



LAKE COUNTRY

Life. The Okanagan Way.



2017

ANNUAL REPORT
Lake Country, BC

Prepared by Corporate Services and Finance with contributions from across the organization.

District of Lake Country
10150 Bottom Wood Lake Road
Lake Country, BC V4V 2M1



Life. The Okanagan Way

Nestled in the scenic Okanagan Valley between Kelowna and Vernon, Lake Country is part of the fast-growing Central Okanagan region with a population of more than 185,000—the largest population centre between Vancouver and Calgary. Bisected by Highway 97 and boasting easy air access via the Kelowna International Airport, Lake Country has become a hub of growth and innovation for tourism, agriculture, technology, business and the arts.

Serene Okanagan lakes, exquisite orchards and vineyards, and miles of sun-drenched landscapes: this is **Life, the Okanagan Way**—and it's what makes Lake Country the perfect setting for work and play.

Lake Country is home to four distinct neighbourhood communities which were incorporated as a district municipality in 1995: Carr's Landing, Okanagan Centre, Oyama and Winfield.

A place to learn

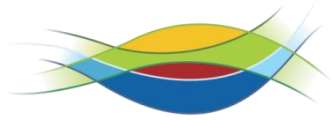
The Okanagan Valley is home to multiple centres of higher learning including Okanagan College, the University of British Columbia's Okanagan campus, Centre for Arts and Technology as well as Sprott Shaw Community College and Vancouver Career College. Accommodating more than 15,000 students and generating an economic impact upwards of \$300 million per year, the Okanagan's post-secondary institutions are the economic engines driving growth through research, development and job-ready graduates. More than half of Lake Country's workforce holds a trades certificate or college or university degree.

A place to grow

Central Okanagan and the Okanagan Valley continue to undergo significant urban development, and currently have more than 568 hectares of development-ready, industrially-zoned land available to meet the growing demands of a population expected to reach 250,000 by 2030. In the District of Lake Country, more than ten hectares of commercially-zoned land have been serviced and set aside for the development of the community's commercial and cultural core, a traditional mixed-use commercial and residential neighbourhood. The District of Lake Country is committed to helping business build, work and invest in the area, and offers competitive business tax rates lower than the provincial average.

A place to prosper

Lake Country isn't just a place to work—it's a place to truly live. Residents enjoy hot summers and temperate winters with boundless opportunities for year-round recreation: from water sports to cycling, golfing, skiing, hiking and much more. Within a one-hour drive of three destination ski resorts and enjoying miles of lake front beaches and parks, Lake Country is an outdoor enthusiast's paradise. The vibrant, tight-knit community is also rich in culture, offering extraordinary arts and entertainment, as well as acclaimed fine and casual dining. A place to learn, grow and prosper, Lake Country offers limitless opportunity set in unspoiled natural beauty.



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Message from the Mayor



On behalf of Council, I am pleased to present the District of Lake Country's Annual report for 2017.

We were again very busy in all of our operations in 2017. The growth of our tax base is predominantly residential but the increase of commercial development at Turtle Bay Crossing and the town centre has provided more diverse tax assessment. We anticipate continued interest in our community by business and residential developers when the Rail Trail development is completed in 2018. Recognition of the Rail Trail as a Lake Country amenity has certainly been demonstrated by the number of early users. We look forward to the official opening in 2018.

Our Transportation for Tomorrow plan has enabled the engineering department to set priorities for infrastructure upgrades where they are most needed for public safety and convenience.

Planning has been ongoing for the upgrade of the Official Community Plan with a number of well-attended public engagement events which provided much useful information.

The Parks and Recreation Master Plan first draft was completed in September with enough information for staff to prepare an application for a major funding request for the anticipated need for building new and renovating our old recreation facilities.

We could not do much of what we have accomplished without the many volunteers who contribute so much to the social, cultural, health and recreational activities in our community. Council and Staff certainly appreciate all of the volunteers' contributions. We also thank all of our other governments and collaborators who assist us in projects and events that enhance Life the Okanagan Way.

James Baker
Mayor

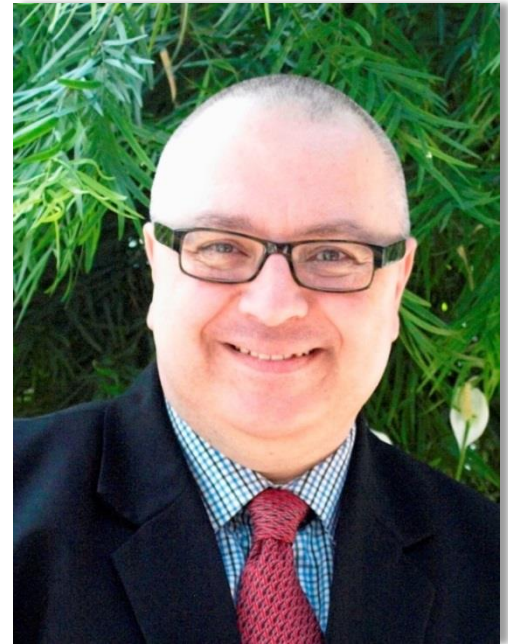
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Message from the Chief Administrative Officer

I am very pleased to present the District of Lake Country's 2017 Annual Report. At this time, I wish to take the opportunity to thank Council, staff and the community for supporting the initiatives that make Lake Country a desirable place to live. There are many accomplishments we are proud to report to the community which are included in this report.

I'm sure everyone would agree that in 2017 we all experienced a uniquely stressful year due to a number of reasons:

- We lost Councillor Dickie who played a considerable leadership role on Council.
- We had two by-elections and welcomed two new members of Council.
- We had the longest emergency season in our history due to flood and fires. The fire in Okanagan Centre caused a severe loss of property like we have never experienced before. Staff time and resources had to be allocated accordingly and we had to stretch considerably.
- We had another record year in growth. This has brought bigger challenges with much pressure from developers on one side and community members on the other.
- The Rail Trail development is a huge undertaking that has many aspects needing resources and attention.



While it would not be unusual to feel rushed, fatigued, stressed and reactive, this is the time to be collected, strategic, and ready to calmly respond to the challenges we face with continued integrity. At the District of Lake Country:

- We strive to offer the best services by comparing ourselves with best practices in local government.
- We hold ourselves accountable to provide the best value for the taxpayer.
- We employ a team-based collaborative approach to enrich the organization and community service delivery.
- We embrace technology to enhance communications and customer service.
- We respect our place in the community and organization. We do not interfere with Council's decision making and respect their autonomy and authority to decide as they see fit best for the community.
- We stand for what we believe but we do so respectfully, while supporting each other within the organization.

While both Council and Departmental priorities can be viewed as part of this report, it is worth noting that Council's focus is still in the following areas: improving the overall quality of life of the residents and managing growth and infrastructure.

I invite you all to take the time to read this document and to provide us with feedback and ideas to make this document better and, more importantly, to make our community a great place to live, work and play.

Alberto S. De Feo Ph.D.(Law)
Chief Administrative Officer

LAKE COUNTRY

Mayor and Council 2017 Committee Appointments



Mayor James Baker

Access & Age-friendly Committee, Joint Advisory Committee (OKIB).

Regional District: Board of Directors, Governance and Services Committee.

External: Airport Advisory Committee, UBC External Community Advisory Committee.



Councillor Owen Dickie (Oyama) *(until February 2017)*

Agricultural Advisory Committee, Joint Advisory Committee (OKIB), Parcel Tax Roll Review Panel (alternate), Parks and Recreation Advisory Committee, Economic Development & Tourism Committee, Water Services Advisory Committee. **External:** Okanagan Regional Library Board, Lake Country Health Planning Society (alternate), Lake Country Senior Housing Society Board, Winfield Senior Citizens' Society (alternate).



Councillor Todd McKenzie (Oyama) *(from June 2017)*

Agricultural Advisory Committee, Parks and Recreation Advisory Committee, Water Services Advisory Committee, Parcel Tax Review Panel (alternate). **External:** Lake Country Senior Housing Society Board, Lake Country Health Planning Society (alternate), Winfield Senior Citizens' Society (alternate)



Councillor Penny Gambell (Councillor-at-Large)

Agricultural Advisory Committee, Economic Development & Tourism Committee, Joint Advisory Committee (OKIB), Parcel Tax Roll Review Panel (alternate), Water Services Advisory Committee. **Regional District:** Board of Directors (alternate). **External:** Safe Schools Committee, Tourism Kelowna.



Councillor Rob Geier (Winfield)

Joint Advisory Committee (OKIB), Parks and Recreation Advisory Committee, Public Art Advisory Commission, Parcel Tax Roll Review Panel.

External: Lake Country Health Planning Society, Safe Schools Committee (alternate).



Councillor Matt Vader (Carr's Landing) *(until March 2017)*

Economic Development & Tourism Committee, Joint Advisory Committee (OKIB), Parcel Tax Roll Review Panel, Tourism Development Commission. **External:** Economic Development Commission (RDCO), Municipal Insurance Association, Okanagan Regional Library Board (alternate).



Councillor Jeanette Lambert (Carr's Landing) *(From June 2017)*

Economic Development and Tourism Committee, Parcel Tax Review Panel.

External: RDCO Economic Development Commission, Municipal Insurance Association, Okanagan Regional Library Board (alternate)



Councillor Bill Scarrow (Councillor-at-Large)

Access & Age-friendly Committee, Joint Advisory Committee (OKIB), Parcel Tax Roll Review Panel (alternate).

External: Economic Development Commission (RDCO) (alternate), Lake Country Senior Housing Society Board (alternate), Winfield Senior Citizens' Society.



Councillor Blair Ireland (Okanagan Centre)

Joint Advisory Committee (OKIB), Parks and Recreation Advisory Committee, Public Art Advisory Commission, Water Services Advisory Committee, Parcel Tax Review Panel. **External:** Airport Advisory Committee (alternate), Lake Country Chamber of Commerce, Tourism Kelowna (alternate).

2014 – 2017 Council



**Councillor
Owen
Dickie
(Oyama)**

**Councillor
Blair Ireland
(Okanagan
Centre)**

**Councillor
Rob
Geier
(Winfield)**

**Mayor
James
Baker**

**Councillor
Matt Vader
(Carr's Landing)**

**Councillor
Bill Scarrow
(At Large)**

**Councillor
Penny
Gambell
(At Large)**

Council's Vision:

Develop a strong sense of community. Promote a positive community image. Provide housing for all. Encourage responsible economic development. Build a comprehensive and integrated trail network. Create a vibrant social and commercial town centre. Protect and enhance our natural environment. Foster diverse agricultural opportunities. Encourage enjoyment of our unique lake resources. Promote environmental stewardship. Promote an active schedule of cultural and social events. Develop a sustainable financial plan for servicing and growth.

LAKE COUNTRY

2017 – 2018 Council

With the passing of Councillor Owen Dickie in February 2017 and the resignation of Councillor Matt Vader in March 2017, a by-election was held in May to elect a new Council representative for both the Carr's Landing and Oyama wards in Lake Country.



**Councillor
Todd
McKenzie
(Oyama)**

**Councillor
Jeanette
Lambert
(Carr's Landing)**

**Councillor
Bill Scarrow
(At Large)**

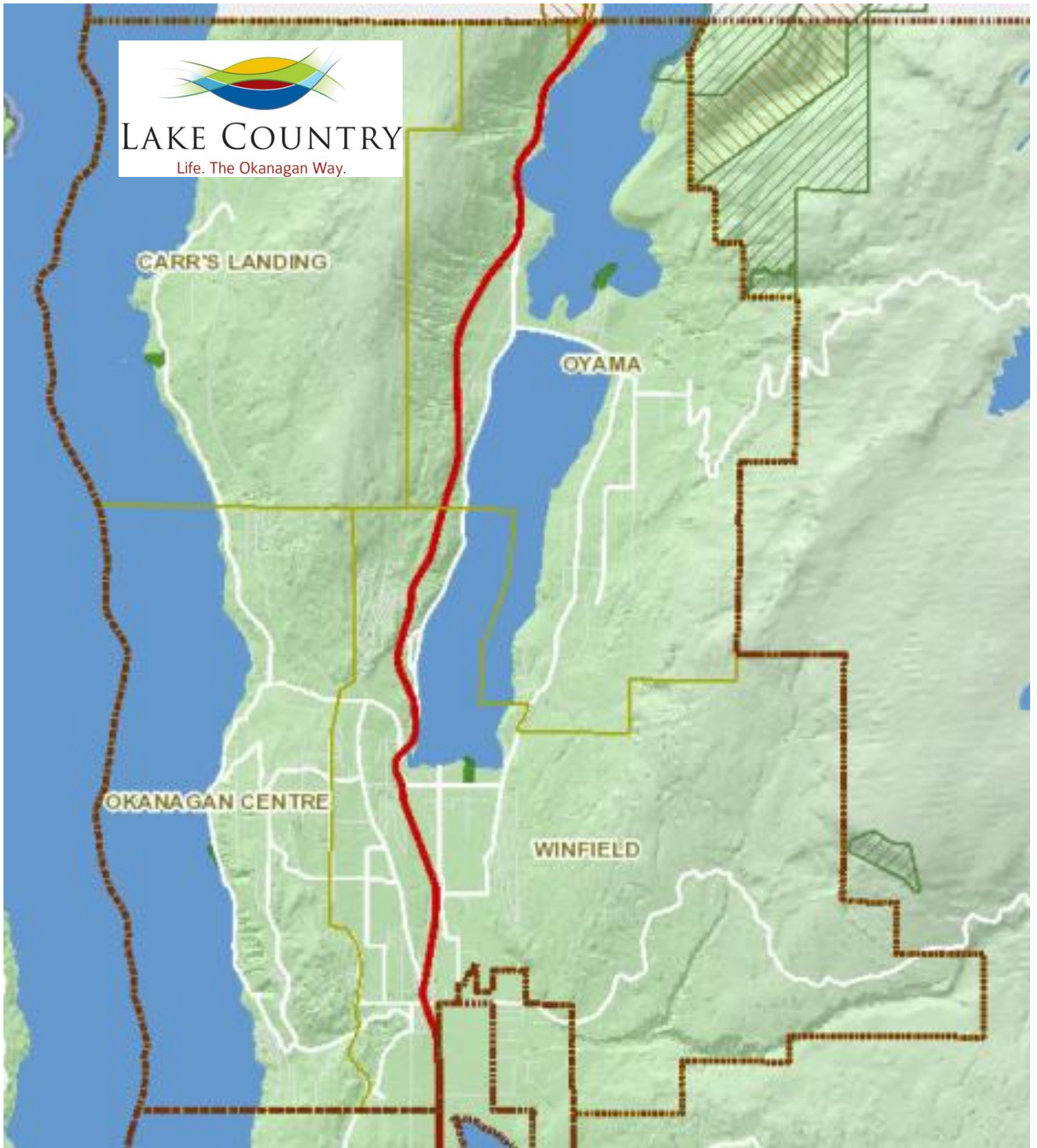
**Mayor
James
Baker**

**Councillor
Blair Ireland
(Okanagan
Centre)**

**Councillor
Rob
Geier
(Winfield)**

**Councillor
Penny
Gambell
(At Large)**

LAKE COUNTRY



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Community Profile

The District of Lake Country, located in the heart of the Okanagan Valley between Kelowna and Vernon, is a beautiful and unique area rich in cultural history. Lake Country has a population of approximately 13,294 according to BC Statistics, and is made up of four distinct communities: Carr's Landing, Okanagan Centre, Oyama and Winfield.

Lake Country is surrounded by lakes, as its name suggests. Okanagan Lake acts as the western boundary while Wood Lake and the southern-most portion of Kalamalka Lake are encompassed by the municipality. Comprising a geographic area of 122.16 square kilometers, Lake Country is home to world-renowned wineries and is only minutes away from the Kelowna International Airport, UBC Okanagan, world-class golf courses and beautiful ski hills. The area offers a balance of rural and urban experiences with major income sources being agriculture and tourism. Forty percent of the District is within the Agricultural Land Reserve and major crops include apples, peaches, pears and cherries. A large portion of apples grown in Canada are from Lake Country's orchards. Since its incorporation on May 2, 1995, the District of Lake Country has continued to grow and thrive.

Carr's Landing

Carr's Landing was once called Cus-in-so-nook, meaning Place of Fickle Women. The early pioneers called it Sunnywold. By 1901 Andrew Carr, a Civil War veteran from Illinois, and his wife Agnes had built their home just north of where the Geen's fruit packing house stands today. The Carr's Landing wharf was built below the house at R. S. Marshall Park where sailing lessons are now held each summer. Settlers such as the Carrs, Thorlaksons and Gibsons farmed close to the lake and ranchers like Joseph Cools ran cattle into the Charolais area.

Okanagan Centre

At the height of its success, Okanagan Centre was a thriving community with services that included two packing houses, a hotel, a cannery, a general store and a butcher shop. The settlement of Okanagan Centre began around 1900 when Northcote Caesar and T.F. Valentine purchased Rainbow Ranch. In 1903, Caesar and Valentine sold most of Rainbow Ranch but kept 18 acres of the south-west corner and continued ranching. By 1910, there were two hotels, a general store, a butcher shop with a packing house and cannery under construction. By 1913, orchardists were packing their own fruit and the community was at the height of its development.

Oyama

Oyama was named after Field Marshall Iwao Oyama who fought in the Japanese-Russian War from 1900 to 1905. Oyama was also the name given to the first post office in the area which was established between 1906 and 1908. As early as 1867 (Canada's Confederation), Tom Wood and Cornelius O'Keefe drove cattle from Washington State, USA to the north end of Okanagan Lake. In 1893 the first white settlers began arriving with ranching and the planting of orchards commencing in the early 1900s. Oyama Lake, located in the mountains to the east, provided irrigation to the fruit growers. After World War I another influx of settlers arrived and many descendants of these first settlers reside in Oyama today. Local stores began opening in 1908 through 1910 decreasing the need for residents to travel to Vernon.

Winfield

The first land bought by a European settler in Winfield was 160 acres purchased by Ford Brent in 1867. He then sold the land in 1871. Also in 1871, Thomas Alva Wood, the man responsible for the current names of Wood Lake and Winfield, bought 160 acres and started up Winfield ranch. In 1875, Thomas Wood was named Justice of the Peace. In 1872 the Postill family purchased a 300-acre plot to the south of Mr. Wood and within a few years a sawmill started up at the Postill ranch and was running at full capacity. The 1890's were a decade in which Winfield showed many signs of community development. Winfield had its first telephone installed in the 1890's, the first fruit trees were planted, the first church services were held at Winfield Lodge (Thomas Wood's lodge) and more families began settling in Winfield during these years.

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Arts, Culture, Amenities

Serene Okanagan lakes, exquisite orchards and vineyards, and miles of sun-drenched landscapes: this is *Life. The Okanagan Way.* – and it’s what makes Lake Country the perfect setting for work and play. Our vibrant, tight-knit community is also rich in culture, offering extraordinary arts and entertainment, a museum, an art gallery, live music open air concerts every Saturday during the summer, festivals/special events, a seasonal Farmers’ Market, as well as acclaimed fine and casual dining.

Lake Country has over 50 kms of beautiful walking trails and is home to many amenities including athletic fields, parks, beaches, an arena, a curling club, waterpark, tennis, pickleball and padel courts as well as a skateboard park. A 16 km section of the soon-to-be-completed Okanagan Rail Trail recreational amenity along the shores of Wood Lake connects Kelowna to Coldstream through Lake Country with an active transportation cycling/walking pathway. The many community facilities such as the Community Complex, the Creekside Theatre, the Beasley Park Gazebo, various community halls and the Lake Country Seniors’ Activity Centre are all available for public use and host various events throughout the year which are enjoyed by residents from all over the Okanagan valley.

Community Parks

- Swalwell Park
- Beasley Park
- Jack Seaton Park
- Okanagan Centre Museum Park
- Okanagan Centre Linear Park (plus 4th St and Pebble Beach)
- Pixton Beach Linear Park
- Coral Beach Park
- Pioneer Park
- Creekside Park & Memorial Park

Neighbourhood Parks

- Apex Drive Park and Shoreline Park (The Lakes)
- McCarthy Park
- Dewar Park
- Coral Beach North & South
- Nuyens Park
- Gable Road End
- R. S. Marshall Park
- Whiskey Cove Road End
- Cemetery Park

Regional Parks

- Kaloya Regional Park
- Kopje Regional Park
- Okanagan Centre Safe Harbour
- Reiswig Regional Park



ArtWalk

ArtWalk is a highly successful annual arts festival that features more than 300 Okanagan artists, photographers and sculptors as well as musical entertainment, art demonstrations, paint-offs, live model drawing, children's activities, live theatre productions, prizes, great food, and much more.

ArtWalk began in 1994 and in 1999 became a Lake Country community event which has grown in popularity and now draws thousands of people from all over the country.

The 24th annual ArtWalk took place September 9-10, 2017 on the theme: **"Colour Me Canada"** in honour of Canada's 150th birthday.

In 2018, the theme for the September 8-9, 2018 25th Anniversary event will be **"Art of our Times"**.

<http://lakecountryartwalk.ca/>



SPECIAL FEATURES

AT ARTWALK 2017

Installation Art
Back for its second year is the Installation Art feature. This unusual form of art is typically a mixed-media construction or assemblage that is designed for a specific place and for a temporary period of time. Be sure to check out the following two Installation Artworks in the Drama Room.
"Backward-Forward: Something from Nothing" by Lois Lane
"Body as Painting Canvas" by Doris Steigenberger

Canadian Flag from Photographs
The Canadian flag will be created from hundreds of photographs. Check out the chart under the large tent at the Memorial Hall to get your photograph taken, and watch the flag grow.

Your Favourite Canadian
Your favourite Canadian may be a famous person, or it may be your neighbour who is so helpful, or it may be your best friend. Check out the chart, see who has been listed, and add your favourite Canadian to the diagram.

Where were you Born?
Under the large tent in front of the Memorial Hall, you will find a large map of the world. Place a pin on the spot where you were born. It will be interesting to see the various locations get marked over two days. Where do you think most people are from?

Featured Artists
We are pleased to feature two artists this year, each one having represented scenes from Canada in their artworks. Egbert Oudendag (now deceased) has painted landscapes from all across the country, and Jim Brompton's photography has captured images many images from our vast country.

Paint-Off
Our ever-popular Paint-Off will take place under the large tent in front of the Memorial Hall each day at 12:00 and again at 2:00. The artists will have only 15 minutes to complete a painting of a Canadiana based still-life subject. Not only is this painting activity entertaining to watch, you could be one of the lucky audience members to win one of the completed paintings.

Quick Draw
A second opportunity to watch artists magically create a painting in a short period of time is the hour long Quick Draw taking place in the Foyer on Sunday from 2:00 – 3:00. The paintings created by these six artists will then be auctioned off at 3:15.

Children's Art Activities – Youth Gallery
Students have been asked to create artworks that represent their ideas about Canada. These expressive artworks are exhibited in the Youth Gallery, located outside the school entrance.

There will also be opportunities for children to use the materials provided, along with their creativity to complete art projects on site. This activity is designed for those aged 5 – 12. The children's art centre will be open both days at 11:00 – 3:00 in front of the school.

Plein Air Gallery
Plein Air painting is done while outside, so is often referred to as "open air painting". Even though this approach is a challenge for artists because they need to deal with time limits, the weather and changing light, it is still a popular painting activity. Come to the Plein Air Painting Show just outside Room 112 in the School to see the paintings from many locations in Canada.


Theme Exhibition:
Are We There Yet: Canadian Roadside Attractions
We all have memories of road trips that took us to various parts of Canada, some of which had famous roadside attractions. Visit the exhibition at the Lake Country Art Gallery to see which attractions have been featured in the artworks by 40 artists. Follow the coloured gates for a short distance to get to the Art Gallery.

Lake Country Museum Displays
We are pleased once again to collaborate with the Lake Country Museum to have several displays about Canada located at ArtWalk. Look for the following three displays:
Canada's Evolution over the last 150 years: by Karen Gibbons, located in the municipal building.
Two local artists: Lee Claremont and Evelyn Middleton: by Dan Bruce, located in the display cabinet in the school foyer.
West coast artists: by Dan Bruce, located in a display case in the school hallway.

Canadian Trivia
How much do you know about Canada? Complete the Canada Trivia sheet that will be in various locations around ArtWalk. The questions have been designed for all ages. Be sure to include your name and telephone number, then put your sheet into the box at the Information Table. Your name might be drawn to receive one of the special Canada 150 coin sets.

150 Years of Canadian Art
From 1867 to 2017, artists have been painting pictures, writing poetry, composing music, and designing buildings. Check out the 10 displays that will profile some of these artists.

BUS SHUTTLE
To help you to get to ArtWalk, we offer a bus shuttle. You can park your car at the Recreation Centre on Bottom Wood Lake Road, pick up the bus there and be driven to the front of the school. The first pick up at the Recreation Centre is at 11:00am each day. The bus leaves the Recreation Centre on the hour and half hour, and leaves the school on the quarter hours. Final bus departs the school at 4:45pm.



Lake Country Artwalk 2017

www.lakecountryartwalk.ca

Climate Action Charter

The District of Lake Country was one of the 180 local governments, along with the Province of BC and the Union of BC Municipalities (UBCM) that signed the Climate Action Charter (CAC) tackling the challenges posed by climate change, and pledging to take action to significantly cut both corporate and community-wide greenhouse gas emissions; measure and report on the community greenhouse gas emission profile; and work to create compact, more energy efficient communities.

Carbon neutrality is based on “traditional services” which include administration and governance; drinking, storm and waste water; solid waste collection, transportation and diversion; road and traffic operations; arts, recreation and cultural services and fire protection. Emissions related to new construction, business travel, employee commuting and the external production of goods used for the services are not included. As a general guideline for measuring emissions, if the District pays for the service the District must account for the emissions related to that service.

Communities that have signed onto the CAC and thereby agree to publicly report on their climate action progress are eligible for the Climate Action Revenue Incentive Program (CARIP) grant. The following report meets the CARIP requirements to publicly report on climate actions undertaken by the District in 2017 and outlines our intended actions for 2018.



Corporate Measure

The District has updated its Corporate Carbon Neutral Action Plan which calculates the energy that is used corporately by the District and which provides for the conversion to calculate the GHG emissions produced. The final output for 2017 in GHG Emissions was 1520 tCO₂e.

Community-Wide Measure

In addition to using the Community Energy and Emissions Inventory (CEEI) to measure progress, a Community Energy & Emissions Plan was prepared in 2012 by the District of Lake Country in consultation with BC Hydro and the Community Energy Association.

Plan

The District’s Official Community Plan (OCP), which was adopted in August 2010, outlines the following policies and actions to reach the goals of achieving carbon neutrality in municipal operations as per the CAC; and reducing community wide greenhouse gas emissions by 33% below 2007 levels by 2020 as per the *Local Government Act* (LGA):

- Inventory operational greenhouse gas emissions.
- Adopt a municipal sustainable purchasing policy.
- Reduce or offset operational greenhouse gas emissions.
- Identify opportunities for alternative energy creation.
- Further develop and implement the greenhouse gas emissions reduction strategy.
- Implement a greenhouse gas emissions strategy to reduce community wide emissions.
- Complete an air quality assessment and inventory.
- Participate in the Regional Air Quality Management Program.
- Investigate the feasibility of requiring major new District buildings to achieve a Leadership in Energy and Environmental Design (LEED) or equivalent green building standard.

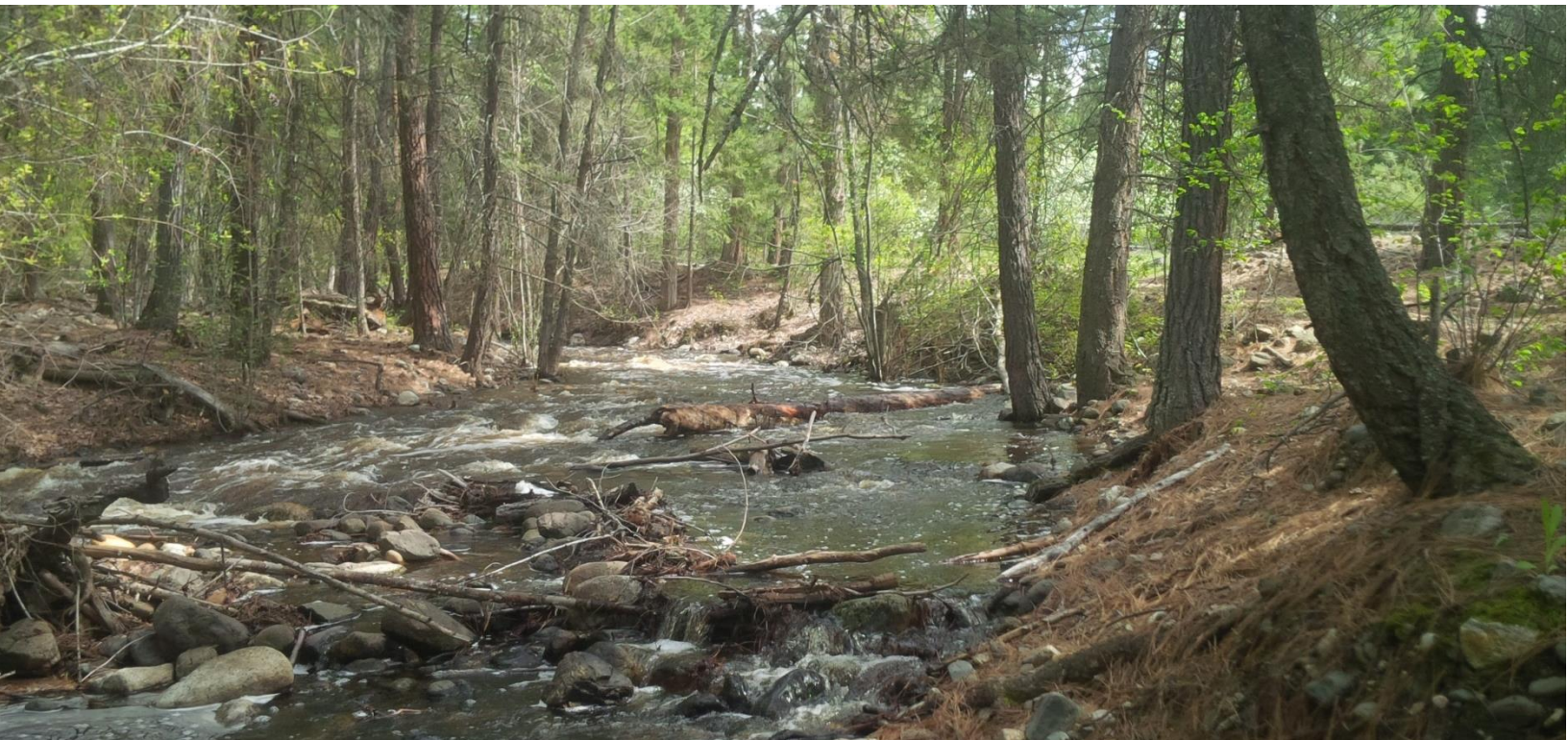
Corporate Actions 2017

- Continued planting of drought-tolerant plants during the development of parks.
- Regional Community Clean-up Month (April); garbage bags and gloves are also provided year round for community groups.
- Continued implementation of Natural Environment Development Permits throughout the community.
- Continued implementation of recommendations regarding fleet replacement based on E3 Fleet Management Program.
- Continued compliance to the Carbon Neutral Action Plan.
- Continued issuance of Development Permits for Greenhouse Gas Reduction and Energy Conservation.
- Continued implementation of Integrated Community Sustainability Plan and Community Energy and Emissions Plan.
- Continued to monitor and implement infrastructure upgrades that meet green building standards where appropriate and cost effective.



Community Wide Actions 2017

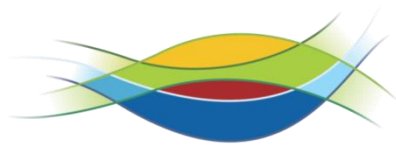
- Continued to focus density within Identified Growth Areas outlined within the OCP.
- Continued program of Green Building Rebates to incentivize energy-efficient development.
- Continued operation of municipal hydroelectric generation facility.
- Continued planning and design for Pelmewash Parkway.
- Continued to implement Transportation for Tomorrow Plan
- Continued curbside recycling and yard waste collection.
- Ongoing participation in the Living Greener Initiative which encourages residents to conserve and live sustainably through the use of an annual calendar and media ads.
- Continued the implementation of the Greenhouse Gas Reduction and Resource Conservation Development Permits throughout the community.
- Continued to install solar-powered bus shelters throughout the community.
- Composter sale to residents (yearly program) to help recycle kitchen scraps, in addition to sale of rain barrels and cone digester.
- Continuation of water restrictions.
- Continued use of the Landscaping Guidelines within Development Permit Areas to establish further private greenspace throughout the community.
- Added pedestrian walkway and bike lanes connecting neighbourhood to schools.
- Installation of water meters throughout the community.
- Implementation of the Water Master Plan.
- Oceola Road and Okanagan Centre Road East street improvements with bike lanes and pedestrian pathway.



2018 Proposed Corporate and Community Wide Actions

- Complete Official Community Plan (OCP) update.
- Continue work towards implementation of Integrated Community Sustainability Plan (ICSP).
- Continue compliance to the Carbon Neutral Action Plan.
- Continue compliance to the Community Energy and Emissions Plan.
- Continue issuance of Development Permits for Natural Environment.
- Continue issuance of Development Permits for Greenhouse Gas and Energy Reduction.
- Explore opportunities for green grant funding for infrastructure projects where applicable.
- Continue support for Energy Demand Management programs.
- Continue to research and analyze green options for corporate building upgrades where applicable.
- Continue operation of municipal hydroelectric generation facility.
- Continue to communicate effectively to the public regarding green initiatives and community improvements where applicable.
- Continue adherence to xeriscape landscape guidelines for Development Permits.
- Continue Regional Household Waste Collection Program that includes recycling and yard waste composting.
- Continuation of Regional Commercial Waste Reduction Program which includes recycling.
- Continued participation in the Make Water Work regional program to encourage water conservation and efficient use of water to reduce outdoor water waste.
- Undertake Transportation for Tomorrow (master plan) projects that serve to implement Official Community Plan with a focus on multi-modal transportation providing alternatives to vehicles.
- Continue replacement of corporate fleet vehicles as per E3 Fleet Management Program.
- Continue implementation of the Transportation for Tomorrow projects.
- Continue implementation of the Water Master Plan.





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Life. The Okanagan Way.

MAYOR & COUNCIL

CHIEF ADMINISTRATIVE OFFICER (CAO)

Community Services

Engineering & Environmental Services

Administration & Corporate Services

Protective Services

Infrastructure Services

2017 SENIOR MANAGEMENT

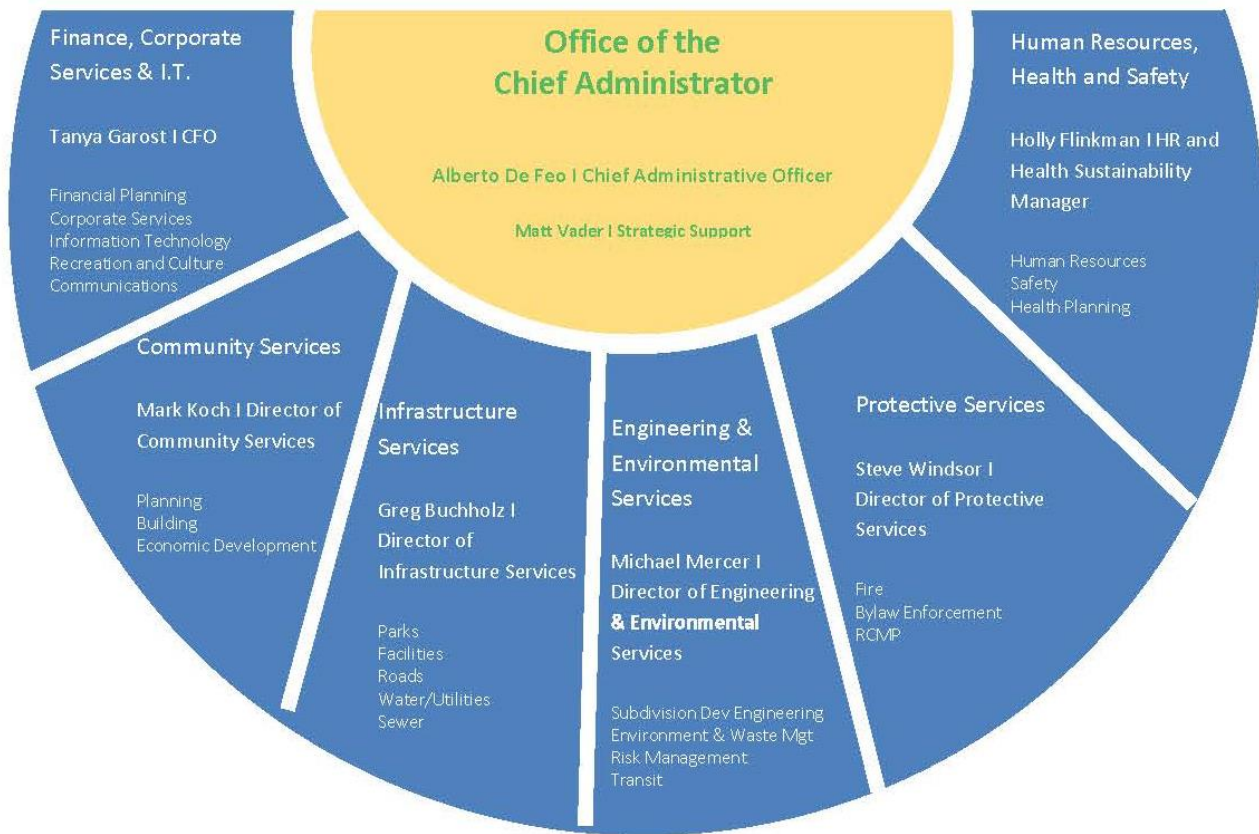
Chief Administrative Officer (CAO)	Alberto De Feo
Chief Financial Officer	Tanya Garost
Director of Community Services	Mark Koch
Director of Engineering & Environmental Services	Michael Mercer
Director of Infrastructure Services	Greg Buchholz
Director of Protective Services	Steve Windsor
Corporate Services Manager	Reyna Seabrook
Human Resources & Safety Manager	Holly Flinkman
IT Support and Network Administrator	Jakub Tokarowski
Community Development Manager	Jamie McEwan
Strategic & Support Services Manager	Matt Vader

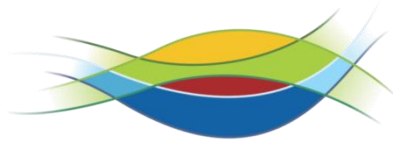


Corporate Structure



COUNCIL





LAKE COUNTRY

Life. The Okanagan Way.



Administration is responsible for the daily operations of the organization, communications, legal matters and organizational oversight working in cooperation with Mayor and Council. The Chief Administrative Officer, Strategic and Support Services Manager, Manager of HR and Health Sustainability, Human Resources and Safety Advisor, Corporate Services Manager, Cultural Development Coordinator, Communications Officer and Executive Assistant, along with the Customer Services Supervisor and two Customer Service Clerks comprise the Administration Department.

Human Resources is responsible for recruiting and staff development, wellness and safety, public planning of health and wellness.

Information Technology (IT) is responsible for computer network maintenance and support services and information technology.

The Finance Department is responsible for financial management and planning; policy development; cash, portfolio and debt management; accounting and payroll services; collection of tax and utility fees; and financial reporting and analysis. The Finance Department consists of the Chief Financial Officer and five staff.

Corporate Services is responsible for the preparation of bylaws, land negotiations, Freedom of Information requests, agendas and minutes and District events as well as communications, performance and cultural community events, customer service and recreational programming.

Administration,
Corporate Services,
Finance,
Human Resources,
& Information
Technology

2017 Achievements

Administration, Human Resources, IT, Finance & Corporate Services

Strategic Priorities

Council and senior staff continue to use a Strategic Priorities Chart detailing the organization’s top priorities, acknowledging the foundation laid by planning efforts, and identifying Council’s ongoing commitment to strategic governance. The periodic updating of the chart ensures that everyone is ‘on the same page’, roles are clear, focus is defined and progress is monitored. Strategy Sessions are held in conjunction with approving Priority Setting and Decision Making Guidelines or Policies.

Council identified five (5) principal priorities to be accomplished:



2017 Achievements

Administration, Human Resources, IT, Finance & Corporate Services

Lake Country website redesign

An updated citizen-focused, responsive website redesign project was undertaken the last half of 2017 to be launched in January 2018. The goal was to make the District of Lake Country website mobile-friendly, platform agnostic, simple, intuitive and easy to use by citizens wishing to do business with the District beyond regular office hours – right time, right device, right information.

By-Election

A by-election was held June 24th to elect members to fill the vacant Council seats as a result of the passing of Oyama Ward Councillor, Owen Dickie, and the resignation of Carr’s Landing Ward Councillor Matt Vader.

Budget Format

The budget format was updated to improve readability and consistency in formatting of the financial plan. Changes were intended to improve the presentation and understandability of the document by staff, Council and the public.

More Accessible Council Chambers

The Auris Loop assistive listening system was installed in Municipal Hall Council Chambers. A hearing loop magnetically transfers the microphone sound signal to hearing aids and cochlear implants that have a tiny, inexpensive “telecoil” receiver. This assistive listening system clarifies sound by eliminating the negative effects of distance, noise and reverberation and taking the sound from the microphone system directly to an individual’s hearing aids.

“Lake Country has been making large strides towards being a more accessible, inclusive community and eliminating barriers to participation,” said Mayor Baker.

“It’s important to make public facilities more accessible to people with hearing loss,” said Greg Buchholz, Director of Infrastructure Services for Lake Country. “Individuals of all ages that use hearing aids will now be able to enjoy listening to the lively discussion and debate at Council meetings.”



2017 Achievements

Administration, Human Resources, IT, Finance & Corporate Services

Good to Great

With the goal of shifting the focus from the traditional business systems of local government administration to a more strategic approach intended to address more relevant demands requested by the community at large and by individual citizens, staff teams began to delve into ways to improve in areas of Performance/Benchmarking, Value for Money, Technology and Integration.

They continue to work on addressing provision of services, both at the operational and infrastructure levels, proactively through the identification of priorities and multi-year plans, and the corresponding funding strategies. Increasing public involvement and consultation on major plans and initiatives is a key measure of success as District staff move forward in implementing improvements throughout the organization.

Canada 150 Celebration

In partnership with Heritage Canada and the Rotary Club of Lake Country, a Canada 150 celebration was organized for the whole community July 1 at Swalwell Park. The event included a historical photo book hosted by the Lake Country Museum; a Children's Art Creation Activity sponsored by the Lake Country Art Gallery; an opportunity to create a Canadian flag with selfies sponsored by ArtWalk; a market, and diverse stage entertainment featuring folk, rock, French songs and First Nation's Hoop Dancing.



2018 Objectives

Administration, IT, Human Resources, Finance & Corporate Services

Media Policy Review	Measure	Target
Review and update current media policy to incorporate social media response, response times, roles and responsibilities.	<ul style="list-style-type: none"> Update polity 	2018
Bylaws – Review and Update	Measure	Target
Undertake a review of current bylaws; create target list and determine bylaw update priorities; implement regular update process.	<ul style="list-style-type: none"> Bylaws updated 	2018
Municipal Election	Measure	Target
Advertise, hire elections staff, accept nominations and run a full municipal election including advance polling stations and mail ballot voting for completion October 20, 2018.	<ul style="list-style-type: none"> Run a full municipal election 	2018
Council orientation	Measure	Target
Develop a program for Council orientation and refresh following the October 2018 municipal election.	<ul style="list-style-type: none"> Orientation session held 	2018
Public education campaign for recycling	Measure	Target
In conjunction with the regional waste reduction office, implement a public education campaign on recycling to increase diversion and reduce contamination, thereby reducing the cost of the program.	<ul style="list-style-type: none"> Recycling public education campaign implemented 	2018
Grant in Aid policy	Measure	Target
The Grant-in-Aid Policy establishes and governs the principles and limits of District financial support for voluntary, non-profit organizations.	<ul style="list-style-type: none"> Policy developed 	2018
Council Procedures Bylaw	Measure	Target
A review of the 2004 bylaw that sets out procedures to be followed by Council and Council committees in order to update and clarify the bylaw.	<ul style="list-style-type: none"> Bylaw adopted 	2018
Permissive Tax Exemption Policy	Measure	Target
The Permissive Tax Exemption Policy to be reviewed and updated to ensure consistency with Council objectives, improve reporting and communication with impacted property owners requesting permissive tax exemptions and reflect current processes for applying for exemptions.	<ul style="list-style-type: none"> Policy updated 	2018



2018 Objectives

Administration, IT, Human Resources, Finance & Corporate Services

Social Plan (Strategy Session)	Measure	Target
A Strategy Session to discuss Council goals with regards to framework of the Social Plan. The Plan will acknowledge challenges facing the municipality in addressing community concerns and identify opportunities for the municipality to work together with individuals and community groups to improve quality of life.	<ul style="list-style-type: none"> Hold Strategy Session with Council 	2018
Corporate Business Plan	Measure	Target
The District Corporate Business Plan represents the linkage among Council vision, the District's strategic priorities, and the financial tools needed to accomplish the vision and complete the priorities. The current plan needs to be updated.	<ul style="list-style-type: none"> Corporate Business Plan updated 	2018
ICSP Recommendation Review	Measure	Target
The Integrated Community Sustainability Plan was approved by Council back in 2013 with a number of recommendations to be implemented. As time goes by, many action items have been completed. The need to review all the recommendations and prioritize their implementation is now needed to move the plan even further.	<ul style="list-style-type: none"> Review list of recommendations and prioritize implementation 	2018
Purchasing Policy and Process Review	Measure	Target
Update the policy to reflect current practices, review procedures and ensure compliance with recommendations provided by the Auditor General of Local Government.	<ul style="list-style-type: none"> Updated policy approved by Council 	2018
Information Technology – IT Strategic Plan	Measure	Target
Complete an Information Technology Strategic Plan.	<ul style="list-style-type: none"> IT Strategic Plan 	2018
Phone System Upgrades	Measure	Target
Identify business workflow process improvements; complete phone system hardware upgrades; train staff on features.	<ul style="list-style-type: none"> New phone system implemented 	2018
Succession Plan	Measure	Target
<p>With key employees beginning to retire and potential turnover risks, the District of Lake Country is beginning to design a program for succession planning. It will summarize key areas of information including:</p> <ul style="list-style-type: none"> - Strategic Leadership – identifying who can be and is interested in leadership roles - Technical Expertise – identifying skills and creating knowledge retention tools - Difficult to Recruit – identifying positions that are challenging to fill when vacant and providing action plans of cross training, knowledge sharing and recruitment action plans - Knowledge Transfer – identifying persons that have been in a position for many years and duties are not well documented. 	<ul style="list-style-type: none"> Program designed 	2018

Rotary Club of Lake Country Proudly Present in Partnership With Dignity^{MEMORIAL}

CANADA 150

LAKE COUNTRY

NEW LOCATION! SWALWELL PARK

JULY 1, 2017 • 8am - 10pm

10070 BOTTOM WOOD LAKE RD.



CELEBRATION SCHEDULE

8 - 11 am	Rotary Pancake Breakfast
8 am - 3:30 pm	Children's Inflatables & Play Equipment
8 am - 3:30 pm	Local Business & Service Agency Displays
8 am - 3:30 pm	Citizens on Patrol, Child ID
9 am - 10 am	Music by Chris Schreik
9 am to 3:30 pm	Children's Face Painting
10 - 10:30 am	Music by the Oot 'n' Oots
10 - 11 am	Children's Garden Centre
10 am, 12 & 2 pm	Free Root Beer Floats
10:30 - 11 am	Lake Country Agility Mutts
10:45 am - noon	Lake Country Big Band
11 am - 2 pm	Children's Art Creation Activity
11 am - 2 pm	Creating the Canadian Flag with 'Selfies'
11 am - 2 pm	New Interactive Sculpture, meet the Artist
11 am - 3 pm	Our Lake Country HISTORIES
	Photo Booth & Speakers Corner
11 am	'O CANADA' & OFFICIAL CANADA DAY CEREMONY
	Music by the JS Garcia Band
Noon - 1 pm	Free Cut Watermelon
Noon - 2 pm	Sophia Mae: French songs/poetry
1 - 2 pm	Lake Country School of Dance
2- 2:30 pm	Toe Kwon Do
2:30 - 3 pm	Arnold & A J Akachuk: First Nation's Hoop Dancing Games
3:30 - 6 pm	Music by An Abba Tribute
4 - 4:45 pm	Music by CYNK
5 - 5:45 pm	Music by the Hip Replacements
6 - 7:15 pm	Music by Sista B and the Boyz
7:30 - 9:30 pm	Movie: Beauty and The Beast (Live Action - 2017)



Funded by the Government of Canada / Financé par le gouvernement du Canada

Canada **save on foods** Child ID CITIZENS ON PATROL

LIVE IN LAKE COUNTRY **Michael The HandyRealtor** **LAKE COUNTRY** **HOLIDAY PARK** **WMM WASTE MANAGEMENT**



108 Mile House Wildfire July 7-16

684 Hours

Riske Creek Wildfire August 17-26

773 Hours

Lodge Rd Wildfire August 12

126 Hours

Joe Rich Wildfire August 24 – September 1

466 Hours

Okanagan Centre Wildfire July 15-19, 2017 Insured loss: \$13,000,000

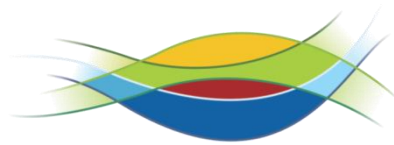
1114 Hours

2017 Significant Events

Lake Country Flood response May 2017

240 Hours





LAKE COUNTRY

Life. The Okanagan Way.



Protective Services consists of the Director of Protective Services/Fire Chief, Deputy Fire Chief, a maintenance operator, a fire inspector and a clerical position supporting 65 paid on-call fire fighters operating out of three fire stations: Station 71 (Winfield), Station 81 (Carr's Landing) and Station 91 (Oyama); in addition to two clerical positions at the RCMP station and a Bylaw Enforcement Officer.

As well as providing clerical support to the local RCMP detachment and Bylaw Enforcement services, the department provides emergency services, participates in the regional emergency and rescue programs and is responsible for fire inspections on commercial and industrial buildings, businesses, daycares and schools.

Protective Services

2017 Achievements

Emergency & Fire

Capital Project - Fire Equipment

- Fire Computer Equipment (\$8,000)
- Rescue Truck (\$420,000)
- SCBA Packs (\$35,000)



Sprinkler Protection

Firebozz® is a rapid-deploy water-sprinkler-like cannon for fighting fires at reduced cost and increased safety, while conserving water. A single cannon can shoot water, foam or retardants up to 100 metres in radius with a full 360-degree traverse. It can be connected with other Firebozz® units to create rapid and expanded firebreak capability. Weighing 20 kilograms the Firebozz® can be carried and deployed in less than a minute offering speed, ease of use and relatively low water flow.



Service Awards

At the annual awards ceremony, LCFD fire fighter of the Year awards went to Chris Backhouse (Station 71), Jeff Monk (Station 81) and Ryan Murdain (Station 91), while Best Attendance recognition went to Eric Bauld (Station 71), Adam Youngest (Station 81) and Chris Casparis (Station 91). Rob Baumann and Pat Mulligan were recognized as Honorary Members with 10 or more years of service, and 5-year pins went to Ben Burbine, Colin DeWolf, Robert Lussier and Ryan Murdain.



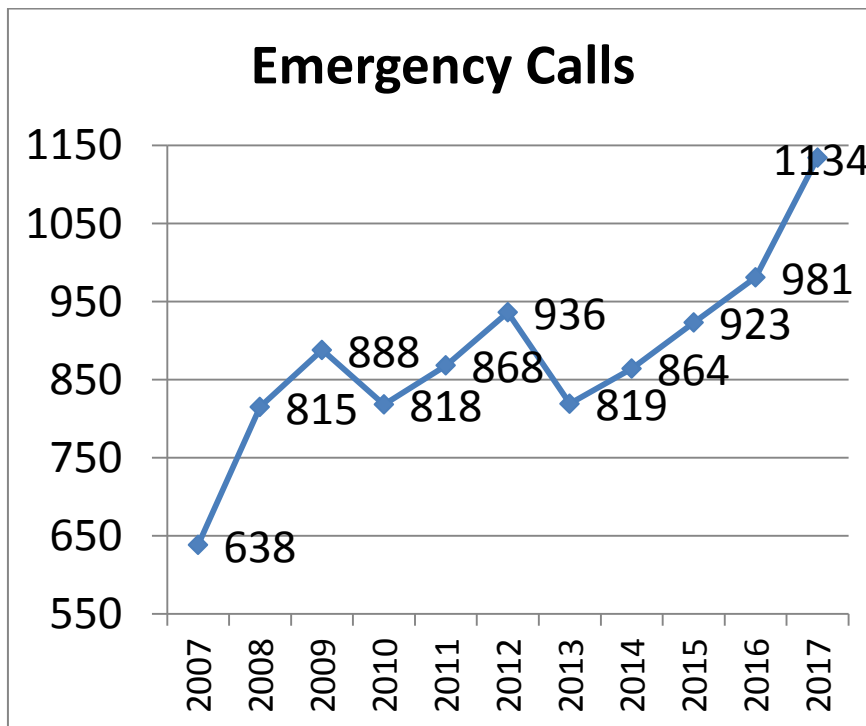
The Fire Prevention Program team leaders Cory Drinkwater and Tim Kim

acknowledged all firefighters that had participated in delivering public education through various initiatives including the SAFE Program for Grade 3 students in Lake Country; and GESS Fire Fighter Work Experience Program (Junior Firefighter Program) team leaders Eric DeGelder and Ryan Murdain expressed appreciation to all firefighters that dedicated time to assisting with delivery of the program through 2017.

CALL VOLUME

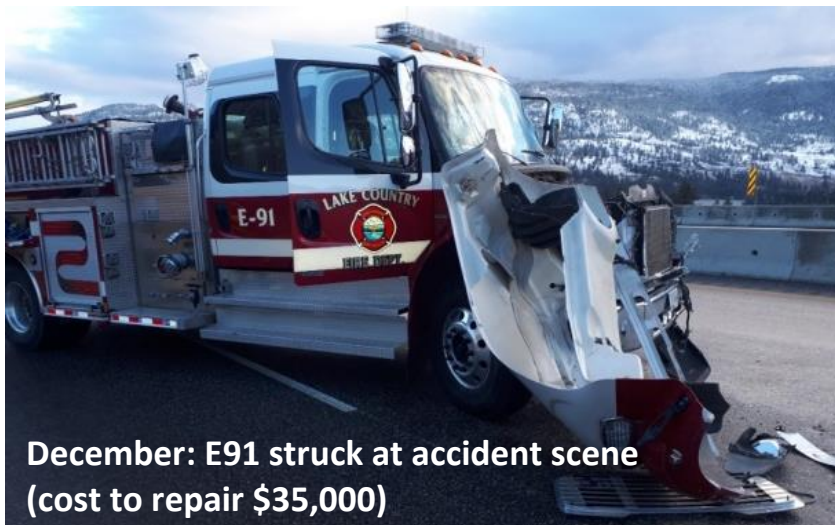
Incidents by Station	71 Winfield	81 Carr's Landing	91 Oyama	Total
Structure Fires	22	2	2	26
Vehicle Fires	13	0	1	14
Wild Fires	11	2	3	16
Motor Vehicle Accidents	81	3	29	113
Alarm	82	7	14	103
Medical Calls	538	13	54	605
Burn Permit Complaints	54	1	2	57
Other (airport, lift assist, electric, gas, marine, public service, campfires)	168	6	26	200
TOTAL	969	34	131	1134

CALL-OUT



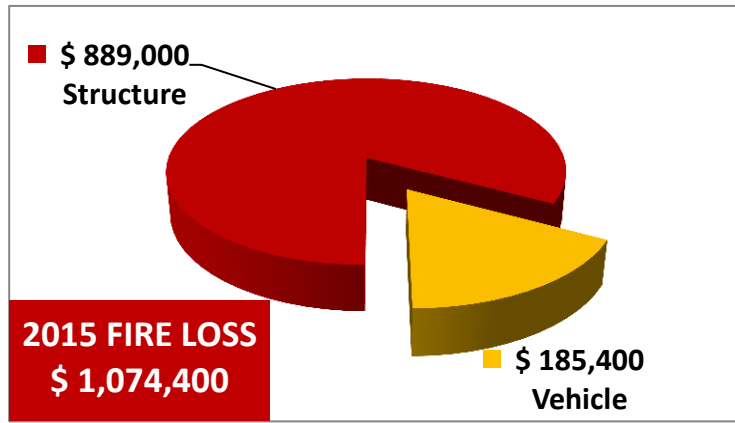
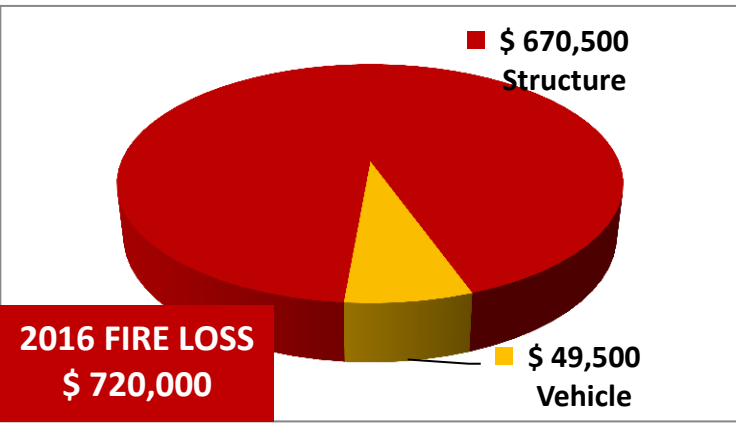
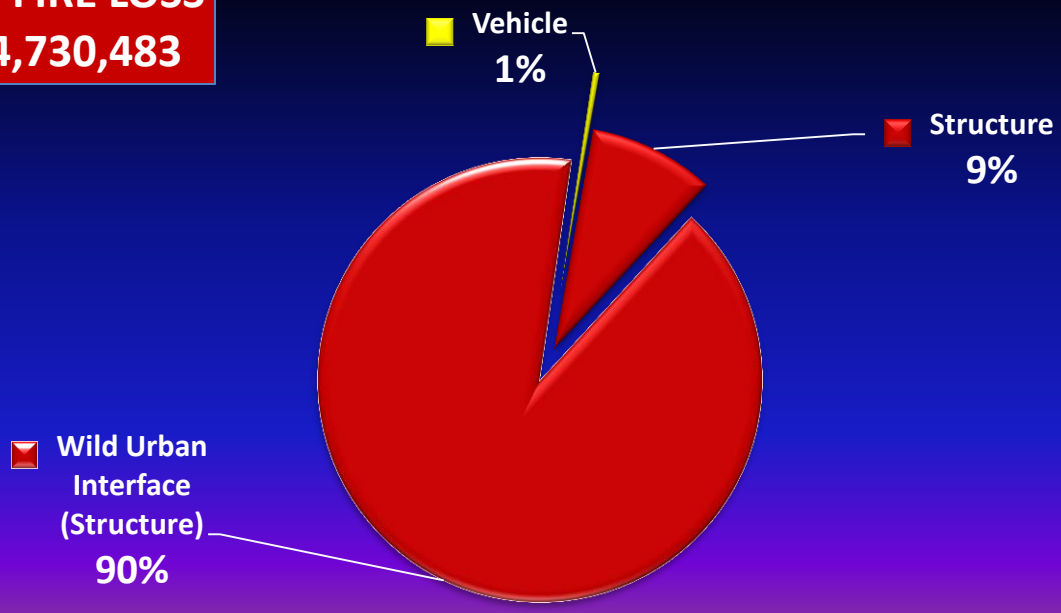
Emergency Call-Out Hours

	2016	2017
JAN	1,193	1,356
FEB	1,137	1,060
MAR	912	1,109
APR	1,167	1,133
MAY	1,238	1,269
JUN	1,343	1,439
JUL	1,229	2,606
AUG	1,187	1,405
SEP	1,072	974
OCT	1,048	1,219
NOV	1,033	1,074
DEC	1,300	1,497
TOTAL:	13,859	16,141



**December: E91 struck at accident scene
(cost to repair \$35,000)**

2017 FIRE LOSS
\$ 14,730,483



Emergency & Fire Training

Recruit Class #7:

- Oct 2017 - ongoing
- 4 new recruits
- Full Service Level Accreditation process

Ice Rescue: Dive Rescue International (Regional program)

- Recertification – 32 members

Live Structure Fire Training: Vernon

- Live Burn facility contract for 2 separate offerings
- 39 members participated in one or more sessions

First Medical Responder

- 10 members recertified
- 4 new recruits certified

Wildland Firefighter Level 1 – NFPA 1051

- 2 members certified
- 48 recertified

Low/Steep Angle Rope Rescue - Refresher

- 16 members

Spring Training Seminar: Grand Forks

- 4 members attended (weekend)

Conferences / Workshops

- Fire Chiefs Association of BC (Windsor/Penner)
- Fire Prevention Officers of BC (DeGelder)

Officer Training:

- Fire Service Instructor course – 1 officer
- Full Service Level JIBC Evaluator – 3 officers
- Professional Pumping Apparatus Driver/Operator Accreditation (NFPA 1002) – 5 officers
- Pumping Apparatus Driver/Operator ProBoard Evaluations (NFPA 1002) – 5 officers
- Fire Administration course – 2 officers
- Frontline Leadership course – 2 officers
- Office of the Fire Commissioner Flood Assessment Training – 3 members
- Critical Incident Stress Management (refresher training) – 10 member team

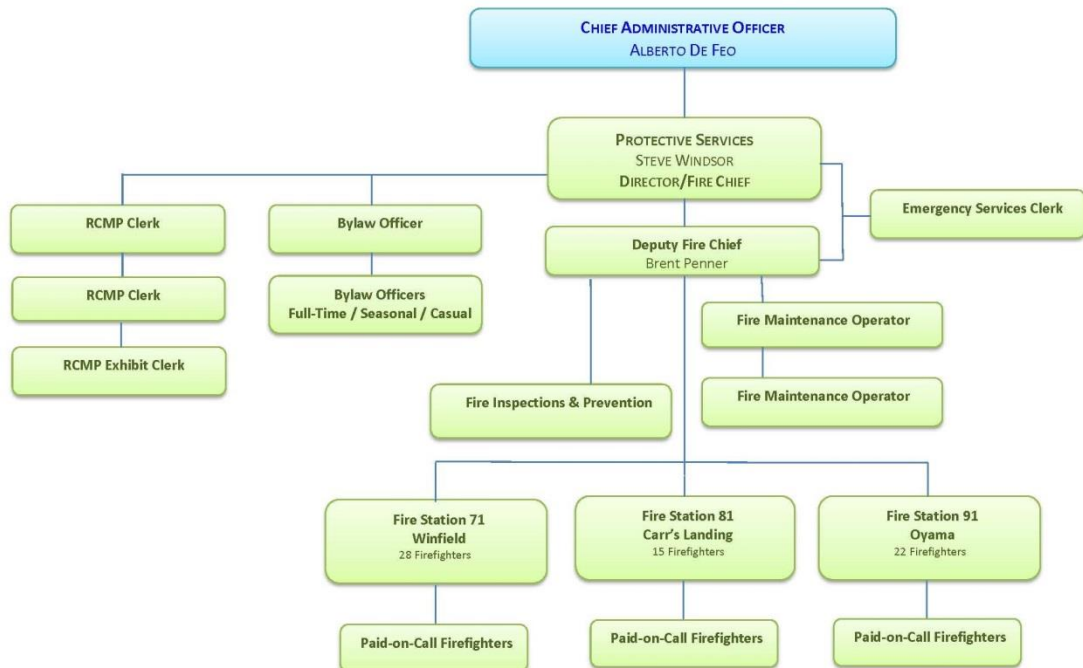
Fire Officer Accreditation

- Lieutenant Glen Gregory – Fire Officer 1 (IFSAC & ProBoard Accredited)
- Sr Firefighter Mike Young – Fire Officer 1 (IFSAC & ProBoard Accredited)

Conferences:

- Fire Chiefs Association of BC - Steve Windsor, Brent Penner
- Fire Prevention Officers of BC - Eric DeGelder

Lake Country Protective Services Department
(September 2017)





Inspections

Required by Fire Services Act	
◆ New Business License	137
◆ Regular Inspections	363
◆ Follow Up/Other	7
TOTAL:	507
(2016 – 541 Inspections)	

New Business Licences

Storefront	29
Home Business	104
Non-Resident	
Mobile	4
Inter-Municipal	
2017 TOTAL:	137
2016 NEW LICENCES:	178



Kidde smoke detectors donated to Easter Seals Camp Winfield June 2017



Bylaw Complaints Reported

Zoning Bylaw Issues	38
Traffic Related	122
Nuisance	47
Development / Business	17
Burning / Fire Prevention	27
Signage	1
Weeds/Trees	4
Dumping / Soil Issue	8
Helicopter/ALR	9
Docks	2
Animals/Dogs	12
Safe Premises	2
Building	7
Civil Issue	2
Waste Management	1
Watering	1
Parks	33
2017 TOTAL:	333

Municipal Tickets

	BYLAW	RCMP
Highways & Traffic	178	57
Burning	4	
Building Regulation	8	
Business Licensing	6	
Fire Prevention	3	
Parks, Public Spaces	1	1
Nuisance	1	1
Soil Regulation	2	
Zoning	1	
TOTAL:	204	59
2017 TOTAL:	263	
2016 TOTAL:	309	



Public Education

SAFE Program

Grade 3 (140 kids annually)
Emphasis on Home Escape Planning

Children's Festival (350 kids)

Pre-school fire prevention program (260 kids)

Fire extinguisher training for adults

High School Junior Firefighters Program

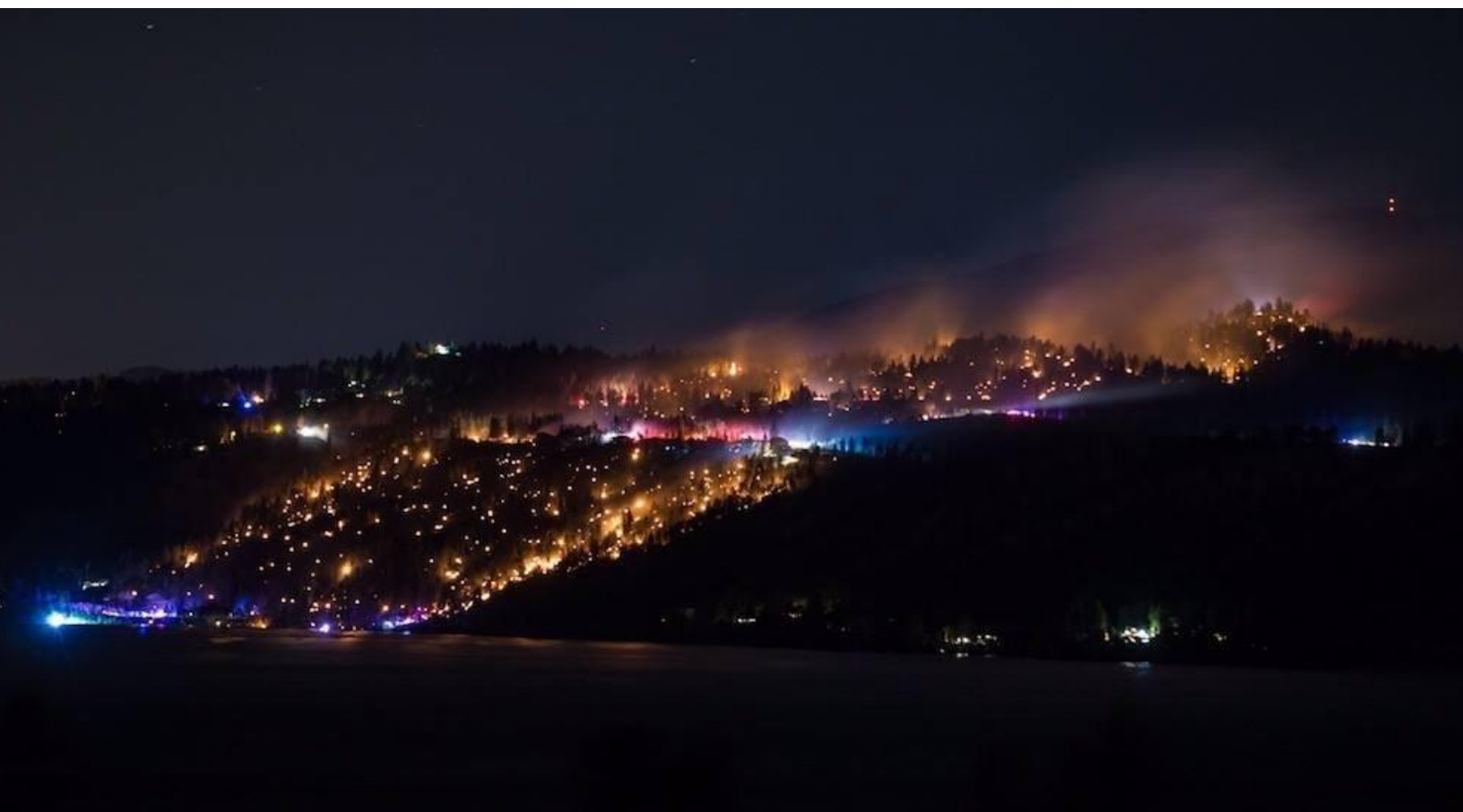
(7) Grade 12 students participated



2018 Objectives

Protective Services – Emergency & Fire & Bylaw Enforcement

Bylaw Enforcement Review	Measure	Target
Undertake a review directed by Council on whether to move from a complaint-driven system to a more active enforcement-based program.	<ul style="list-style-type: none"> Review presented 	2018
Firehall Business Case	Measure	Target
Present a business case to the community for the construction of Station 71 Winfield.	<ul style="list-style-type: none"> Community informed & engaged 	2018
Computer Mapping (CAD)	Measure	Target
Installation of mobile CAD program to connect dispatch maps to fire vehicles.	<ul style="list-style-type: none"> Installation of programs 	Multi-year project
Officer Training	Measure	Target
Increase the level of training for the fire department officer pool to meet the Provincial Playbook requirements. In addition continue to support Emergency Management training for municipal staff to meet our commitment to regional emergency preparation.	<ul style="list-style-type: none"> Training scheduled 	2018
Emergency Preparedness Training	Measure	Target
This program trains District staff to be able to work at the Emergency Operations Centre (EOC) as part of the regional staffing commitment.	<ul style="list-style-type: none"> Continue training 	Multi-year project



Royal Canadian Mounted Police 2017 Achievements



Staffing Levels


Throughout the majority of 2017 RCMP staffing levels for the detachment were eleven (11) regular members. This includes eight (8) Constables (includes the school resource officer role), two (2) Corporals and the Detachment Commander Sergeant. The three Police Clerk positions are part of the District of Lake Country municipal staff.



Royal Canadian Mounted Police

2017 Achievements

Lake Country detachment aims to reduce reported property-related offences through enhanced enforcement and prosecution; reduce serious motor vehicle accidents; increase monitoring and enforcement on identified prolific and chronic repeat offenders..



<u>DESCRIPTION</u>	<u>2016</u>	<u>2017</u>	<u>+/- CHANGE</u>
Calls for Service	3870	3825	-45
Motor Vehicle Accidents	160	175	+15
Impaired Operation M.V. (Charge)	57	45	-12
Domestic Violence (Charge / Monitoring)	26	36	+10
Criminal Charges by crime type			
• Crimes against persons	37	45	+8
• Crimes against property	21	17	-4
• Other Criminal Code	15	17	+2
• CDSA	9	4	-4

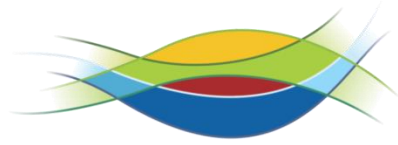


Royal Canadian Mounted Police

2018 Objectives

Crime Reduction	Measure	Target
RCMP will engage with community partners to reduce crime: <ul style="list-style-type: none"> • reduce reported property-related offences through enhanced enforcement and prosecution 	<ul style="list-style-type: none"> • Measurable statistics 	2018
Road Safety	Measure	Target
Continue in advances in support of road safety: <ul style="list-style-type: none"> • Reduce fatal collisions • Reduce alcohol-related fatal collisions • Reduce serious injury collisions 	<ul style="list-style-type: none"> • Measurable statistics showing reduction of collisions 	2018
Reduce files associated with domestic violence	Measure	Target
Collaborate with Community Stakeholders to reduce incidents of domestic violence: <ul style="list-style-type: none"> • Reduce the number of repeat offenders • Reduce the number of partner-related assaults 	<ul style="list-style-type: none"> • Reduction in repeat offences 	2018





LAKE COUNTRY

Life. The Okanagan Way.



The Engineering & Environmental Services Department works on various special projects with other neighbouring jurisdictions; provides engineering and technical expertise to the Community Services department and oversees the application of District bylaws for subdivisions and developments; works with the Regional District and neighbouring municipalities for operations of solid waste, recycling and transit services.

Staff includes: a Director of Engineering & Environmental Services, an Engineering Technician II and a clerk.

Engineering & Environmental Services

2017 Achievements

Engineering and Environmental Services

Provided Community services with referral responses for over 108 files including 44 development permit and 22 subdivision files.

Major construction and subdivision servicing projects included:

- The Uplands subdivision on Chase Road; and
- Construction began on Tyndall Road and Lakestone Phase 3 – The Benchlands.

Okanagan Rail Trail

Planning and development of the Okanagan Rail Trail continues through the District's participation in the Inter-Jurisdictional Development Team along with the City of Kelowna, the Okanagan Indian Band and the Regional District of North Okanagan. Contingent on funding, the first goal is to develop a basic, continuous gravel trail along the length of the corridor with work beginning Fall 2017.

The Strategic and Support Services Manager participates on the Inter-jurisdictional Development Team to represent the interests of Lake Country.

“The intention is to develop the corridor in phases, with the initial phase being construction of a gravel trail with road crossings, signage, fencing, and barriers to provide a basic level of safe and accessible use by pedestrians and cyclists,” said Andrew Gibbs, Inter-jurisdictional Development Team Project Manager.

Pelmewash Parkway

From even before the opening of the new Highway 97 alignment in August 2013, negotiations have been going on with the provincial Ministry of Transportation and Infrastructure for the transfer of the “old highway” now known as Pelmewash Parkway to the ownership and control of the municipality. Negotiations continued through 2017 with progress made toward the planned turn-over of ownership in 2018.

Design work was done on developing this multi-modal active transportation and recreation corridor with construction planned for 2018.



2017 Achievements

Engineering and Environmental Services

Referral responses for **108** files including:

5 Agricultural Land Reserve

44 Development Permits

9 Zoning files

14 Development Variance Permits

6 Soil Removal

22 Subdivision

1 Road Closure

6 Temporary Use Permits

2018 Objectives

Engineering and Environmental Services

Okanagan Rail Corridor	Measure	Target
Continue to work with the Inter-jurisdictional Development Team on development of the discontinued Rail Corridor.	<ul style="list-style-type: none"> 16km of the Okanagan Rail Corridor within the Lake Country boundaries developed in collaboration with partners 	2018
Pelmewash Parkway	Measure	Target
Transfer of Pelmewash Parkway from the ownership and control of the provincial government Ministry of Transportation and Infrastructure to the District of Lake Country.	<ul style="list-style-type: none"> Construction of active transportation corridor District ownership of Pelmewash Parkway 	2018
Evans Road Rail Corridor Crossing	Measure	Target
Right-of-way negotiations concluded and a detailed design for crossing the rail corridor at Evans Road to be undertaken.	<ul style="list-style-type: none"> Design new crossing 	2018
Moberly Road Water System Local Service Area	Measure	Target
Establish Local Service Area and interconnect with District water distribution system.	<ul style="list-style-type: none"> Establishment of Local Service Area Bylaw 	2018
Upland Reservoir Analysis	Measure	Target
Analysis and review of the upland dams.	<ul style="list-style-type: none"> Consultant Report and recommendations 	2018
Highway Access and Driveway Regulation Bylaw	Measure	Target
Review and update of current bylaw.	<ul style="list-style-type: none"> Amended bylaw 	2018
Highways and Traffic Regulation Bylaw	Measure	Target
Review and update of current bylaw.	<ul style="list-style-type: none"> Amended bylaw 	2018





LAKE COUNTRY

Life. The Okanagan Way.



The Community Services Department is responsible for ensuring the community develops gracefully by providing all planning, policy, building inspection, sustainability, economic development, subdivision, and development approval services, including: official community plan amendments, zoning amendments, soil removal, temporary use permits and Agricultural Land Reserve applications. This team is also responsible for business licensing and support for the Agricultural Advisory Committee and Economic Development and Tourism Committee. The Department consists of a Director, Community Development Manager, two Planners, one Development Services Technical Clerk, Chief Building Inspector, a Building Inspector, Plan Checker, a Development Services Clerk and a Building Clerk.

Community Services

QUESTION #1
What do you love about Lake Country?



QUESTION #2
What would you change in Lake Country to make it better?



2017 Achievements

Community Services

Lake Country Recognized for Reducing Corporate Greenhouse Gas (GHG) Emissions

Lake Country was awarded Level 3 recognition by the Joint Provincial Union of BC Municipalities (UBCM) Green Communities Committee for its achievements in reducing corporate greenhouse gas emissions for the 2016 reporting year.

Lake Country has achieved Level 3 by setting up a Climate Action Reserve Fund where the District deposits the same amount of money that would otherwise be required to purchase carbon offsets in order to become greenhouse gas neutral under the Climate Action Charter. The funds become available to the District in additional Climate Action initiatives such as energy retrofits to buildings or designing additional municipal infrastructure to be more sustainable and reduce greenhouse gas emissions.

Official Community Plan – Community Engagement

The Lake Country Official Community Plan (OCP) is a 20-year visioning document to guide all decisions on planning and land use management. OCPs are intended to be updated every five years to reflect the changes and priorities of the community.

A series of community events on the theme: “Choosing Our Future Lake Country” were held to engage the community in providing input in to the Official Community Plan update. During June the kick off “On Point” session included music, art, food and drinks, and encouraged dialogue on community values to inform future planning. Pop-up community engagement booths and “Frog Talks” citizen discussions provided further input to inform the OCP – the 20 year + guiding document for the municipality.

In October community members met again at a Citizen OCP Workshop to review the input received and discuss topics such as: rural character, tree removal and short term accommodations. The Draft OCP update was informed by the feedback gathered from Lake Country residents and will be presented to Council in 2018.

Public Land Strategy

A review was done of all district-owned lands to determine future needs for infrastructure, parks, recreation and other community needs. Continued identification of park and conservation areas within the District of Lake Country is fundamental in fostering a strong sense of community, culture and pride. Protecting these lands will serve long-term community interests, affirming that community greenspace and institutional needs will be met on a long-term basis.

Lakestone Master Plan Update

The Lakestone Master Plan was reviewed and minor adjustments made to maintain the density. Lakestone is a continuously-developing residential community in south western Lake Country. The District is committed to the development of Lakestone into a high-quality residential area while ensuring the areas amenities remain accessible to the community at large.

“One of our profitable sustainability projects is the Lake Country hydroelectric facility,” said Mayor James Baker. “Some of the profits from this initiative are used to fund the Climate Action Reserve Fund. This approach assures a sustainable financing approach to this initiative while improving operations for future generations.”

Let's Talk
about Lake Country!

We take your feedback seriously.

The District of Lake Country is updating the Official Community Plan (OCP) and we need your input.



JOIN US FOR
the KICK OFF event!
On Point

Beasley Community Centre
Wednesday, June 7, 2017
Doors open at 6:30pm
Program starts at 7:00pm

LOCAL MUSIC, ART,
BEER, WINE, FOOD.

What: Residents of Lake Country
Why: CHOOSING OUR FUTURE - Community Engagement
Where: Throughout the District
When: Starts June 7th and runs through June 10th
Why: We're updating our Official Community Plan and we want to hear from you!

CHOOSING OUR FUTURE
is about engaging
with You, the people of Lake Country.

www.okanaganway.ca/choosing-our-future

An OCP is a guiding document common to every municipality in BC. It will take a 25-year glimpse into the future and will reflect Lake Country's values, vision, and plans for change. It tackles tough issues like housing, land use, transportation, the natural environment, economic development, and recreation. A community vision can not be created without consulting our community, so we're asking you to show up, participate, and tell us what makes Lake Country the best place to live in BC.

We'll be popping in to listen at various community events in June and July, 2017.

LAKE COUNTRY

CHOOSE
OUR FUTURE
Lake Country

2017 Achievements

Community Services

Business Licensing Bylaw

No fee business licence in the first year of operation starts in 2018.

Lake Country adopted a new Business Licensing Bylaw that speeds up the licensing process, reduces costs for start ups, and improves the service for business owners. This “made in Lake Country” bylaw offers a first-year free approach to fees starting in 2018. Based on research, a first-year free business licence does not exist in any other community.

A survey has been added to all applications and renewal notices so the District gets ongoing and consistent feedback from local businesses. This builds upon other economic development work such as Business Walks and site visits that the District does to understand the business community’s needs.

Following research, review and public consultation, Business Licensing Bylaw 1000, 2017 was adopted at the June 6, 2017 Regular Council meeting. The number of business licences in the District saw the second-highest recorded numbers in 2017.

Business Walks

In conjunction with the Central Okanagan Economic Development Commission initiative, business and civic leaders walked door to door and connected with various businesses throughout Lake Country. Business operators were asked what the greatest challenge is for their business and what kind of information would assist them. A breakdown of Business Walk results in each area of the Central Okanagan is provided to business stakeholders including Chambers of Commerce/Board of Trade, business improvement associations and municipal governments as a mechanism to identify possible programs and services.

“Local businesses and the people we serve together are the backbone of the economy. For many businesses, their first year can be the most challenging,” explains Jamie McEwan, Community Development Manager for Lake Country. “The District wants to see more start-ups in the community, while at the same time continue to see existing businesses thrive.”



2017 Achievements

Community Services

Tourism Accommodation Study

The local tourism accommodation market was studied to better understand what tourism accommodation product is most feasible for Lake Country to attract and retain. Some of the findings of this study include that there is potential market for a boutique-style hotel in Lake Country, RV sites and campgrounds in the community should be developed with waterfront access and views, and that B&B's and short term rentals play an important role in the local market.

Boat Impact Study

A Boat Impact Study was undertaken in collaboration with other municipalities and the North Okanagan Regional District to address drinking water source protection on Kalamalka and Wood Lakes. The report recognized that boating is an important economic and tourism activity in the Okanagan and that population growth in the region has culminated in a significant increase in boating activities on the region's lakes. The study found there are areas on Kalamalka and Wood Lakes that require a meaningful and balanced regulatory framework to maintain source water quality while still providing recreational activities on the lakes.

Glenmore Industrial Lands Development Strategy

A review was done of road alignment feasibility for industrial lands near the Glenmore Road transportation corridor.

Public Notification Process Improved While Reducing Costs

After reviewing the distance that mail notification gets sent to inform residents about new development proposals, and expanding that distance to better keep residents informed, the District of Lake Country updated notification signs posted on applicable properties proposing new development changes.

New colourful signs are being produced at a slightly reduced cost from the production of the old black and white signs.



The new signs also received national recognition when they won a public engagement award.

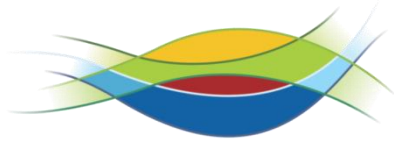
The Dazzling Notice Awards recognizes municipalities who've made a substantial effort to inform the public about opportunities for participation.

2018 Objectives

Community Services

Community Investment Marketing	Measure	Target
Enhancing community marketing and tourism attraction materials as well as online economic development tools.	<ul style="list-style-type: none"> Integration of online micro-sites and statistical dashboards and increasing digital media library. 	2018
Short Term Rentals Policy Review	Measure	Target
Council is exploring options to appropriately provide short term rentals in the community. Staff will provide a review of policy options for consideration.	<ul style="list-style-type: none"> Implement changes 	2018
Housing Needs Assessment	Measure	Target
Assess the housing market in Lake Country to establish a baseline for future strategic housing initiatives.	<ul style="list-style-type: none"> Complete assessment 	2018
Vacation Rental Policy	Measure	Target
Develop a policy framework to regulate vacation rentals in the community.	<ul style="list-style-type: none"> Engage community & provide policy advice to Council 	2018
Farm Worker Housing	Measure	Target
Assess the policy work completed in surrounding communities and engage local stakeholders to provide advice on the matter to Council.	<ul style="list-style-type: none"> Report to Council 	2018
Boating Impact Study – in collaboration with Okanagan Collaborative Conservation Program (OCCP)	Measure	Target
To determine the impact that boats may be having on Kalamalka and Wood Lake source waters & devise strategies to support the report’s recommendations.	<ul style="list-style-type: none"> Strategies developed for implementation 	2018
Regional Growth Strategy (RGS) Implementation Strategy with partners	Measure	Target
In collaboration with RDCO and regional partners develop an implementation strategy for RGS recommendations.	<ul style="list-style-type: none"> Develop plan for implementation 	2018





LAKE COUNTRY

Life. The Okanagan Way.



The Infrastructure Services Department encompasses five main areas: water, roads, sewer, parks, and drainage. The Infrastructure Services team is responsible for roads & traffic control, sewer, water systems quality and conservation, drainage and street lighting, parks and facilities. The largest department in the organization consists of a Director, a Roads Superintendent, Utility Superintendent, Parks & Facilities Superintendent, Water Quality Technician, Utility Operators (5), Engineering Technicians (3), Public Works Operators (3), Parks & Facilities Crew Leader, Parks & Facilities Operators (4), Gardener, and Clerks (2) as well as seasonal Skate Patrol/cashier, Water Quality Assistant, and summer student positions.

Infrastructure Services

2017 Achievements

Infrastructure Services

Flood Response

District staff extended themselves in addressing the significant volume and magnitude of flood-related damage throughout the community from May to July.



Maintaining daily operations, while working with specialist contractors and coordinated response through the Central Okanagan Emergency Operations Centre, was a challenge as the flood emergency happened slowly over an extended period of time and the response requirements changed through the process.

A public meeting with Lake Country citizens was held to discuss Planning for Recovery to have the conversations in person to address impacts from the flood.

Crews did regular assessments on the condition of flood protection works and evaluated the need for repairs or additional measures. Property owners were encouraged to do the same with flood defenses on private property.

Universal Water Metering

Universal water metering is the second priority within the Water Master Plan. During 2015-2016 homes, farms and businesses in the District of Lake Country were supplied with a water meter and mock bills were sent out quarterly during 2016 to educate customers on their actual consumption and metered rates. In 2017 all customers were billed based on actual metered consumption.

Liquid Waste Management Plan Amendment Update

The District went through a multi-year process of updating and revising its Liquid Waste Management Plan to chart the course of future action with respect to stormwater and other wastewaters – including management, collection, treatment and return of effluent to the environment. The focus during 2017 was to find a solution for effluent disposal.

Pelmewash Parkway Design

A design was prepared for Pelmewash Parkway to refurbish and improve the corridor to realize the full potential – not only as a transportation network to connect the community, but also as a linear park.

Wastewater Operations and Management

An assessment and review of wastewater operations and management was done to consider the cost/benefit of internal versus contracted services. Recommendations within the service delivery assessment began to be implemented during 2017.

Water Conservation

Through increased public outreach and information sharing – via Okanagan Basin Water Board (OBWB) Make Water Work campaign – work is ongoing to achieve widespread adoption of a conservation ethic regarding water use. Additionally, implementation of universal water metering in Lake Country will contribute to conservation of water based on the user pay principle wherein households that use less water will pay less on their quarterly utility bill.

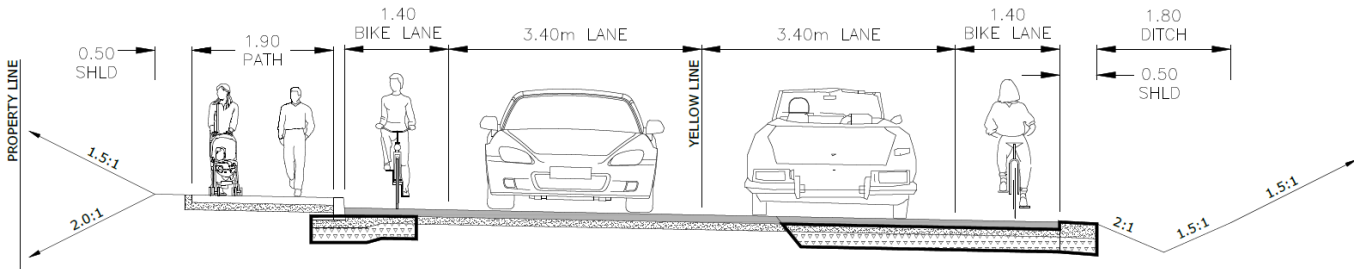
2017 Achievements

Infrastructure Services

Transportation for Tomorrow

The Transportation for Tomorrow 20 year plan for *'getting around Lake Country in safe and enjoyable ways'* sets the framework for street improvements. During 2017 important projects were delivered with a focus on providing safe routes to schools and connecting neighbourhoods as follows:

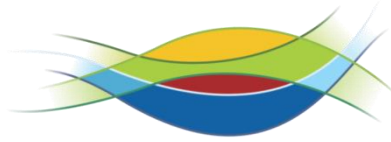
- 1) Oceola Road (Pretty Rd to Lake Hill Rd)
- 2) Okanagan Centre Road West (Goldie Rd to Carr's Landing Rd)



2018 Objectives

Infrastructure Services

Parks and Recreation Master Plan Report	Measure	Target
Comprehensive Master Plan document that will guide the provision of parks and recreational services over the next 20 years.	<ul style="list-style-type: none"> Report with Master Plan document to Council 	2018
Multi-generational Activity Centre	Measure	Target
Design and construction of an innovative purpose-built, multi-generational, flexible community facility within the existing Nexus community complex.	<ul style="list-style-type: none"> Facility constructed 	2018
Shoreline Park	Measure	Target
Construction of a multi-sport court, washroom facility and landscape improvements at Shoreline Park.	<ul style="list-style-type: none"> Park facilities constructed 	2018
Glenmore Interchange Functional Design	Measure	Target
Review road alignment feasibility for development of industrial area	<ul style="list-style-type: none"> Functional design prepared 	2018
Pelmewash Parkway Construction		
Construct Pelmewash Parkway (phase I) to refurbish and improve the corridor to realize the full potential not only as a transportation network to connect the community, but also as a linear park.	<ul style="list-style-type: none"> Phase I construction complete 	2018
Wastewater Operations/Management	Measure	Target
Bring wastewater operations and management in house	<ul style="list-style-type: none"> Assume operations and management of wastewater operations 	2018
Glenmore Booster Station	Measure	Target
Construction of a pumping facility that interconnects the District's Okanagan Lake and Beaver Lake water systems. Included in the Eldorado Treated Water Projects.	<ul style="list-style-type: none"> Complete civil works and building 	2018
Skatepark Expansion	Measure	Target
Complete the construction of an expansion to the existing skatepark located in Swalwell Park. General improvements to the configuration and connectedness of the park between the spray park and the skateboard area	<ul style="list-style-type: none"> Complete installation of skatepark features and landscaping 	2018
Woodsdale Packinghouse Park	Measure	Target
Resurfacing of all four existing tennis courts in Woodsdale Packinghouse Park.	<ul style="list-style-type: none"> Tennis courts resurfaced 	2018



LAKE COUNTRY

Life. The Okanagan Way.



This report, provided by the Chief Financial Officer, summarizes the District of Lake Country's 2017 operating and capital results, as well as provides an analysis on reserves and outstanding debt.

This report is intended to be read in conjunction with, and as a supplement to, the Annual Financial Statements.

Report
from the Office of the
Chief Financial Officer

Report from the Chief Financial Officer

June 5, 2018

To Mayor Baker and Members of Council:

I am pleased to present the District of Lake Country's 2017 Annual Report, which includes the District's audited 2017 financial statements and statistical information.

The 2017 financial statements have been prepared by District staff pursuant to Section 167 of the Community Charter and are the responsibility of management. Management's responsibilities also include maintaining a system of internal controls for financial statement reliability purposes and for the protection of the District's assets. The financial statements have been prepared in accordance with generally accepted accounting principles for local governments, as established by the Public Sector Accounting Standards (PSAS) of the Canadian Institute of Chartered Accountants.

Grant Thornton LLP, the District's independent external auditors, have examined the District's financial statements in accordance with generally-accepted auditing standards. In their opinion, as expressed in their audit report, the District's financial statements present fairly in all material respects the financial position of the District of Lake Country as at December 31, 2017, and the results of operations and cash flows for the year then ended.

In compliance with PSAS, the following financial statements were presented for Council's review at a meeting of Council May 1, 2018.

Statement of Financial Position

Some items that are unique to PSAS financial reporting are as follows:

- **Separation of financial assets and non-financial assets** – in typical financial statements of a business, a balance sheet is separated into three main categories – assets, liabilities and shareholders' equity. In public sector financial statements, total assets are not specifically presented. Assets are separated between "financial" assets and "non-financial" assets:
 - Financial Assets are assets that generate cash flow and can be used to repay liabilities. Financial Assets include cash and cash equivalents and accounts receivables.
 - Non-Financial Assets generally do not provide cash flow and include tangible capital assets and other assets that are utilized on a continuing basis for public purposes having a useful life beyond one year. These assets are reflected at net book value (initial cost less amortization to date) and not intended to be sold in the normal course of operations.

- **Net Debt or Net Financial Assets** – With this separation of financial assets and non-financial assets, a performance measure unique to public sector financial statements results. The difference between financial assets and liabilities either reflects a "net debt" or "net financial asset" position.
 - Net Debt – A net debt position indicates the extent that debt and other liabilities have been taken on by the municipality to fund the delivery of services, investments in tangible capital assets and other transactions. Future revenue streams need to contemplate the requirement to repay debt obligations as they come due based on established repayment terms.

- **Net Financial Assets** – A net financial asset position indicates the extent that net financial resources are available to fund future operations and spending. In 2017 the District had moved to a net financial asset position of \$8,717,709. This is due to repayment of debt and an increase in cash and cash equivalents due to the surplus that was recognized in 2017. As well, not as much capital was completed as has been budgeted for, resulting in excess cash at year end.
 - The net debt and net financial assets will fluctuate from year to year depending on how much is spent on capital and how much surplus is recognized. However, the District should see a net financial asset position more as the reserves are held in line with the Reserve Policy adopted by Council.
- **Accumulated Surplus or Deficit** – the accumulated sum of non-financial assets and net financial assets. The District is in a “surplus” position. The surplus position reflects that net financial and physical resources are available to provide future services. In the event that an entity would be in a net deficit position, this would reflect that future revenues are required to finance historical operations.

Statement of Operations and Accumulated Surplus

This statement provides the budgeted and actual revenues and expenses of the District for the fiscal year. Revenues are presented by their sources of funds (i.e. taxation, user fees, government transfers, etc.) Expenses are presented by function or major program (i.e. Protective services, Water, sewer, etc.) The accumulated surplus represents the accumulated results experienced by the City over the years.

2017 revenues were in excess of budget by \$5.1M or 14% (*Actual - \$41.6M – Budget \$36.6M*) due to the following:

- Sale of Services revenue in excess of budget by approximately \$685K due to arena, theatre, recreation and garbage revenues higher than expected.
- Permits & licences revenues in excess of budget by approximately \$486K due to the excess of building permit and engineering revenue over budget
- Developer contributions far exceeded budget by approximately \$6.4M due the large amount of development in the District and the transfer of the assets from the developers to the District related to that development (roads, sidewalks, utility infrastructure etc.)
- Other revenue was \$2.5M below budgeted due to the recording of the administration fees in the budget but are removed upon completion of the actual figures. To leave them in would artificially increase the actual figures.

2017 expenses were \$800k or 4% more than budgeted (\$20.8M* budgeted and \$21.6M* actual).

2017 Expenses Budget to Actual						
Expenses	F/S Budget	Budget net of Admin Charges*	Actual *	\$ Difference	% Difference	Explanation
General Government Services	2,501,806.00	2,464,654.00	3,297,654.00	(833,000.00)	33.8%	-Unbudgeted amounts relating to the 2017 spring freshet and lake flooding
Protective Services	3,921,933.00	3,429,779.00	3,331,648.00	98,131.00	-2.9%	-Savings in RCMP budget offset by higher than budget fire emergency wages due to hot dry summer and resulting fires
Transportation Services	4,540,786.00	4,063,848.00	4,342,584.00	(278,736.00)	6.9%	- Amortization was more than budgeted due to the addition of developer contributed assets
Environmental Services	1,572,677.00	1,385,442.00	1,352,179.00	33,263.00	-2.4%	- Savings in solid waste management contract
Community services	1,285,954.00	1,115,784.00	1,168,022.00	(52,238.00)	4.7%	-Costs from Tourist Accommodation Study, Moorage Buoy Study, and OCP Review moved to operations from capital
Parks and recreation Services	3,289,363.00	2,927,457.00	3,051,463.00	(124,006.00)	4.2%	-Costs from Parks & Rec Master Plan, and Arena Siding Replacement moved to operations from capital. Amortization higher than anticipated.
Water Services	3,195,151.00	2,882,714.00	2,574,544.00	308,170.00	-10.7%	- Water system maintenance under budget
Sewer Services	1,871,422.00	1,686,597.00	1,676,954.00	9,643.00	-0.6%	- Savings in Main Repairs budget offset by higher than budget WWTP operating costs

*Admin allocation not included; expense values would be overstated

Statement of Changes in Net Debt

Explains the changes in net debt, reconciling the opening to the closing balance of net debt reported in the Statement of Financial Position.

Statement of Cash Flows

Explains the changes to cash and cash equivalents, reconciling the opening to the closing balance of cash and cash equivalents reported in the Statement of Financial Position.

Notes to Financial Statements and Schedules

Provides further details on information provided in the financial statements noted above.

Schedule 1 – Schedule of Tangible Capital Assets

Summary of changes to the net book value of all District tangible capital assets and work in progress held by category.

Schedule 2 – Schedule of Accumulated Surplus

Summary of changes to reserves as well as the net investment in tangible capital assets.

Schedule 3 – Schedule of Segment Disclosure

Further details of the use of financial resources (revenue and expenses) by the District by function or segment.

APPLICABLE POLICIES AND LEGISLATION:

Section 167 of the Community Charter describes the financial reporting requirements for local governments. Municipal financial statements for a fiscal year must be prepared by the Financial Officer and presented to Council for its acceptance. The financial statements are to be submitted to the Inspector of Municipalities by May 15th of the year following the end of the fiscal year.

Respectfully Submitted,



Tanya Garost, CPA, CA
Chief Financial Officer
District of Lake Country



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**District of Lake Country
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2016

Christopher P. Morill

Executive Director/CEO

The Government Finance Officers Association of United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the District of Lake Country for its annual financial report for the fiscal year ended December 31, 2016. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technician guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to the program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to the GFOA.



DISTRICT OF LAKE COUNTRY
2017
FINANCIAL
STATEMENTS



Municipal Hall
Finance Department
10150 Bottom Wood Lake Road
Lake Country, BC V4V 2M1
Tel: 250-766-5650
Fax: 250-766-0116

May 1, 2018

The Mayor and Council
District of Lake Country

Mayor Baker and Council:

In accordance with Section 167 of the Community Charter, I am pleased to present the 2017 Annual Financial Statements of the District of Lake Country for the fiscal year ended December 31, 2017. These statements include the Independent Auditors' Report, the financial statements and the notes and schedules to the financial statements for the District of Lake Country.

The financial statements for the year ended December 31, 2017 were prepared by the District in accordance with Canadian Public Sector Accounting Standards. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for implementing and maintaining a system of good internal controls to safeguard the District's assets and to provide reasonable assurance that reliable and consistent financial information is provided.

Council is responsible for ensuring management fulfills its responsibility for financial reporting and internal control.

The auditors, Grant Thornton LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion regarding the Annual Financial Statements. The audit was planned and performed to obtain reasonable assurance as to whether the financial statements are free from material error or misstatement.

The District strives to ensure that services are effectively and efficiently delivered to meet Council's and the community's goals and vision. The District is committed to providing sound financial management and long-term strategic planning to achieve these objectives.

Respectfully submitted,

Tanya Garost, CPA, CA
Chief Financial Officer

LAKE COUNTRY

Independent auditors' report

Grant Thornton LLP
200 - 1633 Ellis Street
Kelowna BC V1Y 2A8

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To the Mayor and members of Council of the District of Lake Country

We have audited the accompanying financial statements of the District of Lake Country ("the District"), which comprise the statement of financial position as at December 31, 2017, and the statement of operations and accumulated surplus, the statement of changes in net financial assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the District of Lake Country as at December 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Kelowna, Canada
May 1, 2018



Chartered Professional Accountants


District of Lake Country

Statement of Financial Position

As at December 31	2017	2016
Financial assets		
Cash and cash equivalents (Note 3)	\$ 24,419,418	\$ 22,741,442
Accounts receivable (Note 4)	12,308,840	4,654,964
	<u>36,728,258</u>	<u>27,396,406</u>
Liabilities		
Accounts payable and accrued liabilities (Note 5)	4,267,885	2,443,005
Security deposits	6,049,263	3,941,474
Deferred revenue (Note 6)	1,911,471	1,281,647
Restricted revenue (Note 7)	5,870,774	4,727,327
Long-term debt (Note 8)	9,911,156	11,162,873
	<u>28,010,549</u>	<u>23,556,326</u>
Net financial assets	8,717,709	3,840,080
Non-financial assets		
Tangible Capital Assets (Schedule 1)	140,842,517	125,679,318
Accumulated surplus (Schedule 2)	<u>\$ 149,560,226</u>	<u>\$ 129,519,398</u>
Contingent liabilities and commitments (Note 9)		



Tanya Garost, CPA, CA
Chief Financial Officer



James Baker
Mayor

District of Lake Country

Statement of Operations and Accumulated Surplus

For the year ended December 31	2017 Budget	2017 Actual	2016 Actual
Revenue			
Taxation (Note 10)	\$ 13,738,710	\$ 13,693,420	\$ 12,862,902
Utility revenues	4,686,755	4,452,530	4,378,676
Services provided to other governments	694,357	715,408	708,023
Sale of services	2,613,620	3,298,240	2,984,831
Permits & licences	740,600	1,277,358	1,377,013
Interest on Investments	591,415	690,195	593,542
Government transfers (Note 11)	6,021,000	6,186,210	1,802,712
Developer contributions	3,811,488	10,181,692	6,285,559
Other revenue	3,691,234	1,172,694	727,621
	<u>36,589,179</u>	<u>41,667,747</u>	<u>31,720,879</u>
Expenses			
General Government Services	2,501,806	3,297,654	2,230,910
Protective Services	3,921,933	3,331,648	3,112,299
Transportation Services	4,540,786	4,342,584	4,063,207
Environmental Services	1,572,677	1,352,179	1,275,086
Community Services	1,285,954	1,168,022	1,046,013
Parks and Recreation Services	3,289,363	3,051,463	2,951,498
Water Services	3,195,151	2,574,544	2,515,110
Sewer Services	1,871,422	1,676,954	1,527,398
Interest expense	888,380	831,871	879,858
	<u>23,067,472</u>	<u>21,626,919</u>	<u>19,601,379</u>
Annual surplus	13,521,707	20,040,828	12,119,500
Accumulated surplus, beginning of year	129,519,398	129,519,398	117,399,898
Accumulated surplus, end of year	<u>\$ 143,041,105</u>	<u>\$ 149,560,226</u>	<u>\$ 129,519,398</u>

District of Lake Country

Statement of Changes in Net Financial Assets

For the Year Ended December 31	2017 Budget	2017 Actual	2016 Actual
Unrestricted annual surplus	\$ 13,521,707	\$ 20,040,828	\$ 12,119,500
Acquisition of tangible capital assets	(16,717,330)	(10,636,855)	(5,379,953)
Developer contribution of tangible capital assets	-	(7,944,018)	(4,478,491)
Amortization of tangible capital assets	3,147,260	3,411,674	3,125,232
Net loss/(gain) on disposal of tangible capital assets	-	2,940	(442,398)
Proceeds from disposal of tangible capital assets	10,300	3,060	470,143
(Increase)/decrease in net debt	(38,063)	4,877,629	5,414,033
Net financial assets/(debt), beginning of year	3,840,080	3,840,080	(1,573,953)
Net financial assets, end of year	\$ 3,802,017	\$ 8,717,709	\$ 3,840,080

District of Lake Country

Statement of Cash Flows

For the year ended December 31	<u>2017</u>	<u>2016</u>
Net inflow (outflow) of cash and cash equivalents related to the following activities		
Operating activities		
Annual surplus for the year	\$ 20,040,828	\$ 12,119,500
Adjustment for non-cash items		
Amortization of tangible capital assets	3,411,674	3,125,232
Developer contribution of tangible capital assets	(7,944,018)	(4,478,491)
Net (gain)/loss on disposal of tangible capital assets	2,940	(442,398)
Actuarial adjustment on long-term debt	(391,639)	(347,260)
(Increase)/decrease in		
Accounts receivable	(7,653,876)	(777,086)
Increase/(decrease) in		
Accounts payable	1,824,880	319,331
Security deposits	2,107,789	1,028,659
Deferred revenue	629,824	109,414
	<u>12,028,402</u>	<u>10,656,901</u>
Financing activities		
Restricted revenue development cost charges, net	1,140,666	545,868
Restricted revenue parkland acquisition funds	2,781	2,880
Repayment of long-term debt	(860,078)	(858,754)
	<u>283,369</u>	<u>(310,006)</u>
Capital activities		
Acquisition of tangible capital assets	(10,636,855)	(5,379,953)
Proceeds from disposal of tangible capital assets	3,060	470,143
	<u>(10,633,795)</u>	<u>(4,909,810)</u>
Increase in cash and cash equivalents	1,677,976	5,437,085
Cash and cash equivalents, beginning of year	22,741,442	17,304,357
Cash and cash equivalents, end of year	<u><u>\$ 24,419,418</u></u>	<u><u>\$ 22,741,442</u></u>
Supplementary cash flow information		
Interest expense	\$ 831,871	\$ 879,859

See accompanying notes to the financial statements

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

The notes to the financial statements are an integral part of the statements. They explain the significant accounting and reporting policies and principles underlying these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the financial statements.

1. Nature of business

The District of Lake Country (“the District”) was incorporated under the laws of British Columbia in 1995 and is engaged in the operation of a municipality.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards.

The following is a summary of the District’s significant accounting policies:

Basis of presentation

The District’s resources and operations are segregated into General, Water, Sewer and Statutory Reserve Funds for accounting and financial reporting purposes. Each of these funds is further segregated into operating and capital funds, where applicable. The financial statements include all of the accounts of these funds.

Accrual accounting

The financial statements are prepared using the accrual basis of accounting.

Cash and cash equivalents

Management classifies all term deposits and highly liquid investments that are cashable on demand as cash equivalents.

Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives.

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

2. Significant accounting policies (continued)

Tangible capital assets (continued)

The estimated useful lives are as follows:

<u>Tangible capital assets</u>	<u>Estimated useful life</u>
Land	Indefinite
Land improvements	10 - 50 years
Buildings	50 years
Furniture and equipment	5 - 20 years
Vehicles and machinery	8 - 20 years
IT Infrastructure	5 years
Road surface	20 years
Road base	80 - 99 years
Other road structures	20 - 50 years
Water, sewer, and other structures	25 - 80 years

One-half of the annual amortization is charged in the year of acquisition and in the year of disposal.

Work in Progress is valued at cost and represents capital projects under construction but not yet ready for use. Amortization commences once the individual projects are capitalized.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

The District has numerous works of art located throughout the District which are not reflected in these financial statements due to the subjectivity as to their value.

Supplies on hand

Supplies are charged to operations when purchased.

Capitalization of interest

The District capitalizes its interest on temporary borrowing until the completion of the project that is to be financed by debenture debt at the current rate of the District's short-term borrowing.

Debenture debt

Outstanding debenture debt is reported net of sinking fund balances.

Debt charges

Interest on debt is charged to current operations. Interest charges are accrued for the period from the date of the latest interest payment to the end of the year.

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

2. Significant accounting policies (continued)

Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all of the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the District is directly responsible and accepts responsibility;
- it is expected that the future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

The liability includes all costs directly attributable to remediation activities including post remediation operations, maintenance and monitoring.

Municipal Finance Authority debt reserve deposits

The District issues its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the Municipal Finance Authority as a debt reserve fund. The District also executes demand notes in connection with each debenture whereby the District may be required to loan certain amounts to the Municipal Finance Authority. These demand notes are contingent in nature, and are detailed as follows:

	<u>Demand Notes</u>	<u>Cash Deposits</u>	<u>Total 2017</u>	<u>Total 2016</u>
General Fund	\$ 224,705	\$ 105,807	\$ 330,512	\$ 328,488
Water Fund	85,802	27,785	113,587	142,805
Sewer Fund	316,340	186,294	502,634	499,070
	<u>\$ 626,847</u>	<u>\$ 319,886</u>	<u>\$ 946,733</u>	<u>\$ 970,363</u>

Reserve funds

Non-statutory reserves represent an appropriation of surplus for specific purposes. Reserves for future capital expenditures represent funds to finance incomplete capital projects. Statutory reserves are restricted by the Community Charter and the associated municipal bylaws that established the reserves.

Budget figures

The budget figures are from the 5-Year Financial Plan Bylaw, adopted before May 15th of each year. Subsequent amendments have been made by Council to reflect changes in the budget as required by law.

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

2. Significant accounting policies (continued)

Revenue recognition

Taxes are recognized as revenue in the year they are levied. Through the BC Assessment appeal process property assessment values may be adjusted through a supplementary roll. Decreases or increases of taxation as a result of these re-assessments are recognized at the time they are awarded.

Fees and charges for protective, transportation, environmental, development, community and customer services, water and sewer fees are recorded on the accrual basis and recognized as earned, which is usually when services are provided.

Investment income is recorded on the accrual basis and recognized when earned.

Government transfers are recognized as revenue in the period that the transfer is authorized, eligibility criteria, if any, have been met by the District, and a reasonable estimate of the amount to be received can be made.

Developer contributions are recognized as revenue during the period in which the related costs are incurred or when infrastructure is turned over to the District.

Expenses

Expenses are recorded in the period in which the goods or services are acquired and a liability is incurred.

Use of estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported revenue and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of employee benefit plans, allowance for doubtful accounts receivable, provision for contingencies and tangible capital assets estimated useful life and related amortization. Actual results could differ from management's best estimates as additional information becomes available. Adjustments, if any, will be reflected in the financial statements in the period that the change in estimate is made, as well as in the period of settlement if the amount is different.

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

3. Cash and cash equivalents

Cash and cash equivalents consist of cash and short-term investments with maturities of 90 days or less from the date of acquisition. Cash and cash equivalents are recorded at cost and are comprised of the following:

	<u>2017</u>	<u>2016</u>
Cash	\$ 3,875,694	\$ 2,865,662
Term Deposits	12,292,025	13,184,818
Municipal Finance Authority Investment Funds	3,924,053	3,886,208
Chartered Bank Accrual Notes and Debentures	<u>4,327,646</u>	<u>2,804,754</u>
Total Cash and Cash Equivalents	<u>\$ 24,419,418</u>	<u>\$ 22,741,442</u>

Included in 2017 cash and cash equivalents is \$1,063,931 (2016 - \$1,253,748) relating to performance deposits, the use of which is subject to certain restrictions.

Operating line of credit

The District has an operating line of credit with the Toronto Dominion Commercial Bank for an authorized amount of \$1,500,000, bearing interest at bank prime rate. At December 31, 2017 the balance outstanding on the operating line of credit was \$nil (2016 - \$nil).

4. Accounts receivable

Accounts receivable are recorded net of allowance and is comprised of the following:

	<u>2017</u>	<u>2016</u>
Property tax receivables	\$ 851,106	\$ 633,576
Trade receivables	1,637,536	677,115
Performance deposit letters of credit	4,963,171	2,661,748
Due from other governments	3,788,883	369,155
Water utility fees	992,221	306,324
Prepaid expenses	<u>75,923</u>	<u>7,046</u>
	<u>\$ 12,308,840</u>	<u>\$ 4,654,964</u>

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

5. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities are comprised of the following:

	<u>2017</u>	<u>2016</u>
Accounts payable	\$ 2,600,787	\$ 1,211,648
Due to other governments	673,782	592,192
Trade contract holdbacks	551,270	227,782
Wages and benefits	442,046	411,383
	<u>\$ 4,267,885</u>	<u>\$ 2,443,005</u>

6. Deferred revenue

The District records deferred revenue for funds received in advance on services not yet rendered and is recognized as revenue during the period in which the services are provided. Because these funds are restricted in nature, they are shown as a liability.

	<u>2016</u>	<u>Deferred revenue received</u>	<u>Deferred revenue recognized</u>	<u>2017</u>
Prepaid taxes	\$ 1,174,364	\$ 1,257,700	\$ (1,174,364)	\$ 1,257,700
Prepaid water utility fees	22,210	23,341	(22,210)	23,341
Prepaid leisure service fees	23,730	21,049	(23,730)	21,049
Deferred parcel tax	26,166	-	-	26,166
Other	35,177	570,216	(22,178)	583,215
	<u>\$ 1,281,647</u>	<u>\$ 1,872,306</u>	<u>\$ (1,242,482)</u>	<u>\$ 1,911,471</u>

7. Restricted revenue

Development cost charges and parkland acquisition funds

Pursuant to the provisions of the Local Government Act, development cost charges (“DCC’s”) and parkland acquisition funds are held in statutory reserve funds for the purposes for which the charges have been imposed. When the related costs are incurred, the DCC’s and parkland acquisition funds are recognized as revenue. Because these funds are restricted in nature they are shown as a liability.

District of Lake Country

Notes to the Financial Statements
For the year ended December 31, 2017

7. Restricted revenue (continued)

	Development cost charge restricted revenue 2017	Parkland acquisition restricted revenue 2017	Total 2017	Total 2016
Financial assets:				
Cash	\$ 5,686,209	\$ 184,565	\$ 5,870,774	\$ 4,727,327
	<u>5,686,209</u>	<u>184,565</u>	<u>5,870,774</u>	<u>4,727,327</u>
Balance, beginning of year	4,545,543	181,784	4,727,327	4,178,579
Contributions from developers	2,897,422	-	2,897,422	1,590,829
Interest on investments	77,677	2,781	80,458	71,119
Capital financing	(1,611,205)	-	(1,611,205)	(771,318)
Operational financing	<u>(223,228)</u>	<u>-</u>	<u>(223,228)</u>	<u>(341,882)</u>
Balance, end of year	<u>\$ 5,686,209</u>	<u>\$ 184,565</u>	<u>\$ 5,870,774</u>	<u>\$ 4,727,327</u>

In accordance with Section 562 of the Local Government Act, no DCC's were waived or reduced for eligible development as defined under Section 563 of the Act.

The balances of the DCC reserves can be itemized as follows:

	2017	2016
Roads DCC	\$ 2,509,378	\$ 2,196,901
Drainage DCC	539,149	481,635
Park DCC	1,929,323	1,537,733
Water DCC	564,880	688,042
Sewer DCC	<u>143,479</u>	<u>(358,768)</u>
	<u>\$ 5,686,209</u>	<u>\$ 4,545,543</u>

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

8. Long-term debt

	<u>Interest rate</u>	<u>Year of maturity</u>	<u>Balance, beginning of year</u>	<u>Additions</u>	<u>Principal payment</u>	<u>Actuarial adjustment</u>	<u>Balance, end of year</u>
General Fund							
MFA Issue 70	5.720%	2019	\$ 344,682	\$ -	\$ 53,039	\$ 56,809	\$ 234,834
MFA Issue 78	5.850%	2022	231,149	-	17,164	16,819	197,166
MFA Issue 104	5.150%	2028	1,158,086	-	56,316	20,757	1,081,013
MFA Issue 105	4.900%	2029	367,381	-	16,791	5,305	345,285
MFA Issue 109	1.830%	2020	175,000	-	50,000	-	125,000
MFA Issue 133	2.750%	2035	2,522,531	-	92,469	3,237	2,426,825
			<u>4,798,829</u>	<u>-</u>	<u>285,779</u>	<u>102,927</u>	<u>4,410,123</u>
Water Fund							
MFA Issue 65	4.550%	2017	35,842	-	14,184	21,658	-
MFA Issue 104	5.150%	2018	57,902	-	20,739	7,644	29,519
MFA Issue 105	4.900%	2024	560,349	-	46,213	14,600	499,536
MFA Issue 114	3.650%	2026	268,879	-	22,761	-	246,118
MFA Issue 114	3.650%	2026	175,720	-	14,875	-	160,845
MFA Interim Capital	CDCR +.5%	2017	117,080	-	117,080	-	-
MFA Issue 127	3.300%	2029	399,955	-	22,240	1,814	375,901
			<u>1,615,727</u>	<u>-</u>	<u>258,092</u>	<u>45,716</u>	<u>1,311,919</u>
Sewer Fund							
MFA Issue 70	5.745%	2024	2,303,716	-	145,899	99,452	2,058,365
MFA Issue 73	6.345%	2020	86,912	-	10,276	10,039	66,597
MFA Issue 73	6.345%	2020	205,506	-	24,299	23,737	157,470
MFA Issue 75	3.050%	2021	868,521	-	75,606	81,574	711,341
MFA Issue 78	2.100%	2022	325,829	-	24,194	23,708	277,927
MFA Issue 126	3.850%	2033	957,833	-	35,933	4,486	917,414
			<u>4,748,317</u>	<u>-</u>	<u>316,207</u>	<u>242,996</u>	<u>4,189,114</u>
Total long-term debt			<u>\$ 11,162,873</u>	<u>\$ -</u>	<u>\$ 860,078</u>	<u>\$ 391,639</u>	<u>\$ 9,911,156</u>

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

8. Long-term debt (continued)

The principal repayments on long-term debt required in each of the next five years are as follows:

	2018	2019	2020	2021	2022
General Fund	\$ 285,780	\$ 285,780	\$ 207,741	\$ 182,741	\$ 182,741
Water Fund	128,202	108,887	110,363	111,893	113,478
Sewer Fund	316,206	316,206	316,206	281,632	206,025
	<u>\$ 730,188</u>	<u>\$ 710,873</u>	<u>\$ 634,310</u>	<u>\$ 576,266</u>	<u>\$ 502,244</u>

9. Contingent liabilities and commitments

Regional District of Central Okanagan

Regional District debt is, under the provisions of the Local Government Act, a direct, joint and several liability of the District and each electoral area and member municipality within the Regional District, including the District of Lake Country. The loan agreements with the Regional District of Central Okanagan and the Municipal Finance Authority provide that if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Authority's obligation with respect to such borrowing, the resulting deficiency becomes a liability of the member municipalities.

Legal actions

The District is currently engaged in certain legal actions, the outcome of which is not determinable at this time. Accordingly, no provision has been made in the accounts for these actions. The amount of loss, if any, arising from these actions will be recorded in the accounts in the period in which the loss becomes estimable and likely.

Pension liability

The District and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2017, the plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local government.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. The rate is then adjusted to the extent there is amortization of any funding deficit.

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

9. Contingent liabilities and commitments (continued)

Pension liability (continued)

The most recent valuation for the Municipal Pension Plan as at December 31, 2015 indicated a 2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The District paid \$477,282 (2016 - \$441,676) for employer contributions, while employees contributed \$390,810 (2016 - \$358,019) to the plan in fiscal 2017.

The next valuation will be as at December 31, 2018 with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

Commitments

The District has entered into various agreements and contracts for services with periods ranging from one to twenty years.

Employee benefit obligations

Unionized Employees of the District are entitled to accumulate earned benefits related to sick leave. Regular full and part time unionized employees accumulate sick leave on a pro-rata basis at a rate of 12 days per year to a maximum of 100 days.

Upon leaving the District, unionized employees with 10 years of service are entitled to 25% of their accumulated sick leave to a maximum of 25 days. After fifteen years of service, or where the combination of an employee's age plus years of service is a minimum of 70, employees are entitled to 50% of their accumulated sick leave to a maximum of 50 days.

The deferred liability related to sick leave is valued at management's best estimate, which is based on past experience and assumptions about retirement, wage and salary increases and employee turnover. At December 31, 2017 the total accrued sick bank liability is \$98,104 (2016 - \$86,070).

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

10. Taxation

In 2017 the District collected \$9,444,212 (2016 - \$9,293,903) on behalf of other taxing jurisdictions and transferred this amount to those other authorities. The collections and transfers are itemized as follows:

	<u>2017</u>	<u>2016</u>
Collections for and transfers to other governments		
Taxes collected		
Property taxes	\$ 20,544,297	\$ 19,787,481
Special assessments	2,189,248	1,987,368
1% utility tax	202,264	194,371
Penalties and interest on taxes	173,571	164,725
Grant in lieu of taxes	28,252	22,860
	<u>23,137,632</u>	<u>22,156,805</u>
Less transfer to other governments		
Province of BC (school taxes)	6,212,260	6,175,539
BC Assessment Authority	167,859	179,602
Municipal Finance Authority	732	635
Regional Hospital District	1,106,156	1,059,487
Okanagan Regional Library	602,897	562,224
Regional District of Central Okanagan	1,354,308	1,316,416
	<u>9,444,212</u>	<u>9,293,903</u>
Net taxes available for municipal purposes	<u>\$ 13,693,420</u>	<u>\$ 12,862,902</u>

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

11. Government transfers

In 2017 the District received and recorded as revenue the following transfers:

	<u>2017</u>	<u>2016</u>
Federal Conditional Transfers		
Federal EcoEnergy	\$ 41,112	\$ 33,734
Federal Canadian Waste Water Fund	<u>2,404,083</u>	<u>-</u>
	<u>2,445,195</u>	<u>33,734</u>
Provincial Unconditional Transfers		
Traffic Fine Revenue Sharing Grant	76,814	87,613
Small Community Grant	299,237	344,718
Climate Action Revenue Incentive Program	<u>17,039</u>	<u>15,889</u>
	<u>393,090</u>	<u>448,220</u>
Provincial Conditional Transfers		
Building Canada Fund	1,825,702	485,208
Other Conditional Transfers	<u>679,737</u>	<u>-</u>
	<u>2,505,439</u>	<u>485,208</u>
Regional and Other External Conditional Transfers		
Gas Tax Community Works Fund	553,262	546,398
Okanagan Basin Water Board	<u>289,224</u>	<u>289,152</u>
	<u>842,486</u>	<u>835,550</u>
Total government transfers	<u>\$ 6,186,210</u>	<u>\$ 1,802,712</u>

12. Letters of credit

As of December 31, 2017, the District is holding letters of credit in the amount of \$4,963,171 (2016 - \$2,661,748), which are received as security related to performance deposits.

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

13. Segmented information

The District of Lake Country is a diversified municipal government that provides a wide range of services to its citizens. For management reporting purposes the District's operations and activities are organized and reported by funds and departments. The General Fund reports on property tax supported operations, which include services provided by the District to citizens such as general government, protective, transportation, environmental, planning and development and community and customer services. The utility operations are comprised of the water and sewer systems, each accounting for its own operations and programs within their own funds. Operating results reported by the following segments is included in Schedule 3.

General government services

General Government operations are primarily funded by property taxation and business tax revenues. The expenses within the department are for legislative, general administration, human resources and finance functions within the municipality. The general revenue reported under the department includes revenues associated with taxation, business licence revenues and payments in-lieu of taxes. These revenues have not been apportioned to other departments supported by the General Fund.

Protective services

Protective services are comprised of police services provided by the Royal Canadian Mounted Police and fire services. The mandate of the police is to ensure the safety of the lives and property of citizens, preserve peace and good order, prevent crimes from occurring, detect offenders, and enforce the law. The fire department is responsible for effective fire protection and public safety services to the District. This includes fire prevention, fire safety inspections, fire control and/or suppression. Bylaw enforcement is also reported under this department.

Transportation services

Transportation services are responsible for the delivery of municipal public works services related to the planning, development and maintenance of roadway and drainage systems and street lighting.

Environmental services

Environmental services are comprised of transit, garbage and recycling services, as well as the Lake Country hydroelectric generating station.

Community services

Community Services monitor compliance with Council policies governing subdivision, land use and building inspection. This department also provides economic development services within the municipality.

Parks & recreation

Parks & Recreation services provide services related to recreation, leisure and culture. The facilities managed within this department include parks, arena, seniors centre, community theatre and the community complex.

Water systems

The Water department provides safe drinking water to citizens of Lake Country. Revenue and expenses represent the amounts that are directly attributable to the function of the water department. Water is accounted for in its own fund.

District of Lake Country

Notes to the Financial Statements

For the year ended December 31, 2017

13. Segmented information (continued)

Sewer system

The Sewer department manages the wastewater treatment plants and sewer collection system. Sewer is accounted for in its own fund.

14. Expenses by object

Total expenses by object are itemized in Schedule 3 – Segment Disclosure.

15. Comparative figures

Certain comparative figures have been reclassified to conform to the presentation format adopted for the current year.

District of Lake Country

Schedule 1 - Schedule of Tangible Capital Assets

For the Year Ended December 31	Land	Land Improvements	Buildings	Furniture & Equipment	Vehicle & Machinery	IT Infrastructure
COST						
Opening Balance	\$ 23,737,395	\$ 3,779,844	\$ 24,319,269	\$ 1,992,096	\$ 4,367,157	\$ 427,890
Add: additions	396,335	100,084	638,061	80,242	143,154	109,649
Less: disposals/transfers	-	-	-	(28,818)	(20,379)	(112,691)
Closing balance	<u>24,133,730</u>	<u>3,879,928</u>	<u>24,957,330</u>	<u>2,043,520</u>	<u>4,489,932</u>	<u>424,848</u>
ACCUMULATED AMORTIZATION						
Opening Balance	-	784,783	5,361,276	1,027,299	2,138,504	318,724
Add: amortization	-	145,650	533,910	130,762	249,989	51,803
Less: accumulated amortization on disposals	-	-	-	(28,818)	(15,379)	(111,691)
Closing balance	<u>-</u>	<u>930,433</u>	<u>5,895,186</u>	<u>1,129,243</u>	<u>2,373,114</u>	<u>258,836</u>
Net book value, December 31, 2017	<u>24,133,730</u>	<u>2,949,495</u>	<u>19,062,144</u>	<u>914,277</u>	<u>2,116,818</u>	<u>166,012</u>
Net book value, December 31, 2017	<u>\$ 23,737,395</u>	<u>\$ 2,995,061</u>	<u>\$ 18,957,993</u>	<u>\$ 964,797</u>	<u>\$ 2,228,653</u>	<u>\$ 109,166</u>

District of Lake Country

Schedule 1 - Schedule of Tangible Capital Assets

For the Year Ended December 31	Engineering Structures					2017 Total	2016 Total
	Water	Sewer	Roads	Environmental & Other	Work-in- Progress		
COST							
Opening Balance	\$ 37,402,521	\$ 17,035,890	\$ 38,612,476	\$ 4,118,791	\$ 3,176,227	\$158,969,556	\$ 149,222,005
Add: additions	1,894,937	1,167,067	9,416,998	-	7,944,583	21,891,110	12,428,779
Less: disposals/transfers	-	-	-	-	(3,310,237)	(3,472,125)	(2,681,227)
Closing balance	<u>39,297,458</u>	<u>18,202,957</u>	<u>48,029,474</u>	<u>4,118,791</u>	<u>7,810,573</u>	<u>177,388,541</u>	<u>158,969,557</u>
ACCUMULATED AMORTIZATION							
Opening Balance	7,330,866	3,503,242	12,053,271	772,273	-	33,290,238	30,248,154
Add: amortization	800,085	312,575	1,083,930	102,970	-	3,411,674	3,125,232
Less: accumulated amortization on disposals	-	-	-	-	-	(155,888)	(83,147)
Closing balance	<u>8,130,951</u>	<u>3,815,817</u>	<u>13,137,201</u>	<u>875,243</u>	<u>-</u>	<u>36,546,024</u>	<u>33,290,239</u>
Net book value, December 31, 2017	<u>31,166,507</u>	<u>14,387,140</u>	<u>34,892,273</u>	<u>3,243,548</u>	<u>7,810,573</u>	<u>140,842,517</u>	
Net book value, December 31, 2017	<u>\$ 30,071,655</u>	<u>\$ 13,532,648</u>	<u>\$ 26,559,205</u>	<u>\$ 3,346,518</u>	<u>\$ 3,176,227</u>		<u>\$ 125,679,318</u>

Contributed tangible capital assets received in 2017 from developers and recorded in the financial statements is \$7,944,018 (2016 - \$4,478,491).

District of Lake Country

Schedule 2 - Schedule of Accumulated Surplus

For the year ended December 31	Balances, Beginning of Year	Withdrawals	Contributions	Transfer to Capital	Interest & Actuarial Adjustments	Balances, End of Year
Surplus and Non-Statutory Reserves						
General fund surplus	\$ 2,005,429	\$ -	\$ 699,632	\$ -	\$ 170	\$ 2,705,231
Water fund surplus	1,083,053	-	-	-	16,570	1,099,623
Sewer fund surplus	415,280	-	-	-	6,354	421,634
General capital reserve	1,483,001	-	1,338,244	(491,465)	29,168	2,358,948
Water capital reserve	1,063,141	-	1,785,747	(463,060)	26,358	2,412,186
Sewer capital reserve	741,347	-	589,642	(40,033)	15,544	1,306,500
Climate action reserve	678,757	-	235,419	(35,000)	11,918	891,094
Community works gas tax reserve	298,448	-	546,398	(350,000)	6,068	500,914
Equipment acquisition and replacement reserve	702,186	-	148,712	(66,453)	11,373	795,818
Facilities reserve	155,473	-	53,401	(109,470)	1,632	101,036
Financial stabilization reserve	360,406	(25,000)	8,000	(42,848)	5,056	305,614
Fire facilities and equipment reserve	906,951	-	524,886	(196,297)	16,390	1,251,930
Future servicing works reserve	1,482,683	-	225,678	(535,612)	-	1,172,749
Future capital expenditures reserve	1,875,672	-	-	(1,076,295)	-	799,377
Information technology reserve	114,667	-	129,909	(85,833)	2,091	160,834
Policing reserve	713,921	-	232,429	(72,000)	12,151	886,501
Solid waste reserve	548,739	-	102,008	(9,131)	9,106	650,722
Transportation infrastructure reserve	147,708	-	752,909	(327,531)	5,514	578,600
	<u>14,776,862</u>	<u>(25,000)</u>	<u>7,373,014</u>	<u>(3,901,028)</u>	<u>175,463</u>	<u>18,399,311</u>
Statutory Reserves						
Access to body of water reserve	180,806	-	-	-	2,767	183,573
Land sale reserve	45,286	-	-	-	693	45,979
	<u>226,092</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,460</u>	<u>229,552</u>
Investment in Non Financial Assets						
Equity in tangible capital assets	114,516,444	(3,417,673)	19,440,953	-	391,639	130,931,363
Accumulated surplus	<u>\$ 129,519,398</u>	<u>\$ (3,442,673)</u>	<u>\$ 26,813,967</u>	<u>\$ (3,901,028)</u>	<u>\$ 570,562</u>	<u>\$ 149,560,226</u>

District of Lake Country

Schedule 3 - Schedule of Segment Disclosure

	General Government Services		Protective Services		Transportation Services	
	2017 Budget	2017 Actual	2017 Budget	2017 Actual	2017 Budget	2017 Actual
For the year ended December 31						
Revenue						
Taxation	\$ 10,933,643	\$ 10,927,754	\$ 1,498,902	\$ 1,510,950	\$ -	\$ -
Utility revenues	-	-	-	-	-	-
Services provided to other governments	-	-	315,278	315,278	-	-
Sale of services	41,450	55,766	30,000	272,922	275,000	264,752
Permits & licences	115,000	122,738	16,000	14,190	54,500	105,622
Interest on Investments	289,501	378,557	-	-	-	-
Government transfers	876,398	1,549,275	88,000	76,814	-	-
Developer contributions	-	225,678	-	-	1,157,910	6,906,465
Other revenue	2,221,230	500	30,200	-	5,100	6,053
Total revenue	14,477,222	13,260,268	1,978,380	2,190,154	1,492,510	7,282,892
Expenses						
Salaries, wages and benefits	1,711,600	1,752,098	1,182,263	1,252,273	554,509	608,134
Contract services	509,430	1,302,128	1,844,085	1,670,522	2,376,606	2,315,983
Grants to community organizations	51,000	29,258	8,500	7,000	-	-
Materials and supplies	101,052	106,615	656,704	181,832	598,038	125,694
Utilites	-	-	27,580	20,951	75,000	89,812
Amortization	128,724	106,555	202,801	199,070	936,633	1,201,021
Loss on disposal of tangible capital assets	-	1,000	-	-	-	1,940
Interest expense	2,000	450	-	-	33,201	33,201
Total expenses	2,503,806	3,298,104	3,921,933	3,331,648	4,573,987	4,375,785
Annual surplus (deficit)	\$ 11,973,416	\$ 9,962,164	\$ (1,943,553)	\$ (1,141,494)	\$ (3,081,477)	\$ 2,907,107

District of Lake Country

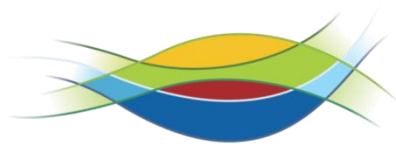
Schedule 3 - Schedule of Segment Disclosure

	Environmental Services		Community Services		Parks and Recreation	
	2017 Budget	2017 Actual	2017 Budget	2017 Actual	2017 Budget	2017 Actual
For the year ended December 31						
Revenue						
Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility revenues	-	-	-	-	-	-
Services provided to other governments	-	-	-	-	55,000	55,000
Sale of services	1,361,180	1,553,519	90,000	158,270	602,400	671,128
Permits & licences	-	-	555,100	1,034,808	-	-
Interest on Investments	-	-	-	-	-	-
Government transfers	36,000	41,112	-	-	-	-
Developer contributions	-	-	-	-	146,090	100,000
Other revenue	-	-	-	5,000	184,304	1,148,769
Total revenue	1,397,180	1,594,631	645,100	1,198,078	987,794	1,974,897
Expenses						
Salaries, wages and benefits	304,190	304,239	941,714	902,159	1,084,064	1,082,204
Contract services	893,390	881,288	161,070	248,538	776,890	832,246
Grants to community organizations	-	-	-	-	117,100	119,410
Materials and supplies	213,335	21,369	183,170	17,325	647,417	285,010
Utilites	4,000	4,374	-	-	263,100	295,767
Amortization	157,762	140,909	-	-	400,792	436,826
Loss on disposal of tangible capital assets	-	-	-	-	-	-
Interest expense	27,086	27,085	-	-	249,799	249,798
Total expenses	1,599,763	1,379,264	1,285,954	1,168,022	3,539,162	3,301,261
Annual surplus (deficit)	\$ (202,583)	\$ 215,367	\$ (640,854)	\$ 30,056	\$ (2,551,368)	\$ (1,326,364)

District of Lake Country

Schedule 3 - Schedule of Segment Disclosure

	Water Systems		Sewer System		Totals		
	2017 Budget	2017 Actual	2017 Budget	2017 Actual	2017 Budget	2017 Actual	2016 Actual
For the year ended December 31							
Revenue							
Taxation	\$ 160,940	\$ 108,641	\$ 1,145,225	\$ 1,146,075	\$ 13,738,710	\$ 13,693,420	\$ 12,862,902
Utility revenues	4,011,755	3,707,478	675,000	745,052	4,686,755	4,452,530	4,378,676
Services provided to other governments	-	-	324,079	345,130	694,357	715,408	708,023
Sale of services	158,590	271,958	55,000	49,925	2,613,620	3,298,240	2,984,831
Permits & licences	-	-	-	-	740,600	1,277,358	1,377,013
Interest on Investments	57,917	62,287	243,997	249,351	591,415	690,195	593,542
Government transfers	4,733,334	4,231,740	287,268	287,269	6,021,000	6,186,210	1,802,712
Developer contributions	2,375,502	1,986,100	131,986	963,449	3,811,488	10,181,692	6,285,559
Other revenue	5,300	12,372	1,245,100	-	3,691,234	1,172,694	727,621
Total revenue	11,503,338	10,380,576	4,107,655	3,786,251	36,589,179	41,667,747	31,720,879
Expenses							
Salaries, wages and benefits	870,600	710,311	98,443	76,102	6,747,383	6,687,520	6,134,799
Contract services	380,200	319,760	918,530	888,032	7,860,201	8,458,497	7,470,094
Grants to community organizations	-	-	-	-	176,600	155,668	145,085
Materials and supplies	771,787	384,885	244,025	38,968	3,415,528	1,161,698	1,055,861
Utilites	326,740	326,395	135,700	179,752	832,120	917,051	776,918
Amortization	845,824	833,193	474,724	494,100	3,147,260	3,411,674	3,125,232
Loss on disposal of tangible capital assets	-	-	-	-	-	2,940	13,532
Interest expense	117,345	94,797	458,949	426,540	888,380	831,871	879,858
Total expenses	3,312,496	2,669,341	2,330,371	2,103,494	23,067,472	21,626,919	19,601,379
Annual surplus (deficit)	\$ 8,190,842	\$ 7,711,235	\$ 1,777,284	\$ 1,682,757	\$ 13,521,707	\$ 20,040,828	\$ 12,119,500



LAKE COUNTRY

Life. The Okanagan Way.



Statistical
Data

2017 Tax Exemptions Provided by Council

Year ended December 31, 2017

	Municipal Taxes	Other Taxes	Total Taxes
Church Buildings			
BC Association of 7th Day Adventists	2,420	1,316	3,736
Christian and Missionary Alliance	2,642	1,437	4,079
Kelowna Christian Centre Society	2,487	1,352	3,839
Roman Catholic Bishop of Nelson	5,543	2,992	8,535
St. Francis Anglican Church	1,286	700	1,986
The Missionary Church	1,985	1,080	3,065
Winfield Jehovah's Witness Trustees	4,622	2,513	7,135
Winfield United Church	2,565	1,395	3,960
Camps			
BC Lions Society for Children with Disabilities	6,912	5,432	12,344
Camp Hatikvah Foundation	25,220	18,380	43,600
Girl Guides Association Central Okanagan Division	18,955	13,035	31,990
Community Halls			
Community Hall Association of OK Centre	5,321	3,558	8,879
Oyama Community Club	2,845	1,547	4,392
Oyama Community Club (Royal Canadian Legion Branch 189)	1,408	1,305	2,713
Winfield Memorial Hall	8,374	4,502	12,876
Not for Profit Service Organizations			
Central Okanagan Rebroadcast Society	234	218	452
Central Okanagan SD #23, Boys & Girls Club	15,117	12,585	27,702
District of Lake Country, Land Fire Hall Site	1,434	1,194	2,628
Lake Country Seniors Housing Society	11,665	6,731	18,396
Lake Country/LC Heritage & Cultural Society	8,486	7,436	15,922
Oceola Fish & Game Club	9,138	6,202	15,340
BC Teen Challenge	2,589	2,131	4,720
Winfield Curling Club & Horseshoe Club & Seniors Society	15,626	14,461	30,087

* Church buildings and the land beneath the buildings are statutorily exempt and is not included in total

Statistics

	2017	2016	2015	2014	2013
Population	13,294**	14,183	14,035	13,015	12,149

Link to BC Stats [demographic detail](#) for Lake Country.

Number of Taxable Properties	6,264	6,108	5,695	5,624	5,535
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Assessments by Class					
Residential	3,275,359,485	2,832,981,454	2,579,727,151	2,453,579,788	2,487,591,413
Utilities	3,733,782	3,691,981	4,183,373	4,143,918	3,989,258
Light Industry	16,100,000	14,108,500	12,579,100	12,573,500	12,622,400
Business	130,593,106	115,147,605	101,214,954	97,068,105	89,504,705
Recreational	10,517,900	10,738,600	9,677,700	10,607,900	10,002,600
Farm	8,097,264	8,072,076	7,931,818	7,878,410	7,881,414
	3,444,401,537	2,984,740,216	2,727,501,496	2,585,851,621	2,611,591,790

Average Residential Single Family Dwelling	571,000	507,000	492,000	475,000	488,000
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Municipal Mill Rates by Class (including fire)	2017	2016	2015	2014	2013
Residential	2.9929	3.2389	3.4035	3.397	3.1634
Utilities	43.5394	42.3068	42.4906	42.4057	42.5589
Light Industry	15.1029	16.7582	17.6397	15.5469	13.8892
Business	7.4435	7.5286	8.3348	8.3198	8.6317
Recreational	6.9902	6.6256	6.8051	6.7286	7.4761
Farm	0.9338	0.8704	0.8990	0.9034	0.8842

Revenues by Class (including fire)	2017	2016	2015	2014	2013
Residential	9,794,433	9,169,152	8,773,517	8,328,527	7,863,214
Utilities	161,618	155,463	176,990	174,960	168,987
Light Industry	242,909	236,198	221,637	195,287	175,000
Business	972,070	866,901	843,607	807,587	772,578
Recreational	73,522	71,149	65,858	71,376	74,780
Farm	7,355	6,846	6,937	6,920	6,785
	11,251,907	10,505,709	10,088,546	9,584,657	9,061,344

**Source: Demographic Analysis Section, BC Stats (estimates were adjusted based on 2016 Census information)

Statistics

% of Overall Tax Revenue by Class	2017	2016	2015	2014	2013
Residential	87.04%	87.2%	86.9%	86.9%	86.8%
Utilities	1.44%	1.5%	1.8%	1.8%	1.9%
Light Industry	2.16%	2.3%	2.2%	2.0%	1.9%
Business	8.64%	8.2%	8.4%	8.4%	8.5%
Recreational	0.65%	0.7%	0.6%	0.7%	0.8%
Farm	0.07%	0.1%	0.1%	0.1%	0.1%

Total property tax collections	20,544,297	19,787,481	19,029,881	18,398,646	17,741,739
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Taxes per capita	846	741	719	736	746
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Debt per capita	746	787	881	832	969
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Reserves per capita	1,843	1,391	1,066	872	649
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Consolidated Revenues (see notes)	41,667,747	31,720,879	25,204,632	31,339,389	21,041,107
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Consolidated Expenses (see notes)	21,626,919	19,601,379	18,439,610	18,778,412	17,816,647
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Annual Surplus	20,040,828	12,119,500	6,765,022	12,560,977	3,224,460
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Business Licence Revenue									
Year	Change of Name/Location		Partial year License		Full Year License		Inter-Municipal License		Total Revenue
	\$ / unit	Units	\$ / unit	Units	\$ / unit	Units	\$ / unit	Units	
2017	\$25.00	10	\$45.00	0	\$75.00	107	\$150.00	168	\$83,415.00
"	-	-	-	-	\$90.00	281	-	-	-
"	-	-	-	-	\$100.00	243	-	-	-
2016	\$25.00	20	\$45.00	10	\$90.00	669	\$150.00	172	\$86,960.00
2015	\$25.00	13	\$45.00	13	\$90.00	620	\$150.00	148	\$78,160.00
2014	\$25.00	12	\$45.00	13	\$90.00	609	\$150.00	126	\$74,595.00
2013	\$25.00	14	\$45.00	9	\$90.00	610	\$150.00	141	\$76,805.00
2012	\$25.00	5	\$45.00	10	\$90.00	634	\$150.00	140	\$78,885.00
2011	\$25.00	14	\$45.00	11	\$90.00	612	\$150.00	127	\$74,975.00
2010	\$25.00	10	\$45.00	11	\$90.00	637	\$150.00	135	\$78,325.00
2009	\$25.00	9	\$45.00	17	\$90.00	621	\$150.00	106	\$72,780.00
2008	\$25.00	5	\$45.00	11	\$90.00	638	\$150.00	88	\$71,217.50

Statistics

Yearly Building Statistics						
Category	2017		2016		2015	
	Permit	Value	Permit	Value	Permit	Value
Single Family Dwelling	126	\$59,699,056	148	\$64,106,213	113	\$47,774,634
Commercial	17	\$4,880,653	29	\$7,075,400	22	\$3,604,500
Agriculture	7	\$543,700	9	\$634,090	12	\$985,250
Industrial	3	\$2,044,000	1	\$350,000	1	\$17,000
Institutional	3	\$217,077	0	\$0	2	\$1,850,000
Multi-Family Dwelling*	16	\$12,994,325	15	\$10,050,892	18	\$7,210,890
Other	208	\$9,057,567	230	\$10,615,634	171	\$7,471,426
Total Permits/Values	380	\$89,436,378	432	\$92,832,229	339	\$68,913,700

**Multi-family dwelling permits represent the number of permits issued rather than the number of units constructed. One multi-family dwelling permit may consist of two or more units.*



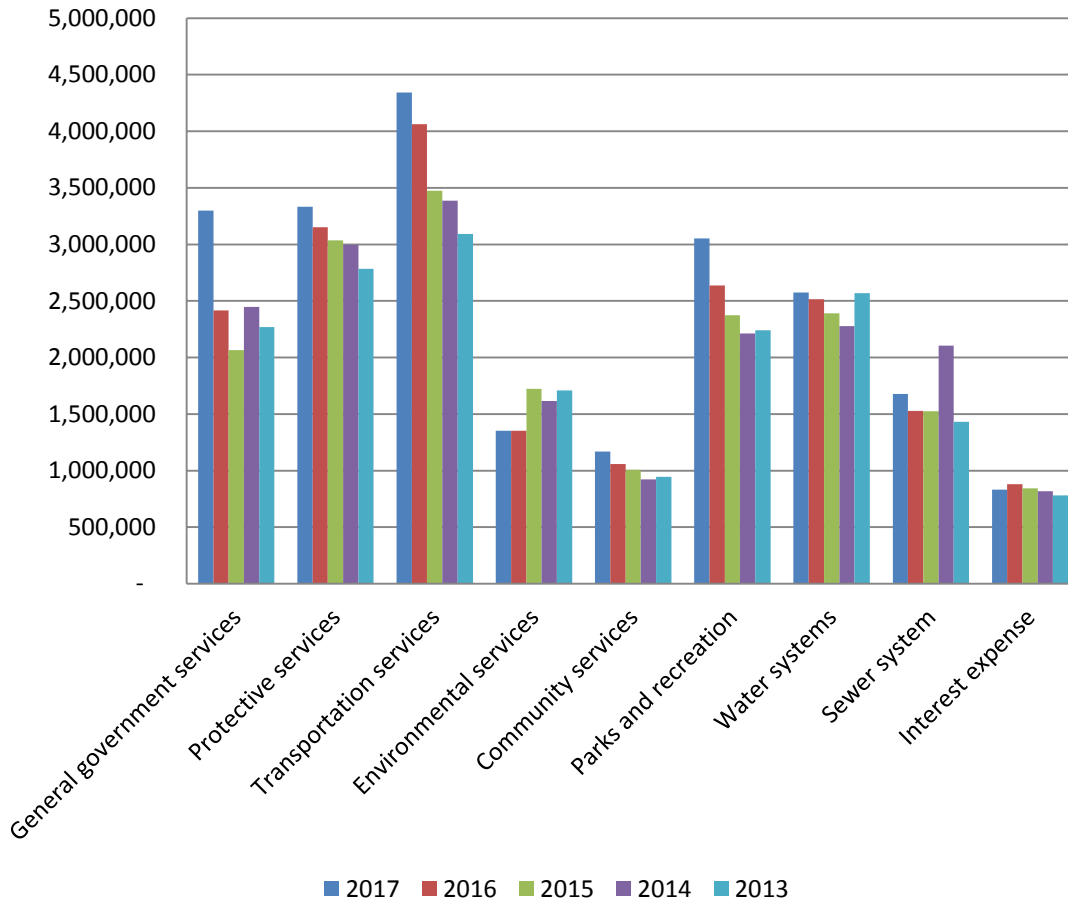
Statistics

Revenues by Source	2017	2016	2015	2014	2013
Taxation	13,693,420	12,862,902	11,659,707	11,027,339	10,479,644
Utility Revenues	4,452,530	4,378,676	4,026,799	3,689,719	3,427,409
Services provided to other governments	715,408	708,023	655,713	635,877	628,216
Sale of services	3,298,240	2,984,831	2,607,783	2,528,815	2,251,632
Permits & licences	1,277,358	1,377,013	1,038,624	802,460	542,219
Interest on investments	690,195	593,542	574,867	464,972	407,382
Government transfers	6,186,210	1,802,712	1,321,902	4,868,777	1,915,020
Developer contributions	10,181,692	6,285,559	3,068,747	5,357,014	1,190,699
Other revenue	1,172,694	727,621	250,490	1,964,416	198,886
	41,667,747	31,720,879	25,204,632	31,339,389	21,041,107

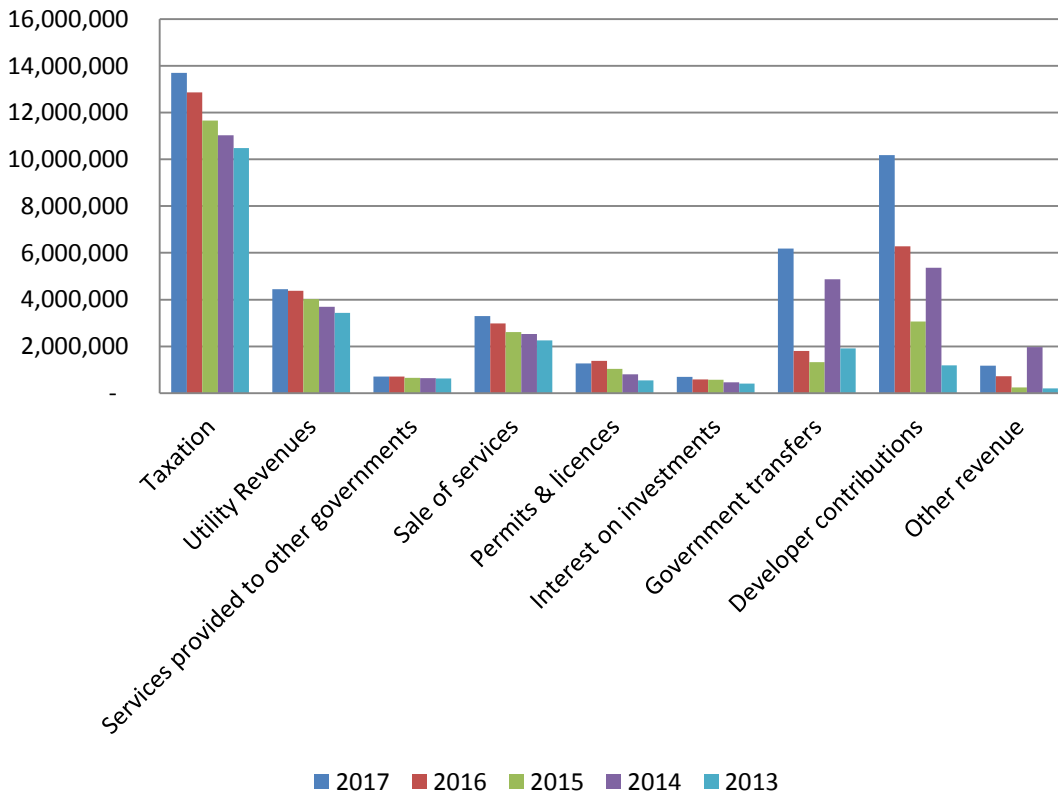
Expenses by function	2017	2016	2015	2014	2013
General government services	3,297,654	2,416,380	2,065,821	2,446,228	2,268,103
Protective services	3,331,648	3,152,718	3,035,750	2,996,264	2,782,719
Transportation services	4,342,584	4,063,207	3,474,075	3,386,829	3,091,575
Environmental services	1,352,179	1,351,201	1,724,377	1,614,304	1,709,655
Community services	1,168,022	1,059,391	1,006,228	921,514	945,099
Parks and recreation	3,051,463	2,636,116	2,373,243	2,213,099	2,240,651
Water systems	2,574,544	2,515,110	2,391,520	2,276,600	2,567,726
Sewer system	1,676,954	1,527,398	1,524,858	2,105,941	1,431,347
Interest expense	831,871	879,858	843,738	817,633	779,772
	21,626,919	19,601,379	18,439,610	18,778,412	17,816,647



Expenses by Function



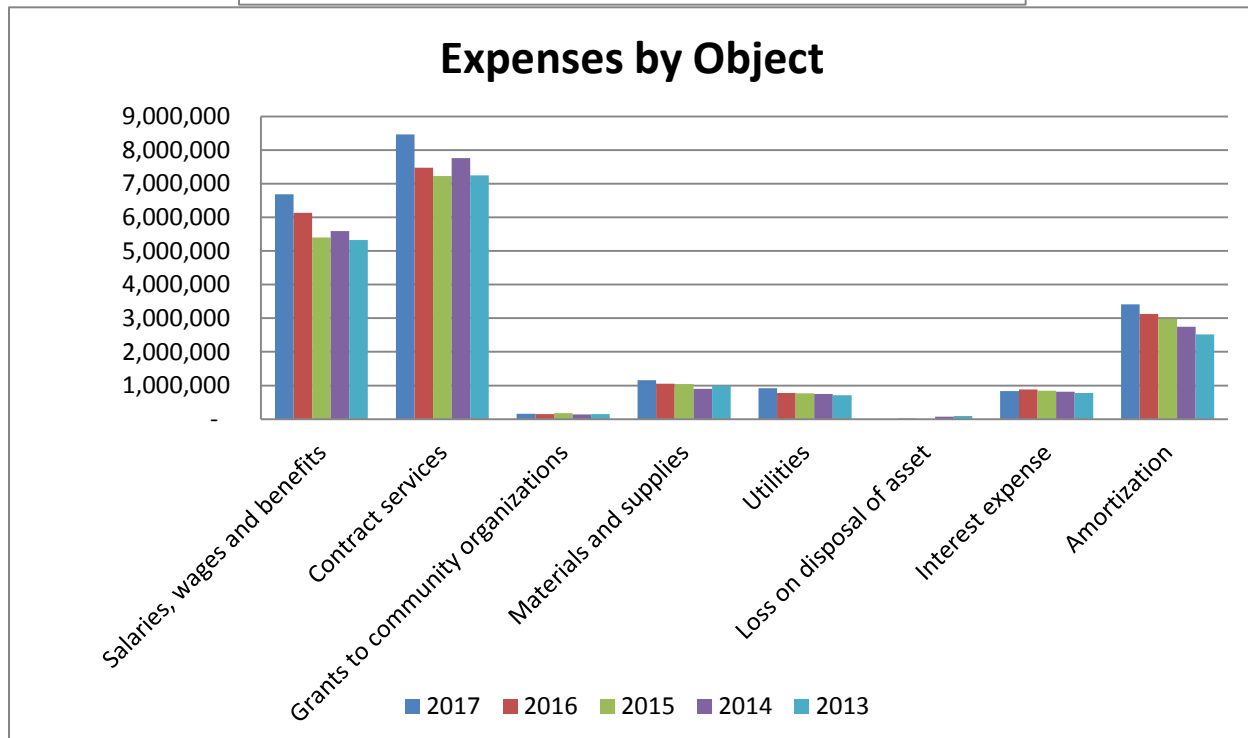
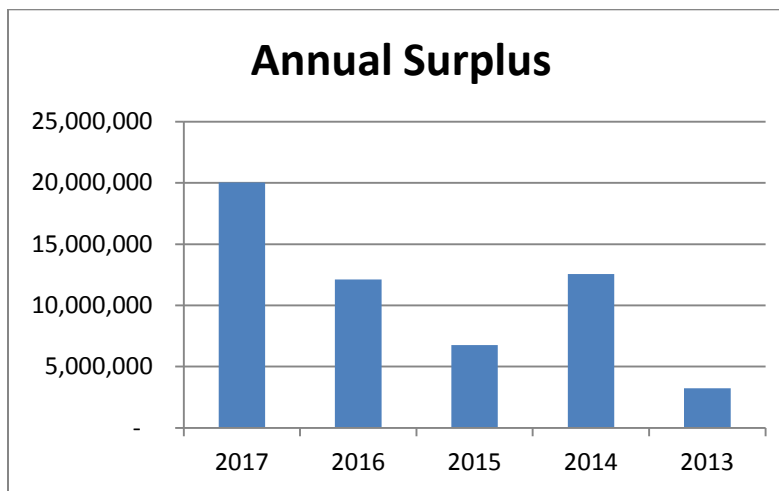
Revenue by Source



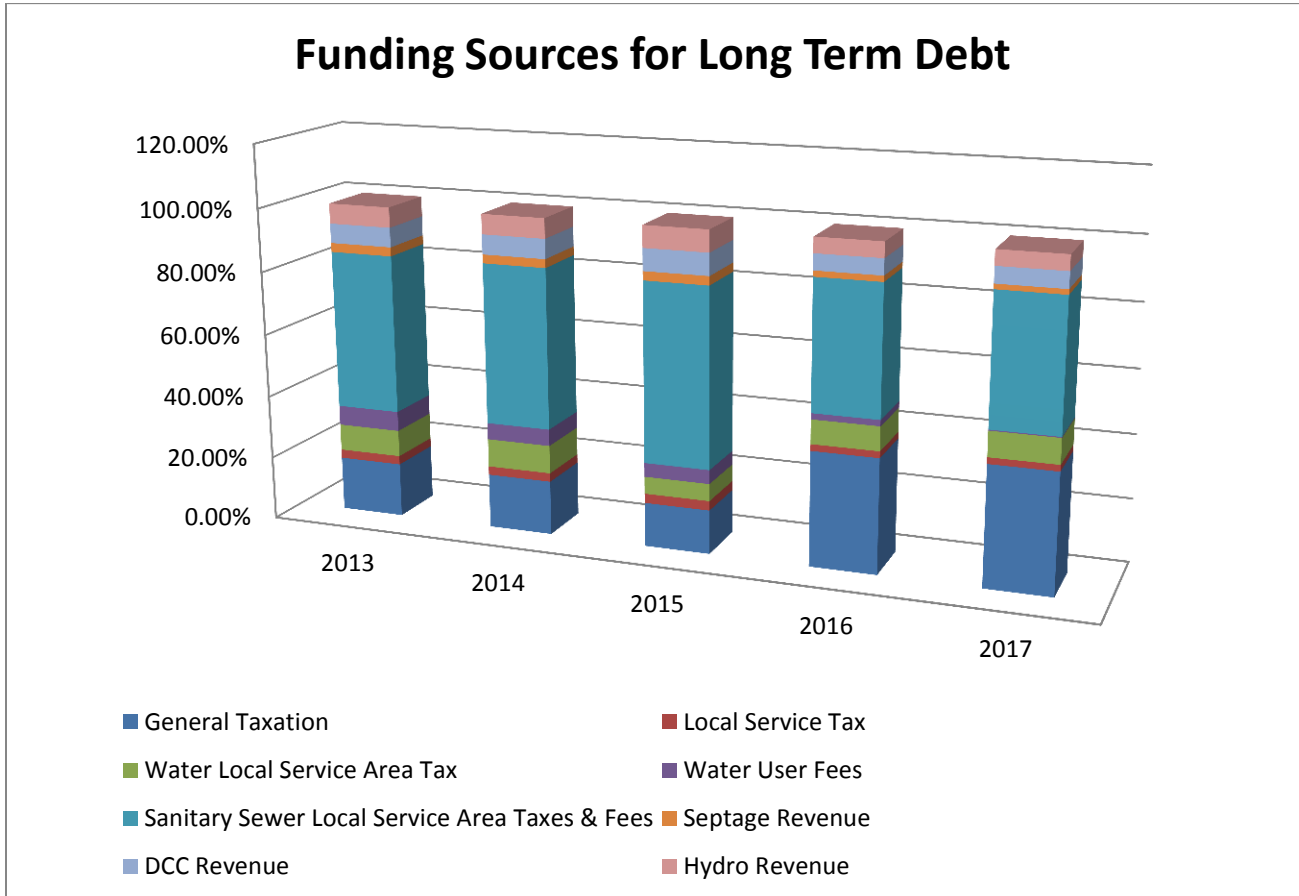
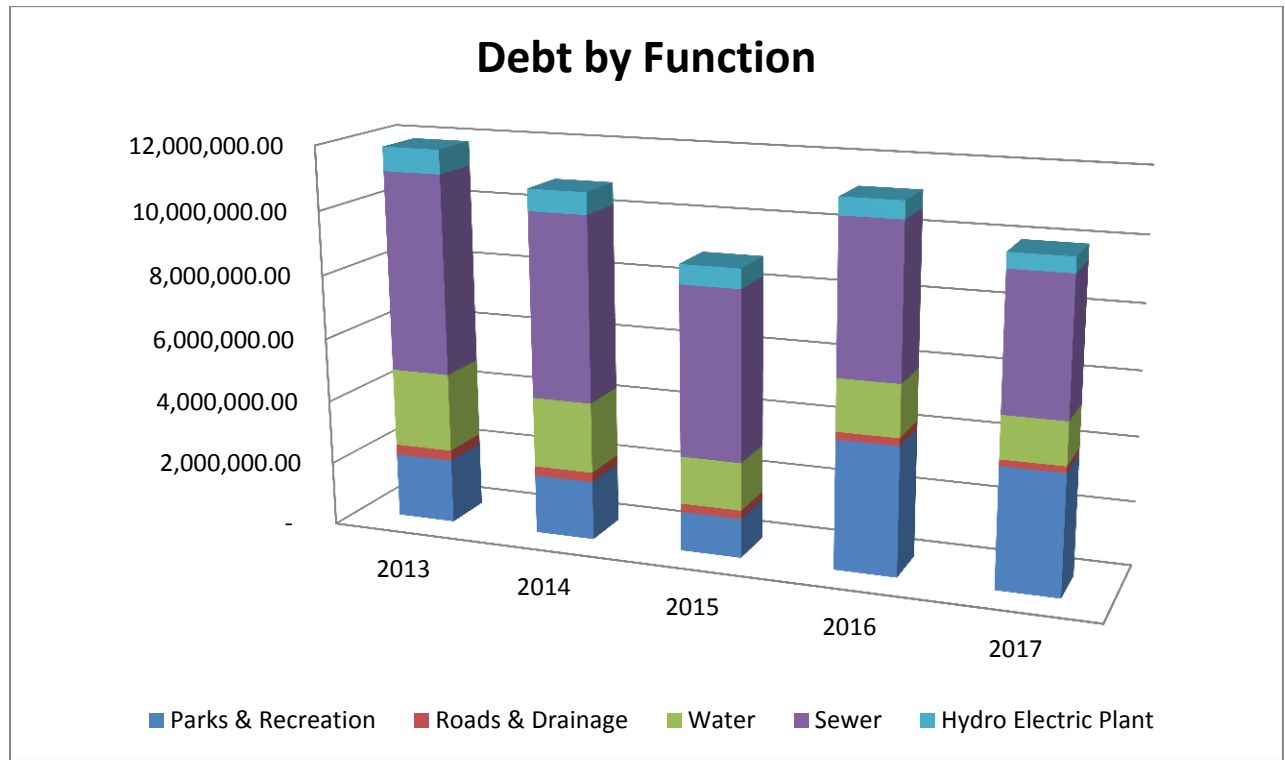
Statistics

Annual Surplus	2017	2016	2015	2014	2013
	20,040,828	12,119,500	6,765,022	12,560,977	3,224,460

Expenses by Object	2017	2016	2015	2014	2013
Salaries, wages and benefits	6,687,520	6,134,798	5,402,111	5,590,648	5,327,920
Contract services	8,458,497	7,470,094	7,224,028	7,757,771	7,241,712
Grants to community organizations	155,668	145,085	173,964	135,870	147,007
Materials and supplies	1,161,698	1,055,862	1,042,019	904,769	996,964
Utilities	917,051	776,918	768,796	753,477	713,748
Loss on disposal of asset	2,940	13,532	N/A	71,744	90,793
Interest expense	831,871	879,858	843,738	817,633	779,772
Amortization	3,411,674	3,125,232	2,984,954	2,746,500	2,518,731
	21,626,919	19,601,379	18,439,610	18,778,412	17,816,647



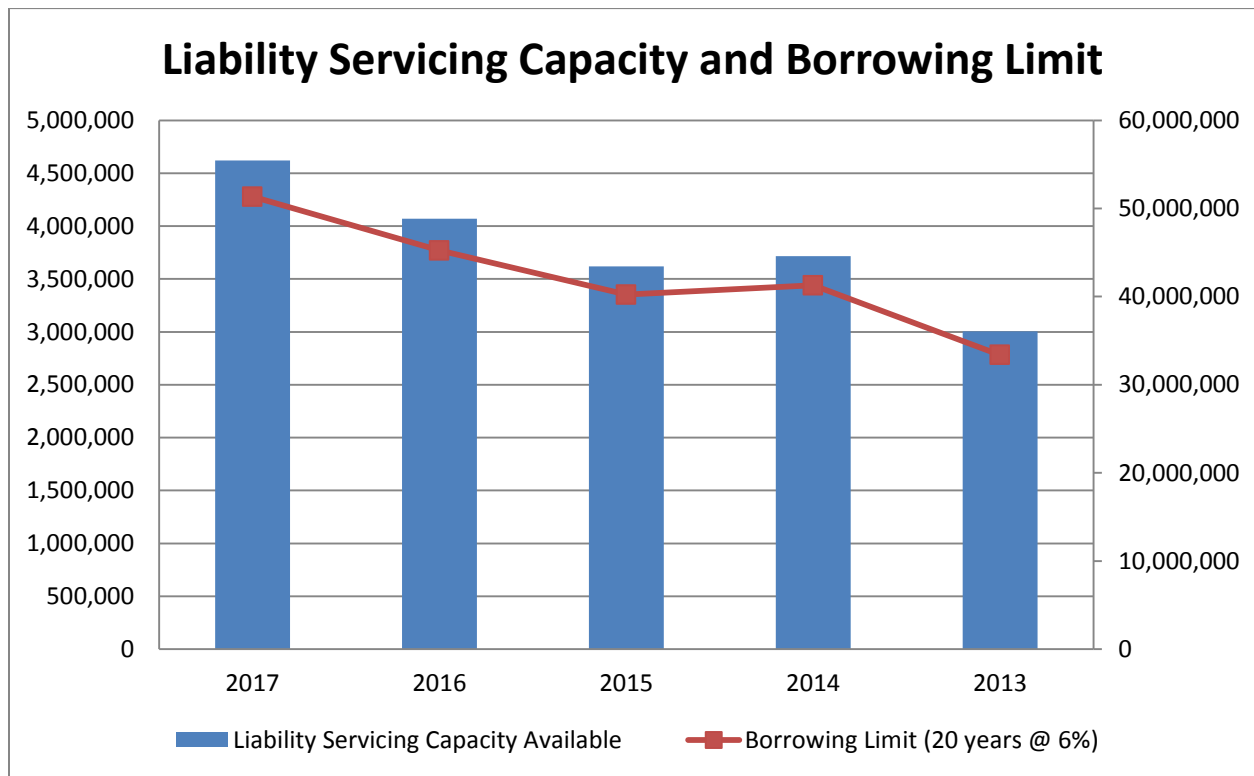
Statistics



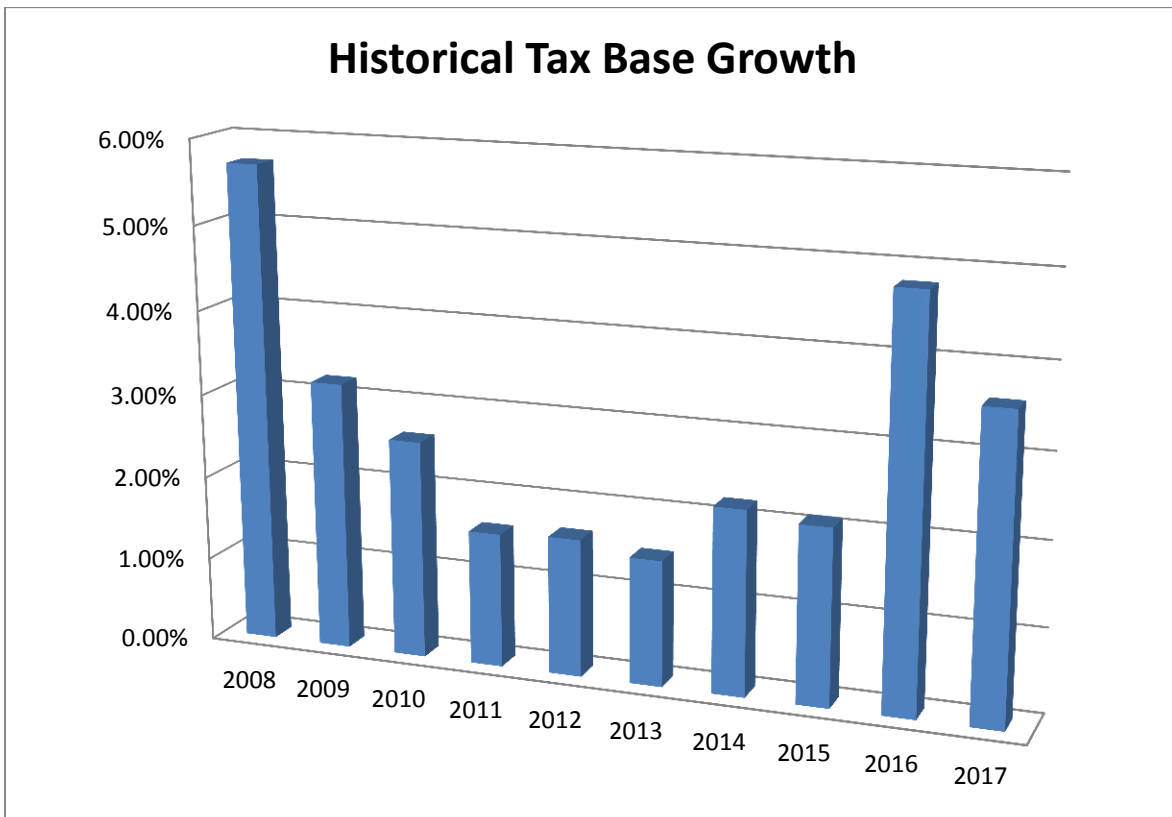
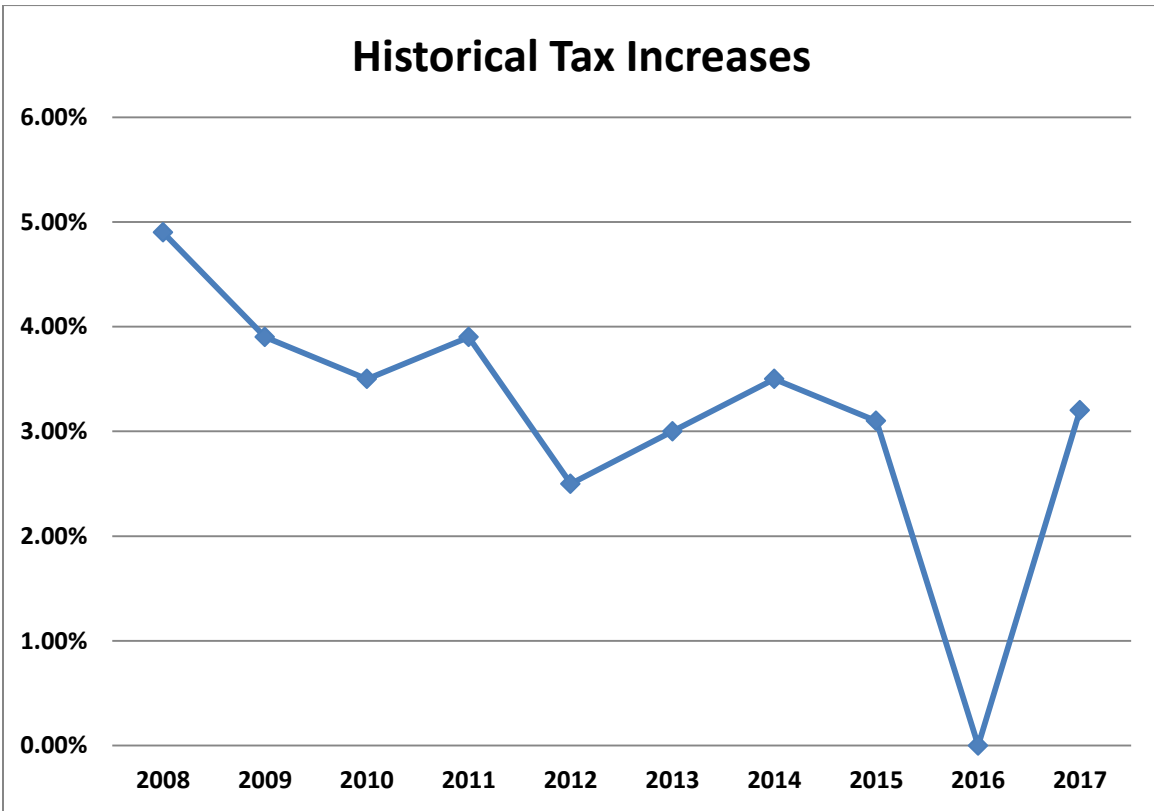
Statistics

Debt Capacity Last 5 years					
	2017	2016	2015	2014	2013
Total Revenue for Purposes of Limit	25,304,236	23,277,638	20,952,008	21,137,414	17,990,413
Liability Servicing Limit	6,326,059	5,819,410	5,238,002	5,284,354	4,497,603
Actual Debt Servicing Cost	1,696,758	1,738,613	1,608,728	1,559,059	1,484,182
Additional Debt Servicing Cost	9,556	9,556	9,556	9,556	9,556
Liability Servicing Capacity Available	4,619,745	4,071,241	3,619,718	3,715,739	3,003,865
Borrowing Limit (20 years @ 6%)	51,330,500	45,236,011	40,219,089	41,285,989	33,376,278
Accumulated Surplus/(Deficit)	149,560,226	129,519,398	117,399,898	110,634,876	98,073,899
Net Assets/(Debt)	8,717,709	3,840,080	(1,573,953)	(1,530,168)	(5,020,499)

602.1 - Liability Servicing Limit



Statistics



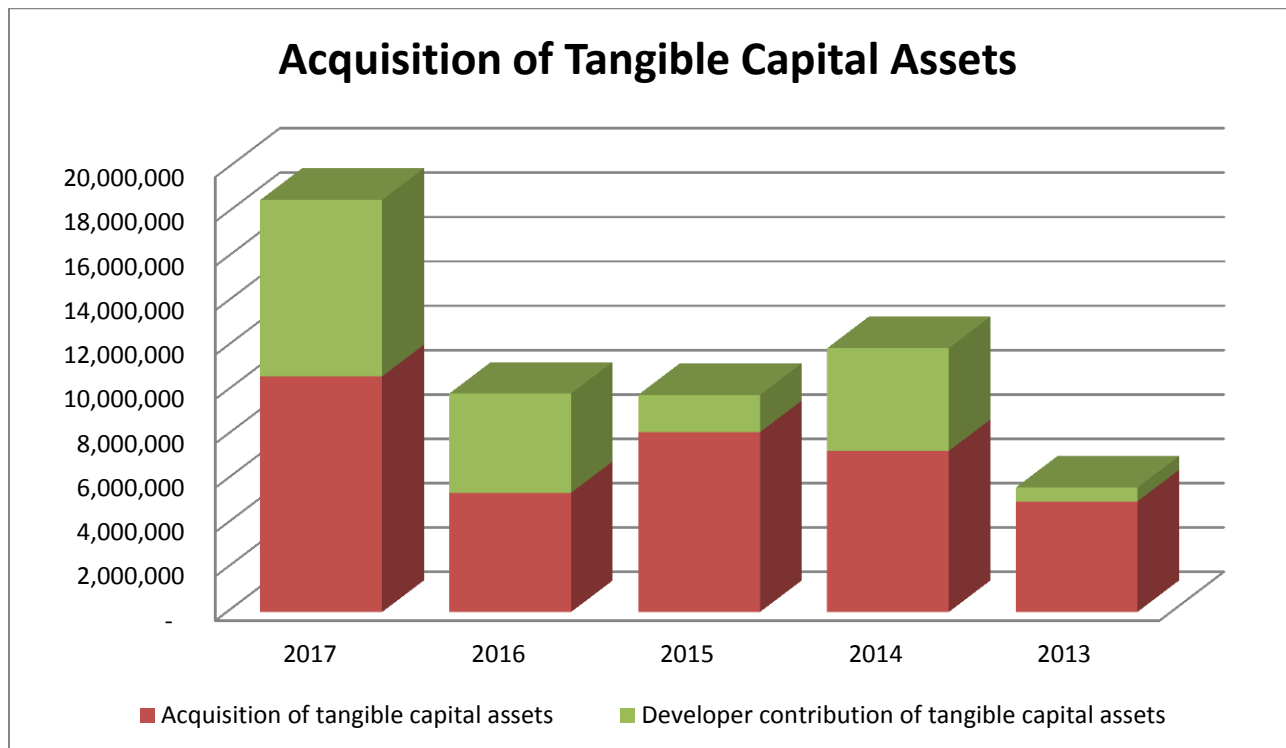
2017 Principal Corporate Tax Payers (Top 10)

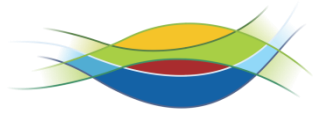
Company	Sector	Property
TERASEN GAS INC	Utility	Gas Utility
0713065 BC LTD	Retail	Coopers Village
MARKUI CONTRACTING LTD	Retail	
MACDONALD LAKESHORE PROPERTIES LTD		
TURTLE BAY CROSSING DEVELOPMENT LTD	Retail	Turtle Bay Crossing
KON KAST (OYAMA) HOLDINGS LTD	Industrial	Gravel Pit
BC TREE FRUITS CO-OP	Agricultural	Grower Coop
BC HYDRO & POWER AUTHORITY	Utility	Hydro Utility
OK BUILDERS SUPPLIES LTD	Industrial	Gravel Pit
LAKE COUNTRY LOFTS LTD		

Statistics

Acquisition of Tangible Capital Assets Last 5 Years

	2013	2014	2015	2016	2017
Acquisition of tangible capital assets	4,989,714	7,269,450	8,117,562	5,379,953	10,636,855
Developer contribution of tangible capital assets	625,023	4,633,941	1,683,199	4,478,491	7,944,018
	5,614,737	11,903,391	9,800,761	9,858,444	18,580,873





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