that the FDM Asset Management Module also included Preventative Maintenance functionality to meets the needs of the Fire Department. As it turned out the Asset Management module did not have the Preventative Maintenance feature

Adding the Preventative Maintenance Module will ensure Fire Department assets are managed to a level required to maintain operational performance and maximize the lifecycle.

TIMING

Was the project slated for 2022 during the previous 5 year financial plan?

☐ Yes ☒ No

If no, please explain:

The Preventative Maintenance Module was not included in the original budget request for the FDM FIRE Records Management System.

When is the expected start date and completion date of the project?

Q1 2022

COMMUNICATION & ENGAGEMENT

Does the community need to be informed? ☐ Yes ☒ No

Is there be an impact (positive or negative) to anyone or group(s) within the community?

☐ Yes ☒ No

Is community engagement and/or input required? ☐ Yes ☒ No

If one or more questions is "yes", a communication and engagement plan is required.

Will a consultant be completing the communication and engagement plan?

☐ Yes ☒ No

If no, communications can assist with the completion of the plan.

If a communication and engagement plan is required, what formats are being considered and has this been considered in requested cost amount?

IMPACT IF NOT APPROVED

Managing the Fire Departments material assets requires due diligence to ensure they are maintained to a level that ensures operational performance and a maximized lifecycle. The FDM Preventative Maintenance Module will automate scheduling of maintenance tasks, track work performed and provide reporting for decision making that is extremely hard to achieve accurately with manual systems. If not approved the Fire Department will continue to manage their material assets manually which may be a risk if maintenance schedules, and task events are not proactively and consistently updated.

Appendix 4 - 2021 Capital Carry Forward Requests

Description	2021 Budget	2021 Actual	Total Carry Forward Request
Health & Safety Program Update	60,397	42,800	17,597
Community Resiliency Investment Grant	216,114	34,730	181,384
Community Economic Recovery Infrastructure Program	250,000	131,763	118,237
Office Furniture & Equipment	14,834	6,961	7,873
ERP Software - Tempest	715,000	366,911	348,089
Cloud Based Meeting Management/Stream Software	45,000	28,441	16,559
Council Chambers Technology	75,000	3,669	71,331
Data Centre Lifecycle	86,000	-	86,000
Data Centre Hardware	200,000	50,065	149,935
DLC Access Control	25,000	9,976	15,024
RCMP Building Assessment	50,000	-	50,000
RCMP Building Updates	178,270	11,827	166,443
Fire Computer Equipment	10,000	4,447	5,553
FDM Software	103,315	59,554	43,762
Fire Vehicle	250,000	1,535	248,465
Fire Hall	6,569,421	6,449,227	120,194
Evans Road Bridge Remedy	224,684	27,586	197,098
Waste Collection Carts	53,438	45,038	8,400
Road Condition, Safety Inspection & Traffic Sign	35,000	22,125	12,875
Highways and Traffic Regulation Bylaw Update	20,000	150	19,850
Lakestone Roads Evaluation Table	20,000	7,539	12,461
SDS Servicing Bylaw Drainage Schedule Update	25,000	17,500	7,500
Future Transportation Network	39,385	-	39,385
Flood Risk Assess, Mapping, and Mitigation Planning	148,200	21,000	127,200
OK Centre Rd E. Reconstruction	760,000	700,415	59,585
Woodsdale Rd Design	140,000	109,067	30,933
BWL Road Beaver to Berry Construction	1,040,237	240,589	799,648
BWL Road (Nexus - Beaver Lake Rd)	1,900,000	1,256,502	643,498
Lake Hill Drive Crosswalk Upgrades	9,500	-	9,500
Davidson Rd & OK Centre RD E Pole Relocation	60,000	-	60,000
Pelmewash Parkway Construction	37,775	-	37,775
Oceola Roundabout	46,763	890	45,873
Long Road	150,000	1,263	148,738
Clearwater Drainage Construction	250,000	-	250,000
Road Mtce Tools & Equipment	110,000	43,971	66,029
Vehicle Replacement	160,000	142,850	17,150
Shop Equipment	58,777	55,172	3,605

Description	2021 Budget	2021 Actual	Total Carry Forward Request
Community Agriculture Plan	2,986	-	2,986
Tree Bylaw	24,811	14,444	10,367
Pelmewash Fishing Pier & Kayak Launch	25,000	4,882	20,118
Land Acquisition - General	2,241,779	1,416,779	825,000
Theatre Video Projector	34,000	-	34,000
Parks Signage	8,378	1,866	6,512
Municipal Hall Backup Generator	216,226	11,005	205,221
MAC Building Design & Construction	4,704,498	4,570,585	133,913
Woodsdale Cultural Centre	400,000	1,665	398,335
Water Master Plan Update	119,616	27,145	92,471
Data Collection & Analysis Software	26,390	11,128	15,262
Irvine Booster Stations	89,547	48,996	40,551
Okanagan Centre Rd W Infrastructure Realignment	30,000	14,002	15,998
Telemetry/Scada Upgrades	100,000	83,668	16,332
Facility Door Security Improvements	50,000	14,675	35,325
Kelowna Bulk Water System Improvements	696,726	1,950	694,776
Beaver Lake Water Treatment Plant Feasibility	75,000	13,798	61,203
Hare Road Watermain Extention	234,407	218,474	15,933
Swalwell Intake Tower Replacement	220,000	157,400	62,600
Dam Safety Reviews	52,614	7,955	44,659
Liquid Waste Management Plan	275,000	157,753	117,247
Sewer Servicing Strategy Update	22,447	14,440	8,007
SCADA Upgrades	135,378	89,433	45,945
WWTP Phase 4	8,840,000	-	8,840,000
Effluent Disposal Expansion	398,491	1,119	397,372
WWTP Filtration Project	2,834,488	2,522,587	311,901
Lodge Rd Liftstation	100,000	-	100,000
Carr's Landing Nuyens LS Rep	700,000	528,879	171,121
Future Servicing Land Acq	75,000	-	75,000

Total Carry Forward Request

\$ 17,041,704



COMMUNICATIONS & ENGAGEMENT 2022 DRAFT BUDGET SUMMARY



February 2022

Background:

On January 4th, 2022 Council deliberated the initial draft of the five-year financial plan which includes the 2022 budget. After first reading of the budget, Council directed staff to engage the community on the proposed 6.62% increase. As previous years Council was clear that the engagement was to reach those who have access to technology platforms but also to those who do not have access or have made the choice not to not use or engage through electronic platforms.

Throughout January and February staff executed an extensive communications and engagement plan, despite having to work within the COVID-19 parameters and restrictions for a second year.

Staff took full advantage of media platforms including non-technical platforms to make absolute certain that anyone in the community who wanted to participate was able to do so. Information was readily available and if anyone wished to make a comment or ask a question, had several opportunities and ways to be heard prior to second and third reading of the budget on February 22nd.

Communications & engagement overview:

Date	Topic	Communication Channel	Platform
December 23, 2021	<u>Council to consider property tax increase with an emphasis on road maintenance</u>	Article	Website Email subscribers Facebook posting
December 23, 2021	Let's Talk-Lake Country 2022 Draft Budget <ul style="list-style-type: none"> • Information on budget process • Outcomes of Council meetings • Documents related to the budget • Space to leave a comment or ask questions 	Online engagement platform	Let's Talk – Lake Country Website

Communications and Engagement Strategy

January 4, 2022	Special Council meeting	Video	Live via LiveStream <i>Also available to the public to view after the meeting.</i>
January 5, 2022	Community is asked to provide input on the 2022 budget	Article	Website Email subscribers Facebook posting
January 5, 2022	Updated information to Let's Talk – Lake Country	Online engagement platform	Let's Talk – Lake Country Website
December 30, 2021 January 13th, 20th, 27th February 3, 2022	Submit questions & comments about the budget	Lake Country Calendar	Local weekly newspaper
January 31, 2022	Citizen Bulletin Includes budget information and details on the virtual town hall – February 8th	Postal code mailout 4,800 homes and businesses in Lake Country	Canada post
February 2, 2022	Important information arriving into your mailbox	Article	Website Email subscribers Facebook posting
February 8, 2022	Virtual town hall	Online	Facebook LIVE Live Stream
January & February, 2022	Facebook & Instagram stories	Online	Facebook & Instagram

How many community members were reached?:


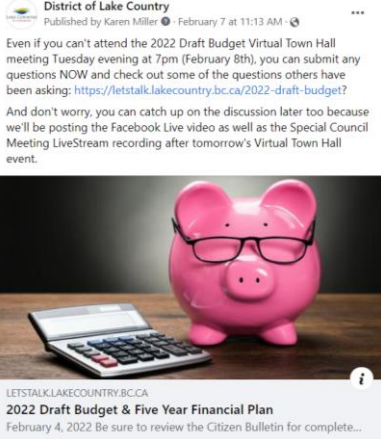
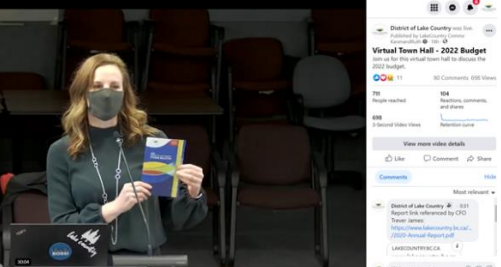
- Let's Talk – Lake Country, 2022 Draft Budget
- 225 visitors to the site between December 23, 2021 – February 11, 2022
- 18 questions/comments posted (attached)
- Financial plan linked on the site along with other helpful reference articles and information to assist with better understanding the budgeting process



- Facebook
- Early awareness virtual town hall post January 10
- 3770 reached



Communications and Engagement Strategy

<ul style="list-style-type: none"> ➤ Facebook & Instagram ➤ February 2, 2022 - post ➤ 2,057 people reached 	 <p>lakecountrybc Lake Country</p> <p>Liked by marstonitos and 20 others</p> <p>lakecountrybc Check your mailbox and watch for the Citizen Bulletin to give you the scoop on the 2022 Proposed Budget and some changes coming to the utility bills and property tax notices. Visit lakecountry.bc.ca and SUBSCRIBE to stay in the loop and get the latest news and info direct to your email inbox. #lovewhereilive #stayinformed #letstalk https://www.lakecountry.bc.ca/en/news/important-information-arriving-into-your-mailbox.aspx</p>
<ul style="list-style-type: none"> ➤ Facebook ➤ February 7, 2022 - post ➤ Reminder to tune in post February 8 with link to event ➤ 581 people reached 	 <p>District of Lake Country Published by Karen Miller · February 7 at 11:13 AM ·</p> <p>Even if you can't attend the 2022 Draft Budget Virtual Town Hall meeting Tuesday evening at 7pm (February 8th), you can submit any questions NOW and check out some of the questions others have been asking: https://letstalk.lakecountry.bc.ca/2022-draft-budget/</p> <p>And don't worry, you can catch up on the discussion later too because we'll be posting the Facebook Live video as well as the Special Council Meeting LiveStream recording after tomorrow's Virtual Town Hall event.</p> <p>LETSTALK.LAKECOUNTRY.BC.CA 2022 Draft Budget & Five Year Financial Plan February 4, 2022 Be sure to review the Citizen Bulletin for complete...</p>
<ul style="list-style-type: none"> ➤ Facebook LIVE broadcast views: ➤ February 8, 2022 - feed ➤ Post impressions – 753 ➤ Post reaches – 753 ➤ Post engagement - 509 	 <p>District of Lake Country · Live Published by Karen Miller · February 8 at 7:00 PM ·</p> <p>Virtual Town Hall - 2022 Budget Join us for the virtual town hall to discuss the 2022 Budget.</p> <p>191 People reached 154 Reactions, comments, and shares 648 Retained video views</p> <p>View more video details</p> <p>Like Comment Share</p> <p>Comments</p> <p>Most relevant</p> <p>District of Lake Country · 6:01 Report this information to CPO Thank you! https://www.lakecountry.bc.ca/ 2022 Annual Report</p>

What the community has to say:

Common concerns from citizens throughout the community engagement period were primarily surrounding road infrastructure. Themes consisted of:

- Conditions of roads and the need for an improved road network.
- Need for improvement in sidewalks, crosswalks and traffic calming.
- Large tax increase during a pandemic is not appropriate.

In summary:

Despite restrictions and limitations throughout the budgeting process, to reach the entire community, 2022 public engagement was again completed using various types of social media platforms along with print. Instead of relying on traditional face to face methods, online tools such as Let's Talk – Lake Country, LiveStream and Facebook LIVE were used. Council was able to reach and connect with a wider audience, and expanded demographic of the community. Perhaps even reaching community members who had not taken the time or had the opportunity to engage in previous years. Offering on-line education and discussions allowed the community to engage when it was convenient for them and receive information immediately.

Consideration was taken to reach those within the community who appreciate information and may want to engage, however do not use or have access to technology. This was accomplished by delivering the Citizen Bulletin to every home and business within Lake Country and making use of the Lake Country Calendar which is a free newspaper readily available throughout Lake Country.



Questions submitted through Let's Talk – Lake Country

	Question:	Response:
1	Regarding the 2022 Budget, it would be nice to see what the total revenue was in 2021 with 2021 Property Tax Revenue broken out. Then it would be nice to see anticipated Revenue for 2022 again with 2022 Property Tax Forecast Revenue Broken out. My assessment went up 35% and the Districts Calculator has my Prop Taxes going up 30%. At the very least 2022 Property Tax revenue should be at 20% greater than 2021 for the District of Lake Country. I'm not saying your Proposed Community Needs are not needed. But I would like to see Actual Revenue for 2021 vs Forecasted for 2022. I am not able to determine from your 275 page document that information. It's not easy to provide input on a 2022 Budget if you can't see the 2021 Actuals and compare to the 2022 Forecast. Most Accounting Systems let you print that out for that exact purposes. I would like a copy of it to review & provide input. Thanks	Good morning - thank you for the question. The District of Lake Country 2021 Property Tax Revenue was \$15,691,624. The proposed 2022 budget has Property Tax Revenue at \$17,049,429. This is an 8.65% increase however just over 2% of this amount is coming from non-market change growth, meaning new houses and buildings to the District and therefore the 6.62% tax increase proposed in the budget represents the actual change in revenue the District is proposing to come from existing tax payers. We do not receive any additional revenue from the assessments going up year-over-year. The role of the assessments in the process is essentially to divide up the tax burden in a fair manner. This is why if your property goes up at the same rate as the average property in the District, all other things being equal, your taxes will only change by the increase eventually adopted by Council.
2	It is hard to believe LC wants more than the 4.85 % increase. What rate payer gets 6 plus % wage increase , looks like council wants to be voted out of office.	Thank you for the question. The proposed 4.85% increase represents the cost of maintaining current service levels that the community expects. The additional amounts being considered relate to services that Council has identified as being in line with their strategic priorities and deem worth pursuing.
3	Two years ago Council budgeted for an RCMP increase (believe it was 5 members) and taxes went up to support that proposal. Last year Council voted for an increase to pay for the increased wages of those five constables. This year we are faced with another increase in taxes for the RCMP. Did Lake Country ever get an increase in the RCMP strength? If not, what happened to the tax money that was collected	In 2020 Council approved the cost of acquiring five (5) additional RCMP officers. Half the cost of the new officers was incorporated into the 2020 budget and the second half in 2021. Currently the Lake Country detachment has a compliment of 14 RCMP members and adequate budget to recruit additional members to support the community as we continue to grow. Dollars collected for additional RCMP support, that are not used within the calendar year, are put into a policing reserve account. In 2021 the collective agreement for the RCMP was ratified resulting in a 23.7% wage increase over six years. RCMP wages and wage increases are to be budgeted by the municipality they support. The payment for the retroactive portion of this agreement was paid out of the aforementioned

Communications and Engagement Strategy

		<p>policing reserve. Additionally, as the District is currently between 5,000 – 14,999 residents, the District is responsible for 70% of its policing costs with the federal government paying the other 30%. However, once the population hits 15,000 residents the District's portion of the costs will increase to 90% representing a significant increase. The District is extremely close to crossing that threshold (2021 Census results to be released this spring) and a change to 90% would represent a significant increase. This is another reason for placing the funds collected for additional RCMP support over actual costs for the year into the policing reserve, to attempt to reduce the significance of the financial impact when that change to policing funding eventually occurs.</p>
4	<p>The February virtual town hall is being presented through Facebook again. I discussed the selection of this app with someone from IT prior to the last virtual meeting I tried to attend. I was informed that Facebook was a popular app and I shouldn't be blocked from the live events feature. I was blocked from that meeting and will be blocked from attending the next. Being prevented from participating in a District meeting based on the rules and whims of an American tech giant doesn't seem very democratic. There are also people that refuse to register with Facebook because of their policies that are also prevented from attending. Limiting attendance to this meeting by selecting a biased provider or not providing an alternate seems shortsighted. That makes an increased budget for IT questionable.</p>	<p>Thank you for your comments. We understand that last year some did have trouble logging in to the Virtual Town Hall via Facebook Live. For the February 8th Town Hall we are planning to also use Livestream - which is the same way anyone can watch Council meetings live. On February 8th at 7:00 pm you can go to the Council Calendar and click on the link to watch the town hall live. We will also be posting the link here on Let's Talk - Lake Country closer to the date. If you wish to speak to Council during the town hall you can do so by calling 236-583-2002.</p>
5	<p>COMMENT: 4.85% is a large base tax increase for the 2022 budget. We need the road maintenance (safety) and we can't avoid the Consumer Price Index, so I'm going to say that those two along with the other 4.85% items are must-haves for 2022 ("...the cost of maintaining current service levels that the community expects."). The remaining items (in the 1.77% increase) that take us up to the 6.22%, are then nice-to-haves. This is not the year to include nice-to-have items.</p>	<p>Thank you for the comment - it will be passed onto Council for consideration.</p>
6	<p>We have a special budget for play ground equipment upgrades, recreation facilities upgrade and a new fire hall. All of these things are great but when are we going to get to fixing our streets. In particular Glenmore road, Sherman drive and The old section of Teresa Roan. Currently you need the whole street to dodge the pot holes. They have been filling the pot holes for 5 - 7 years and the patch lasts 2 - 3 months and then we have the same issue again.</p>	<p>Thank you for providing your comments. Weather conditions when potholes are repaired in winter do not lend themselves to long term repairs. Colder temperatures and wet surfaces make it difficult to get the repair material to stick permanently. Many of these repairs require touch-ups or re-do's in the spring when the weather is more favorable. The roads team uses cold mix asphalt products to repair potholes in the winter as it is formulated to work better in colder wetter conditions. Usually by mid-April</p>

Communications and Engagement Strategy

		the District switches to using hot mix asphalt for repairs as it can be more permanent. We still continue to utilize cold mix on smaller potholes throughout the year. Sections of Glenmore Rd, Sherman Dr and Lodge Rd have been overlayed in the past with 1 to 1.5 inches of new asphalt applied on top of the existing road surface. Most of the potholes in these sections is the overlay asphalt breaking up. These potholes are very problematic to repair as the roads crew struggles to get a compacted product to adhere to the bottom layer of asphalt when it is this thin. The usual cause of this is water getting between the two layers which makes it very hard to stop from re-occurring or spreading to other locations.
7	Is the "dredging" of the channel between Woods Lake and Kal Lake in the budget, and if not, why not?	Thank you for the question. Cost for dredging of the channel is not captured in the 2022 budget. Council has not given staff direction to add the cost to the financial plan or the 2022 budget.
8	Is there a document available which shows 2022 budget and 2021 budget and actual (or preliminary). I understand that audited results for 2021 are not available, but preliminary or draft results should be available for information.	Thank you for the question. The District does not currently have 2021 actuals to provide and are in the process of working through the year end close process. Financial Statements are provided to Council and the public in May of each calendar year.
9	Lake Country had a net financial assets of about \$21,153,000 at the end of 2020. What were (unaudited) net financial assets at the end of 2021?	Thank you for the question. Staff is in the process of working through year end and do not yet have this information available. In the event of a surplus, the surplus would be allocated to District reserves in line with Reserve Fund Policy 195, 2022, in the event of a deficit, Council would be presented with options on how to fund the deficit using existing reserves.
10	Reported 2020 capital spending was about \$18,000,000 under budget. Was 2021 a catch-up year, and if yes, how much (unaudited) was spent in 2021?	Thank you for the question. In the Statement of Changes in Net Financial Assets in Lake Country's December 31, 2020 Audited Financial Statements it shows 2020 Budgeted acquisition of tangible capital assets of \$34,315,612 vs. 2020 Actual of \$16,429,655. The majority of the approximate \$18m difference comes from carry forwards from previous budgets. The 5 year capital budget as presented in the 2020 – 2024 Financial Plan was actually only \$8.4m however there were approximately \$25.9m of carryforwards from previous capital budgets with the largest amounts being \$9m carried forward for the firehall and \$6.4m carried forward for the Multi-Generational Activity Centre (MAC). These carryforwards get included in the budget number presented on the audited financial statements. These large projects, among others, were completed in 2021 and will be included in the 2021 actual number. Staff is in the process of working through year end and recently closed the Accounts Payable module and are getting everything related to 2021 into the system.

Communications and Engagement Strategy

		We will be providing an updated (unaudited) number at the February 22, 2022 Council meeting. Which will include 2nd and 3rd reading of the financial plan as this is also where 2021 carryforwards are approved for the 2022 plan.
11	What is the plan for infrastructure? Road up grades in particular?	Thank you for the question. Road and sidewalk improvements projects and approximate timing are captured in the Transportation for Tomorrow and Mobility Master Plan. These can be found at https://www.lakecountry.bc.ca/en/living-in-our-community/transportation.aspx The Official Community Plan can also assist with giving readers approximate timelines for community infrastructure upgrades and can be found here: https://www.lakecountry.bc.ca/en/local-government/reports-studies-and-plans.aspx?_mid_=286
12	<p>I have 2 questions/comments:</p> <p>1. Property Taxes</p> <p>I am appalled at the proposed property tax increase of 6.62%. (as of Feb 2022). The initial proposed budget was calculated at 4.85% (up to Dec 2021). Even the 4.85% increase is difficult to comprehend, when other municipalities in BC (listed below*) are under 4.1%. Many families are struggling to make ends meet in these pandemic times. I believe the district and council needs to sharpen their pencil and find ways to reduce the proposed rate to below 4%. The question should be asked with each line item is "is this a NEED to have?", or "is this a NICE to have? The "nice to haves" should be given a second look. Perhaps some projects or hiring of additional staff could be put on hold this year. I know this is being done in other municipalities to keep the tax increase low. As a former government employee who took a 5% wage roll back in the 1990's, there are some tough choices that can be made. We've all individually had to make hard choices financially, and I firmly believe the District can do much better than the proposed 6.62% tax increase.</p> <p>*Property tax increases proposed in:</p> <p>Cranbrook 2.75 % Salmon Arm 4.03% Summerland 3.9% West Kelowna 4.0% Kelowna 3.64%</p> <p>2. Fire Hall</p>	Thank you for the questions and comments. The rail trail debt as of December, 2021 has a balance of \$2 million and is projected to be paid off by 2035. Comments regarding the firehall property and proposed tax increase will be passed onto Council.

Communications and Engagement Strategy

	<p>I feel the tax payers have been misled when we voted for the new fire hall. At that time, the old fire hall property was to be sold with an estimated value of \$1M. Property values have increased since then, so not sure what the current value would be. Now the District wants to keep the old fire hall, and re-purpose it, which I feel would be a “money pit”. This building is very old and falling apart. To see that there is a proposed \$20K Environmental and Asbestos Assessments included in the proposed budget infuriates me. Then there’s the cost of asbestos mitigation and renovations to the building. Where will that money come from? So, now instead of having the \$1M in the Districts coffers, there is a shortfall of \$1M from the sale of the old fire hall. Where is that money coming from?</p> <p>Sell the property as was initially proposed and presented to the taxpayers and pay down the debt. Has the Rail Trail debt been paid for yet?</p>	
13	<p>I do not see any funding identified to improve Okanagan Centre West road, from Glenmore to the new dog park. This road has very high usage, and growing steadily, zero shoulders and significant continuous large potholes re-occurring after every temporary fix on the edges. When approaching large trucks on corners drivers are forced to the edges resulting in hitting those large potholes and damaging wheel alignments. In addition there is no pedestrian or bicycle path. Why is there no funding approved for this road? Especially considering the many new large property tax dollars being generated in Lakestone?</p>	<p>Thank you for the comment and questions - they will be passed onto Council. Road and infrastructure projects are guided by the Transportation for Tomorrow Plan as well as the Mobility Master Plan.</p>
14	<p>What is the schedule for repaving north Glenmore and Okanagan Centre West?</p>	<p>Thank you for the question. The plan for repaving the road between the North end of Glenmore and OK Centre West is correlated to the the Glenmore Industrial lands development and servicing plan upgrades as well as the waste water site enhancements. If project plans stay on schedule the road will be enhanced and repaved within the next five years. Both projects will significantly disrupt the roads and serve as an ideal opportunity to upgrade impacted roads at that time.</p>
15	<p>In my previous question Re: Funding for Okanagan Centre Road West I was directed to the Transportation for Tomorrow Plan. Upon reviewing that in detail I have two follow up questions to improve the safety on Okanagan Centre West between Glenmore Drive and McCoubrey Road. This is an increasingly high traffic road and is very narrow with no shoulders. In addition, the edge of the road repeatedly deteriorates</p>	<p>Thank you for the question. Mobility Improvement Program assessment is currently being worked on and will be published for the community to review later this year. Other projects that the District will be undertaking such as the Glenmore Industrial lands development and servicing plan upgrades and the waste water site enhancements are tied to road network improvements. If project plans stay on schedule the road network will be</p>

Communications and Engagement Strategy

	<p>causing major hazards for motorists, especially when oncoming large vehicles force the vehicles to the edge of the road on corners. I have spoken to several people who have potentially lost control hitting this deterioration on the edge of this "no shoulder" road. Monies spent by Lake Country late last year spreading dirt to attempt to smooth the shoulders was a waste of funding as it is quickly deteriorating once again.</p> <p>I struggle to understand how this road was assessed in the Transportation for Tomorrow Appendix C - Proposed 20 Year Road Renewal and Improvement Comprehensive List? This section of road is listed in the 11-20 year category on page 51. Yet the road is significantly beyond "patchwork repairs" when compared to several sections of road in the 0-5 Year category on page 49. On page 43 it states "Distresses were then entered into the Transportation for Tomorrow database", It appears there is much more traffic on this road now with the rapid development of Lakestone since this report was published in 2014 and likely assessed in 2012 - 2014. Therefore, my first question is:</p> <p>A. "Can the Appendix C - Proposed 20 year road renewal and improvement comprehensive list be "revisited" with respect to this section of road as it compares to higher rated roads on the list?"</p> <p>B. "Alternatively, can maintenance funding be applied to pave the edge of this road to create a shoulder that does not degrade so rapidly causing these unsafe conditions?"</p> <p>In addition, the Okanagan Centre Road West turnoff at Glenmore Drive is extremely dark at night time. When driving northbound on Glenmore at night, and turning left onto Okanagan Centre Road West, it is extremely blind especially with other vehicle headlights waiting on Okanagan Centre Road West to turn on to Glenmore. I challenge any councillor to try making this turn at night time. Therefore, my second question is "Can some street lighting be added at this location to improve safety?" Thank you</p>	<p>enhanced within the next five to ten years. In the fall of 2021, road crews undertook shoulder enhancements revitalization from McCoubrey Road to Glenmore. Beginning this spring crews will continue work of patching the edges.</p>
16	<p>Why is there \$20000 for Road signage? Is there a need for that? Do we not pay \$125 a year for Road Renewal and Improvement already? \$20000 for line painting, for where in our district? Since we are</p>	<p>Thank you for your comments – they will be passed onto Council.</p>

Communications and Engagement Strategy

	encouraged for clearing snow in front of our property Why not make us responsible for clearing like Kelowna and save money.	
17	Is there any plans to increase the recreation facilities within lake county in the next few years such as the addition of a public pool	Thank you for the question. Within the five-year financial plan there is budget allocated for a Sports and Recreation needs assessment. Please look at a recent article written to help explain why Lake Country does not have a community pool at this time
18	You explanation of cost per capita makes a lot of sense. Thanks for doing all you do to keep our community going. It sounds to me like allowing subdivision of properties and removing the bylaw regarding no new builds unless connected to city sewer. Septic systems have come a long ways into the future and would drastically reduce the load and cost and removal of a city sewer system.	Thank you for the comments and it's our pleasure to help the community understand the budget process. Please reach out anytime you have a question or comment for staff or Council.



DISTRICT OF LAKE COUNTRY

BYLAW 1179

A BYLAW TO ADOPT A FINANCIAL PLAN FOR THE YEARS 2022 - 2026

WHEREAS, pursuant to Section 165 of the Community Charter, Council shall, before the 15th day of May in each year, before the annual property tax bylaw is adopted, adopt a financial plan;

The Council of the District of Lake Country, in open meeting assembled, enacts as follows:

1. This Bylaw may be cited for all purposes as "2022-2026 Financial Plan Bylaw 1179, 2022."
2. The schedules marked as Schedule A and B attached hereto, and forming part of this bylaw, are hereby declared to be the Financial Plan for the District of Lake Country for the period January 1, 2022 to December 31, 2026.

READ A FIRST TIME this 4th day of January, 2022.

READ A SECOND TIME as amended this 22nd day of February, 2022.

READ A THIRD TIME this 22nd day of February, 2022.

ADOPTED this _____ day of _____, 2022.

Mayor

Corporate Officer

I hereby certify the foregoing to be a true and correct copy of the Bylaw cited as the "2022 - 2026 Financial Plan Bylaw 1179, 2022" as adopted by Council on the ____ day of _____, 2022.

Dated at Lake Country, BC

Corporate Officer

**Schedule "A" attached to
2022-2026 Financial Plan
Bylaw 1179, 2022**

	2022	2023	2024	2025	2026
Revenue					
Property Taxes	(17,048,396)	(18,062,256)	(18,958,389)	(19,803,407)	(20,687,172)
Parcel Taxes	(2,327,683)	(2,329,265)	(2,382,521)	(2,437,118)	(2,493,092)
Fees and Charges	(10,141,987)	(10,464,438)	(10,773,547)	(11,095,720)	(11,431,679)
Other Revenue	(22,985,976)	(6,628,231)	(6,758,441)	(6,863,820)	(6,971,520)
Transfer from DCC Reserves	(3,949,072)	(102,965)	(102,965)	(35,932)	(35,932)
Total Revenue	(56,453,114)	(37,587,155)	(38,975,863)	(40,235,997)	(41,619,395)
Expenses					
General Government Services	3,906,152	3,977,142	4,072,711	4,171,246	4,290,853
Protective Services	6,347,171	6,905,884	7,255,669	7,430,568	7,609,847
Transporation Services	6,445,453	6,605,510	6,789,001	6,975,311	7,167,358
Environmental Services	2,095,374	2,147,065	2,201,656	2,259,286	2,318,485
Development Services	1,843,990	1,829,870	1,869,790	1,913,980	1,959,223
Parks and Recreation	5,370,325	5,501,379	5,630,860	5,768,498	5,906,835
Water Operations	4,249,153	4,342,343	4,441,322	4,546,388	4,654,261
Sewer Operations	2,356,918	2,417,492	2,468,967	2,521,627	2,575,505
Interest Expense	632,309	687,582	687,583	408,239	408,240
Total Expenses	33,246,845	34,414,266	35,417,558	35,995,143	36,890,607
Annual Surplus	(23,206,269)	(3,172,889)	(3,558,305)	(4,240,854)	(4,728,788)
Proceeds from Borrowing	(14,094,169)	-	-	-	-
Transfer from Reserves	(14,611,688)	(1,025,000)	(625,000)	(225,000)	(20,000)
Transfer from Surplus	(75,377)	(8,625)	(8,989)	(9,419)	(9,866)
Principal Repayment	500,659	740,056	741,700	551,293	551,294
Capital Expenditures	48,239,914	-	-	-	-
Transfer to Surplus and Non-Statutory Reserve	7,160,050	7,519,852	7,649,208	8,272,953	8,712,010
Actuarial Adjustment on Long Term Debt	423,069	423,069	423,069	423,069	423,069
Amortization of tangible capital assets	(4,336,189)	(4,476,463)	(4,621,683)	(4,772,042)	(4,927,719)
Debt, Capital and Reserve/Surplus transfers	23,206,270	3,172,889	3,558,305	4,240,854	4,728,788
Financial Plan Balance	-	-	-	-	-

Statement of Objectives and Policies

In accordance with Section 165(3.1) of the Community Charter, the District of Lake Country is required to include in its Five-Year Financial Plan (2022 - 2026), objectives and policies regarding each of the following:

- A. The proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the Community Charter;
- B. The distribution of property taxes among the property classes; and
- C. The use of permissive tax exemptions.

1. Funding Sources

The objectives and policies pertaining to municipal revenue which are incorporated into the District of Lake Country's Financial Plan include:

- The build-up of reserves to minimize the need to borrow for future capital projects;
- Provide sufficient operating funds to ensure existing infrastructure is properly maintained to maximize its lifespan;
- Pursue infrastructure grants from senior levels of government to lessen the impact on local property taxation and user fees;
- Review user fees to match operational costs, where appropriate;
- Examine business opportunities to raise revenue for the District of Lake Country; and
- In year 1 (2022) of the five-year plan, the proportion or percentage of total revenue from the various revenue sources, as detailed in the Financial Plan, is summarized in Table 1 below.

Table 1: Sources of Revenue

Revenue Sources	2022
Property Taxes	30.20%
Parcel Taxes	4.12%
Fees & Charges	17.97%
Other Revenue	40.71%
Transfers from DCC Restricted Revenue	7.00%
Total Revenue	100%

2. Distribution of Property Taxes

It is Council's goal to ensure there is a fair and equitable apportionment of taxes to each property class. The objectives and policies pertaining to the distribution of property taxes among the property classes and incorporated into the Financial Plan include:

- Regular reviews and comparisons of the District of Lake Country's tax burden relative to other BC municipalities and its neighbours to ensure a competitive tax structure and rates;

- Adjustments to taxation levels for specific property classes, where appropriate, based upon the reviews;
- Application of the general municipal tax increase to each property class individually so that each property class is impacted equally, relative to other property classes;
- Decrease (or increase) tax rates to offset the market increase (or decrease) in average taxable assessment within each property class compared to the previous year prior to applying the general municipal tax increase; and
- The use of non-market growth in the assessment roll due to new construction and development to assist in covering expenditures required to service the additional burden on the infrastructure and services within the District of Lake Country.

Table 2 below highlights the estimated municipal property tax dollars and the respective percentages to be collected from each of the tax classes for 2022.

Table 2: Approximate Distribution of 2022 Municipal Property Taxes

Property Class	Property Tax Dollars Raised (General & Fire Protection)	% of Total Property Taxation	Ratio
(1) Residential	\$14,908,822	87.45%	1.0
(2) Utility	\$216,515	1.27%	15.7
(5) Light Industrial	\$422,800	2.48%	5.4
(6) Business/Other	\$1,401,378	8.22%	2.6
(8) Recreation/Non-Profit	\$92,061	.54%	2.3
(9) Farm	\$6,820	.04%	0.2
Totals	\$17,048,396	100.00%	

3. Permissive Tax Exemptions

The Annual Report details the extent of permissive tax exemptions provided by the District of Lake Country. The administration and approval of permissive tax exemptions is set by Council policy. Some of the eligibility criteria within the policy include the following:

- The paramount consideration for a permissive tax exemption is the benefit to the community and the residents of Lake Country;
- Permissive exemptions will also be granted where an organization provides a service that the District of Lake Country would provide given sufficient financial resources;
- Permissive tax exemptions are based on the principal use of the property;
- The goals, policies or principles of the organization must not be inconsistent or conflict with those of the District of Lake Country;
- Membership in the organization and/or use of the property must be reasonably open to all Lake Country residents; and
- The organization must be a registered non-profit society. The support of the municipality will not be used for commercial or private gain.