
MEETING TYPE: Regular Council Meeting
MEETING DATE: Tuesday, August 16, 2022
AUTHOR: Tanya Garost
DEPARTMENT: CAO
ITEM TITLE: Strategic Priority Update August 2022
DESCRIPTION: Update on progress of strategic actions from Q2

For information only

EXECUTIVE SUMMARY

For 2022, Mayor and Council updated their strategic priorities. The strategic priority document (Attachment 1) outlines areas of focus in addition to the operational and capital work plans laid out in the 2022 Financial plan. From the strategic priorities flowed an action plan (Attachment 2) outlining work being undertaken that support the priorities identified.

Work on strategic priority actions is balanced with the ongoing operational needs of the District.

KEY INFORMATION

Updates on each of the actions is contained in Attachment 3.

Respectfully Submitted,
Tanya Garost

Attachment 1 – 2022 Strategic Priorities

Attachment 2 – 2022 Strategic Actions

Attachment 3 – 2022 Strategic Action Updates Q2

District of Lake Country Strategic Priorities 2022

COUNCIL VISION

Lake Country, Living the Okanagan Way. Embracing Our Histories and Nurturing our Future.

MISSION

To nurture a healthy natural environment, strong rural character and urban core, sustainable infrastructure, economic opportunities, an inclusive community with involved citizens, through respectful, transparent government, focused on balanced strategic decision-making.



OVERARCHING PRIORITIES

Our Commitment: Addressing Climate Change in All Decisions

Support quality development that respects public safety, environment and community needs

Finish what we started

INFRASTRUCTURE



PRIORITY:

Secure Long Term Wastewater Service Delivery for the Community

PRIORITY:

Ensure Sustainable Water Service Delivery for the Community

PRIORITY:

Create Infrastructure That Meets Community Needs

ECONOMY



PRIORITY:

Support Opportunities to Diversify Lake Country's Tax Base

PRIORITY:

Implement the Agricultural Plan

PRIORITY:

Encourage Growth of the Downtown Core

GOVERNANCE



PRIORITY:

Honour Reconciliation by Strengthening Relationships and Inclusiveness With Our Indigenous Partners

PRIORITY:

Identify and Support Improvements to the Development Process

PRIORITY:

Explore Opportunities to Engage with Regional Local Governments for the Betterment of the Community

ENVIRONMENT



PRIORITY:

Preserve, Protect and Enhance Our Natural Environment

SOCIAL



PRIORITY:

Create and Support Opportunities for a Healthy, Active and Inclusive Community

Planning for the future...

Lake Country Council sets Strategic Priorities each year and is updated monthly on progress made towards reaching the outlined goals.





INFRASTRUCTURE



PRIORITY: Secure Long Term Wastewater Service Delivery for our Community

ACTION: Complete Liquid Waste Management Plan

The Liquid Waste Management Plan (LWMP) involves a three-phase process including an Environment Impact Study (EIS) and extensive community and Indigenous engagement as directed by the Ministry of Environment. The Phase 2 draft report with the EIS was provided to ministry staff in 2021 and the District has received preliminary review comments. Work is proceeding on finalizing the Phase 2 report and preparing the Phase 3 report.

Resources

Budget: \$250,000 approved previously

Staff: The project continues to involve multiple departments and staff. Community engagement is ongoing. Finance and the Chief Financial Officer will need to become more involved in 2022 to finalize a financial strategy and coordination with Planning and Engineering is also important to integrate community planning and public works projects.

Timeline

2021/2022

ACTION: Complete Phase 4 and 5 improvements to the Wastewater Treatment Plant

Phase 4 focuses on process improvements at the Wastewater Treatment Plant and is scheduled to be complete at the end of 2022. Phase 5 works include additional process improvements at the facility as well as a proposed forcemain with outfall to Okanagan Lake. Design to commence in 2022 through to 2023 with construction scheduled to occur 2024 to 2025.

Resources

Budget:
Phase 4—\$12,500,000 approved previously
Phase 5—\$19,250,000 grant dependent

Staff: The project scope and scale require significant involvement from Utilities staff to oversee and manage all project delivery aspects.

Timeline

2021-2025

PRIORITY: Ensure Sustainable Water Service Delivery for the Community

ACTION: Complete Water Master Plan Updates

This is an update to the existing Water Master Plan. The plan is well advanced and public engagement will be initiated this spring. A draft document is expected this fall.

Resources

Budget: \$125,000 approved previously

Staff: The Utilities Department will continue to lead this initiative. Support from the community engagement team is needed, along with the finance team for input and review of the financial strategy.

Timeline

2022/2023

ACTION: Undertake Water Management Plan for Beaver Lake

The intent of the Water Management Plan on Beaver Lake is to ascertain water allotments and better manage the operating regime on this important community water source. The area of focus includes the Beaver Lake subbasin (Beaver Lake to Woods Lake). The project is planned to occur in two phases. The first phase will occur in 2021 and will involve engagement with all stakeholders necessary to properly understand collective issues and objectives. Phase 2 is planned to occur in 2023 and will involve finalizing a documented Water Management Plan.

Resources

Budget: \$100,000

Staff: The Utilities Department will lead the initiative and will require significant support from the community engagement team and involvement from administration.

Timeline

2022/2023

Infrastructure Action Items continue on the following page



INFRASTRUCTURE

PRIORITY: Create Infrastructure That Meets Community Needs

ACTION: Advocate for solutions in the MOTI highway corridor study

Resources

Timeline

Budget: None projected

Ongoing

Staff: Support Council with information for UBCM meetings and meetings with MOTI staff.

ACTION: Advocate for highway improvements at Crystal Waters Road

Resources

Timeline

Budget: None projected

Ongoing

Staff: Support Council with information for UBCM meetings and meetings with MOTI staff.

ACTION: Support Mobility Implementation Program

Resources

Timeline

First step is to complete the Road DCC update and incorporate those figures into the financial strategy which will form part of the overall program. Once these remaining steps are complete the Mobility Implementation Program will be presented Council for adoption.

Budget: \$50,000

2022

Staff: Requires employing consultant to update Roads, Water and Sewer DCCs with oversight from Utilities and Engineering staff. Time has been accounted for during 2022 capacity review.

ACTION: Complete Public Works future site and facility needs assessment

Resources

Timeline

The aim of the proposed assessment is to undertake the necessary work required to establish current building and yard space requirements as well as consider future needs, service delivery and organizational structure.

Budget: \$100,000

2022

Staff: Requires employing consultant with oversight by the Public Works Manager. Time has been accounted for during 2022 capacity review.

ECONOMY

PRIORITY: Support Opportunities to Diversify Lake Country's Tax Base

ACTION: Complete Glenmore Industrial Lands consultation with landowners in the area

Resources

Timeline

Budget: Funded through building permit revenue

2022

Staff: A consultant has been employed with oversight from the Director of Engineering and Environmental Services. Work will transfer to the following task (*Support Glenmore Industrial Lands Development and Servicing Plan*).

Economy Action Items continue on the following page



PRIORITY: Support Opportunities to Diversify Lake Country's Tax Base

ACTION: Support Glenmore Industrial Lands Development and Servicing Strategy

The aim of this project is to bring all the past and present work together to create an integrated development and servicing plan that serves the needs of all stakeholders.

Resources

Budget: \$100,000

Staff: Requires employing consultant with oversight from the Director of Utilities. Time has been accounted for during 2022 capacity review.

Timeline

2022

ACTION: Complete Economic Development Strategy

Building on the work completed in 2021, the framework for the Economic Development Strategy will be refined and a strategy developed to be reviewed by the Economic Development Committee.

Resources

Budget: None projected

Staff: Requires staff time for document development and liaison with Economic Development Committee. Time has been accounted for during 2022 capacity review.

Timeline

2022

PRIORITY: Implement the Agricultural Plan

ACTION: Compare District Policies and Bylaws to ALC Policies and Regulations

Since the completion of the Agricultural Plan, significant changes have been made by the Agricultural Land Commission (ALC) in policy and regulation with respect to secondary housing on agricultural land. These changes make 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.

Resources

Budget: \$25,000

Staff: Requires employing consultant with oversight from the Director of Planning.

Timeline

2022

PRIORITY: Encourage Growth of the Downtown Core

ACTION: Consider opportunities for property owned by the District on Hill Road in the Downtown Core

Resources

Budget: \$25,000

Staff: Requires employing consultant with oversight from the Chief Administrative Officer.

Timeline

2022

Economy Action Items continue on the following page





ECONOMY

PRIORITY: Encourage Growth of the Downtown Core

ACTION: Complete a transit study exploring opportunities for providing additional service

This study will enable an initial assessment of all potential options that fully consider the Mobility Master Plan goals and how they can integrate into the communities busing strategy.

Resources

Budget: \$50,000

Staff: A consultant will be employed with oversight from the Director of Engineering and Environmental Services.

Timeline

2022

GOVERNANCE

PRIORITY: Honour Reconciliation by Strengthening Relationships and Inclusiveness With Our Indigenous Partners

ACTION: Support planning for the Cultural Centre

Resources

Budget: \$4,000,000

Staff: Requires staff time to draft RFP, select project design and delivery team, engage with indigenous partners on interpretive elements of project and manage the delivery of the project.

Timeline

2022—2024

ACTION: Explore opportunities to collaborate on watershed and water management issues

Resources

Budget: Unknown

Staff: Continue to have discussions and relationship with Okanagan Indian Band (OKIB) as required and continue to foster joint initiatives.

Timeline

2022

ACTION: Continue to build relationship with Okanagan Indian Band on matters of mutual interest

Resources

Budget: Unknown

Staff: Continue to have discussions and relationship with Okanagan Indian Band (OKIB) as required and continue to foster joint initiatives.

Timeline

2022

Governance Action Items continue on the following page



GOVERNANCE



PRIORITY: Identify and support improvements to the Development Process

ACTION: Address staffing requests

The following new staff positions were given early approval by Council as part of the 2022 budget deliberations. All these positions will support improvements to the Development Process:

- Building Inspector
- Building-Planning Clerk
- Land Agent
- Development Manager

Resources

Budget: Approved by Council on Jan. 4, 2022

Staff: Hiring process to be managed by the Human Resources Department

Timeline

2022

ACTION: Address policy issues to assist in process files

Addressing some policy issues will assist in more efficient file processing and address some of the backlog currently being experienced.

Resources

Budget: None allocated

Staff: Analysis of processes and information gathering with staff. Creation and testing of new processes. Implementation and communication of new processes. Potential capital expenditures to facilitate more streamlined opportunities for public and staff.

Timeline

2022

PRIORITY: Explore Opportunities to Engage With Regional Local Governments for the Betterment of the Community

ACTION: Explore cooperative opportunities with other regional local governments

There are ongoing discussions with neighbouring municipalities on mutual aid agreements for fire services, partnering on multi-jurisdictional projects like the Rail Trail and transportation corridors, regional shared services for the RCMP and other infrastructure and services where there are shared interests.

Resources

Budget: None allocated

Staff: Support Council with information related to cooperative opportunities with other local governments

Timeline

Ongoing

ENVIRONMENT

PRIORITY: Preserve, Protect and Enhance Our Natural Environment

ACTION: Complete Forest and Vegetation Strategy

Council has reviewed a draft of the Forest and Vegetation Strategy. Work is required to complete the strategy including budget implications, timelines and impacts on other plans and strategies in the District.

Resources

Budget: Operating project request for 2022

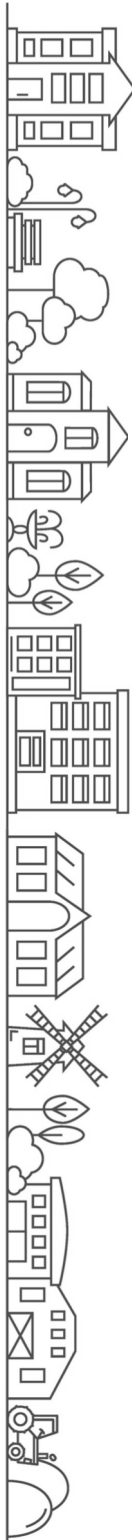
Staff: Requires overview of consultant contracted, review by other impacted areas of the District, scheduled time for Council review, adoption.

Timeline

2022

Environment Action Items continued on the following page





ENVIRONMENT

PRIORITY: Preserve, Protect and Enhance Our Natural Environment

ACTION: Begin implementation of the Forest and Vegetation Strategy

Once the Forest and Vegetation Strategy is complete and has been adopted, there are short term and long term recommendations outlined in the report. The first short term recommendation is to consider a bylaw to protect, preserve or otherwise prevent the unsanctioned removal of trees. This has been identified as a high priority for Council.

Resources

Budget: \$35,000

Staff: Requires overview of consultant contracted, review by other impacted areas of the District, scheduled time for Council review, adoption.

Timeline

2022

ACTION: Consider changes to applicable development related bylaws

- Ensure protection of the natural environment.
- Ensure plantings and screenings on stepped back retaining walls.
- Require alternatives to spike fences to protect wildlife.

Resources

Budget: No associated budget request.

Staff: Investigation, consultation with other departments, draft changes, Council input, public meetings and consultation, consolidate input.

Timeline

2022

ACTION: Complete Master Drainage Plan

Produce a holistic and well-rounded master plan to manage safety, mitigate risk, guide policy, capital, operational and financial decisions.

Resources

Budget: \$175,000

Staff: Requires employing consultant and oversight by Director of Engineering and Environmental Services. Time has been accounted for during 2022 capacity review.

Timeline

2022

ACTION: Complete a strategy to manage buoys in public waterways

Inventory of existing buoys completed in summer 2020. Consultant engaged to assist with completing the strategy. Will require Council input and upon completion, public notification.

Resources

Budget: Operating Funds

Staff: Overview of consultant, consideration of implementation including policies, bylaws and procedures, scheduled time for public input and final adoption. Potential amendment of fees and existing procedures bylaws.

Timeline

2022

ACTION: Implement a new Fire Smart Homeowner Grant

Wildfire is an integral part of BC's ecosystem and landscape but due to an increasing population and expanding interface development, more communities in British Columbia are in areas of potentially increased wildfire risk.

Resources

Budget: \$10,000

Staff: Requires staff time to review the Community Wildfire Protection Plan, Firesmart principles and determine higher risk areas in the community and communicate with the public the requirements for the grant.

Timeline

2022

Environment Action Items continued on the following page



ENVIRONMENT

PRIORITY: Preserve, Protect and Enhance Our Natural Environment

ACTION: Consider elements of a Wildlife and Vector Bylaw

Proposed by Council Notice of Motion to ensure protection of wildlife in the community. Other communities have implemented similar bylaws and will be considered for comparison.

Resources

Budget: No associated budget request

Staff: Review of neighbouring and similar sized municipality bylaws, draft review with Council, Council consideration and adoption.

Timeline

2022

SOCIAL

PRIORITY: Create and Support Opportunities for a Healthy, Active and Inclusive Community

ACTION: Undertake recreational needs assessment

The project involves a study focused on major indoor and outdoor facilities, such as a new indoor swimming pool, a second arena ice surface, indoor community program space, sport fields and sport courts. The study will include a detailed review of existing demand and capacity, future trends and projected needs, along with significant engagement with citizens and user groups. The study will also identify priorities and strategies that will set the stage for further work to implement capital projects, including seeking additional financial support through senior government grants, development contributions and partnerships and identifying parkland acquisition targets.

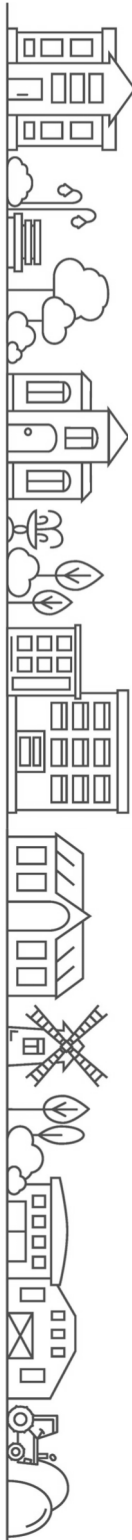
Resources

Budget: \$60,000

Staff: Review existing demand and capacity, future trends and projected needs, along with significant engagement with citizens and user groups. Also identify priorities and strategies that will set the stage for further work to implement capital projects, including seeking additional financial support through senior government grants, development contributions and partnerships, and identifying parkland acquisition targets.

Timeline

2022



INFRASTRUCTURE

PRIORITY: Secure Long Term Wastewater Service Delivery for our Community

ACTION: Complete Liquid Waste Management Plan

The Environmental Impact Study (EIS) along with the Stage 1&2 Reports were submitted to the Province. The Province provided a response on March 1, 2022. The project team is working to address comments provided by the Province which will be submitted mid-August. Engagement with OKIB is being arranged and revised timelines will be determined shortly.

ACTION: Complete Phase 4 and 5 improvements to the Wastewater Treatment Plant

Phase 4 improvement are moving along with an estimated completion date of March, 2023. Dates for Phase 5 are dependent on grant availability.

PRIORITY: Ensure Sustainable Water Service Delivery for the Community

ACTION: Complete Water Master Plan Updates

Community engagement was completed and presented to Council. Revised Water Master Plan will be completed and presented to Council Q4, 2022

ACTION: Undertake Water Management Plan for Beaver Lake

Planning and scoping exercise is underway to determine what a feasibility study will contain. Multi agency meetings are being scheduled as part of the planning process.

PRIORITY: Create Infrastructure That Meets Community Needs

ACTION: Advocate for solutions in the MOTI highway corridor study

MOTI recently amalgamated the Highway 97 Lake Country Planning Study into a combined project called Central Okanagan Integrated Transportation Strategy. Communication was sent to the Ministry asking for a project update.

ACTION: Advocate for highway improvements at Crystal Waters Road

Meeting request to meet with Minister of Transportation at UBCM has been submitted.

PRIORITY: Create Infrastructure That Meets Community Needs

ACTION: Support Mobility Implementation Program

Program coming to Council for adoption at the August 16, 2022 meeting.

ACTION: Complete Public Works future site and facility needs assessment

Needs assessment is in process with the assistance of a consultant.

ECONOMY

PRIORITY: Support Opportunities to Diversify Lake Country's Tax Base

ACTION: Complete Glenmore Industrial Lands consultation with landowners in the area

Consultation is ongoing. The draft Servicing Plan is to be completed. The need for an area structure plan has been identified and work has begun on that process. Project to be renamed Lake Country Business Park.

ACTION: Complete Economic Development Strategy

Plan was presented to the Economic Development committee and document completed August, 2022

PRIORITY: Implement the Agricultural Plan

ACTION: Compare District Policies and Bylaws to ALC Policies and Regulations

Finding a consultant to undertake this work has proven to be difficult. The Director of Planning is undertaking the work and will likely result in amendments to Agricultural policies in the Zoning Bylaw. Any recommendations for changes will go to the Agricultural Advisory Committee for comment before coming to Council for a decision.

PRIORITY: Encourage Growth of the Downtown Core	
ACTION: Consider opportunities for property owned by the District on Hill Road in the Downtown Core	RCMP building needs have been identified since the request for funding this study. No further work will take place until the future of an RCMP building has been decided. More information will come to Council in Q1/Q2 of 2023 on the needs for a RCMP building.
PRIORITY: Encourage Growth of the Downtown Core	
ACTION: Complete a transit study exploring opportunities for providing additional service	Transit workshop being held with Council on August 16th, 2022.

GOVERNANCE

PRIORITY: Honour Reconciliation by Strengthening Relationships and Inclusiveness With Our Indigenous Partners	
ACTION: Support planning for the Cultural Centre	A project manager and architect have been selected for the project. Landscape architect and exhibit designer RFP's will be issued in August 2022.
ACTION: Explore opportunities to collaborate on watershed and water management issues	Will be consultation as part of the Water Management Plan.
ACTION: Continue to build relationship with Okanagan Indian Band on matters of mutual interest	Collaboration with OKIB has been ongoing with multiple projects such as the LWMP, Water Management Plan, Cultural Centre, servicing and transportation network development and the Okanagan Rail Trail.

PRIORITY: Identify and support improvements to the Development Process

ACTION: Address staffing requests

All the positions identified in the 2022 budget deliberations that will assist with the development process have now been hired and have started or will start this month:

Building Inspector – start date January 2022

Building-Planning Clerk – start date March 2022

Land Agent – start date August 3, 2022

Development Manager – start date August 2022

ACTION: Address policy issues to assist in process files

Report went to Council on July 19th outlining backlog, current timelines and considerations for Council. Based on the resolution approved by Council, changes will be brought back to Council for consideration.

PRIORITY: Explore Opportunities to Engage With Regional Local Governments for the Betterment of the Community

ACTION: Explore cooperative opportunities with other regional local governments

Multiple discussions have been happening regionally on opportunities related to shared responsibilities (foreshore and riparian management, transportation networks, recreational infrastructure)

ENVIRONMENT

PRIORITY: Preserve, Protect and Enhance Our Natural Environment

ACTION: Complete Forest and Vegetation Strategy

A Council/Staff mobile site tour was held in May to visit key locations in Lake Country regarding tree protection on private property, as well as establishing a stronger tree canopy in the Town Center. On July 21st, a workshop was held with Tree Industry professionals to discuss a proposed tree protection program in Lake Country.

The consultant is currently drafting a Forest and Vegetation Strategy document and draft Tree Protection Bylaw which will be reviewed internally by Staff prior to a presentation to Council.

PRIORITY: Preserve, Protect and Enhance Our Natural Environment

ACTION: Begin implementation of the Forest and Vegetation Strategy

Need to complete Forest and Vegetation Strategy, which is currently being drafted. The start of this implementation will likely begin with the consideration by Council of a Tree Protection Bylaw.

ACTION: Consider changes to applicable development related bylaws

Amendments to development-related bylaws are being considered by staff, however staffing capacity challenges are limiting the ability of meaningful progress on these files.

ACTION: Complete Master Drainage Plan

Data gathering is complete, consultant is producing draft document. Target date for completion is winter 2022/23

ACTION: Complete a strategy to manage buoys in public waterways

Draft report received from the consultant. Interest from other municipal partners in partnering on solutions. Need to review the report prior to returning to Council.

ACTION: Implement a new Fire Smart Homeowner Grant

Based on higher risk areas identified in the CWPP, staff has been engaging with community members to address FireSmart practices.

PRIORITY: Preserve, Protect and Enhance Our Natural Environment

ACTION: Consider elements of a Wildlife and Vector Bylaw

Research has commenced although workload and election timelines have prohibited significant progress.

SOCIAL

PRIORITY: Create and Support Opportunities for a Healthy, Active and Inclusive Community

ACTION: Undertake recreational needs assessment

Surveys have been sent out and responses are being compiled.