
MEETING TYPE AND DATE: REGULAR MEETING - 18 AUGUST 2020
AUTHOR: CHIEF ADMINISTRATIVE OFFICER
SUBJECT: **2020-2024 CORPORATE BUSINESS PLAN**

KEY ISSUE AND ESSENTIAL QUESTION:

The purpose is to provide Council with a new Corporate Business Plan as part of their Vision and Mission review and approval. The essential question is whether the plan presented with this report meets the wholistic approach employed by Council in their activities, expectations, and interactions with their constituents, and whether it stands against the test of the newly approved Vision and Mission Statement.

OPTIONS:

- A. **(Preferred Staff Option):** That the proposed 2020-2024 Corporate Business Plan be approved and used as a business foundational document for financial planning and annual reporting.
- B. That the proposed 2020-2024 Corporate Business Plan be referred back to staff for further amendments as outlined by Council.
- C. That the proposed 2020-2024 Corporate Business Plan be not approved and that business strategies be addressed with tools as current employed.

EXECUTIVE SUMMARY:

Key Information:

Council has requested the CAO to review a number of strategic elements of its business by reviewing roles and responsibilities, conduct and ethical behaviour, vision, values, and mission statement, and business practices.

The new Vision, Values and Mission statements were approved at the beginning of this year with a mandate for the CAO to prepare a Corporate Business Plan for use as a guide in business transactions, including the Financial Plan among others

Relevant Observations:

We have employed a strategic approach to decision-making since 2010 and Council has implemented a number of tools to do so. These tools have evolved over time and adapted to changing needs in the community and society. Having a Corporate Business Plan introduce an element of further foundation to the decision-making process with the idea to be a catalyst among a number of planning documents, political, operational, and financial in nature.

Strategic Questions:

It is important that Council respond to the following questions:

- Knowing that the complexity of our business cannot be denied or underappreciated, and that multiple planning documents are needed to define specific areas of focus and actions, are current practices in need of a unifying document such as this? Or are we satisfied with the current status regarding the process and tools we are employing at the District?
- Does this proposed business plan cover all that is needed to properly launch the District into a more cohesive approach to business in our community?

Strategic Relevance & Community Sustainability:

We have adopted an overall approach based on current practices, current plans, and the new vision, values, and mission statement approved by Council.

We have identified the sections of the proposed document in a way that presents links to the work done in the last 10 years, but with a specific focus on this Council's priorities and future expectations.

It was important that the plan addressed the following points:

- Highlight the new Vision, Values, and Mission Statement
- Our current Organizational Chart, which indicates current capacity and capacity limitations
- Our Service Delivery Model and how business is carried out
- Our Strategic Priorities
- A picture of our current Financial Information.

We also added important descriptive and statistical information about the District to assist bringing context for the readers' benefit.

Key Result:

To ensure two things:

- That Council's Vision, Values and Mission Statement are used live principle in all we do; and
- To create an overall alignment and wholistic approach to our decision-making process

Respectfully Submitted,

Alberto De Feo
CHIEF ADMINISTRATIVE OFFICER

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

COLLABORATORS	
TITLE	NAME
Deputy CAO/CFO	Tanya Garost
Director of Planning & Development	Jamie McEwan
Director of Engineering & Environmental Services	Mathew Salmon
Director of Infrastructure Services	Greg Buchholz
Director of Protective Services	Steve Windsor
Director of Policy & Legal Affairs	Michael Mercer
Manager of Communications & Governmental Affairs	Matt Vader
Communication Officer	Karen Miller

ATTACHMENTS:

Attachment A – Proposed 2020-2024 DLC Corporate Business Plan



DISTRICT OF LAKE COUNTRY
2020-2024 CORPORATE BUSINESS PLAN



LAKE COUNTRY

Life. The Okanagan Way.



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Community and Corporate Overview

THE COMMUNITY

The District of Lake Country was incorporated as a municipality in May 1995 under the Provincial legislation of the Municipal Act; and is in its 25th year of existence and operations.

There are four distinct communities - known as wards - within the boundaries of Lake Country. These communities retain unique land, cultural, social and economic traits that were intended to be preserved with the incorporation. The four wards are:

- Carr's Landing;
- Okanagan Centre;
- Oyama; and
- Winfield.

In order to preserve their unique character, the four wards elect a council member from each community. The Mayor and rest of the Council members are elected at large.

Lake Country is strategically located between the City of Kelowna and the City of Vernon in the Central Okanagan region; and is an important node along Highway 97 - a major national and provincial highway. The drive time to either of those larger urban centres is between 15 and 20 minutes, making Lake Country an ideal community where quality of life can be enjoyed in a beautiful natural setting of lakes, orchards and vineyards, with major education, business, shopping, dining and entertainment opportunities within close proximity.

Lake Country is only a few minutes from the Kelowna International Airport (YLW) and from the Okanagan campus of the University of British Columbia (UBCO). Okanagan College also offers higher education opportunities at their Kelowna campus and Vernon campus.



Lakes are major natural amenities in Lake Country and the reason for its name



The name Lake Country derives by the many lakes within its boundaries with three of them being the major landscape: Okanagan Lake, Wood Lake and Kalamalka Lake.

Agriculture is the main economic activity in Lake Country with 45% of the land in its boundaries protected in the provincial Agricultural Land Reserve. Fruit constitutes most of the farm production in Lake Country, however vineyards and wine production are significant activities within the agricultural sector. Tourism and the service industry are the next most important economic activities. Lake Country is also renowned for its thriving art community and very successful Art Walk every year which attracts more than 30,000 visitors to the two-day event.

Because of its natural beauty and amenities, as well as its rural character coupled with the ability to experience urban life in close proximity, Lake Country has experienced tremendous growth in the last five years. The population has grown almost 50% from an approximate 10,000 people in 2010 to almost 15,000 in 2019.

CORPORATE OVERVIEW

Legally, Lake Country is an incorporated local government. Incorporation was approved by the BC provincial government and letters patent issued by the BC Cabinet in May 1995. In 2020, Lake Country celebrates 25 years of incorporation.

Under the Canadian Constitution, municipal government is a function and responsibility of the province. This means that local governments can only operate under provincial laws and their regulation powers are limited to specific services that are outlined in provincial local government legislation. In BC, the two main laws are the *Community Charter* -- which includes laws regulating the governance structure of local governments, along with the definition of other powers (especially of a financial nature); and the *Local Government Act* -- which mainly deals with land use.

In BC, the governance system is defined as the *Council-Manager system*. This means that an elected Council's main responsibility is to create, amend and approve policy in the form of bylaws and other regulations, while the Chief Administrative Officer (Manager) is the Council's appointed staff to execute policy, manage operations, and advise Council on all matters. The CAO is also responsible for the whole organization and staff.



THE COUNCIL OF THE DISTRICT OF LAKE COUNTRY

**Standing (from left to right):
Penny Gambell, Todd
McKenzie, James Baker, Cara
Reed, Jeremy Kozub**

**Sitting (from left to right):
Blair Ireland, Bill Scarrow**



The Council of the District of Lake Country has a Mayor and six Councillors that are elected every four years on the third Saturday of October. The next election is scheduled for 2022. Currently, the District of Lake Country Council is formed as follows:

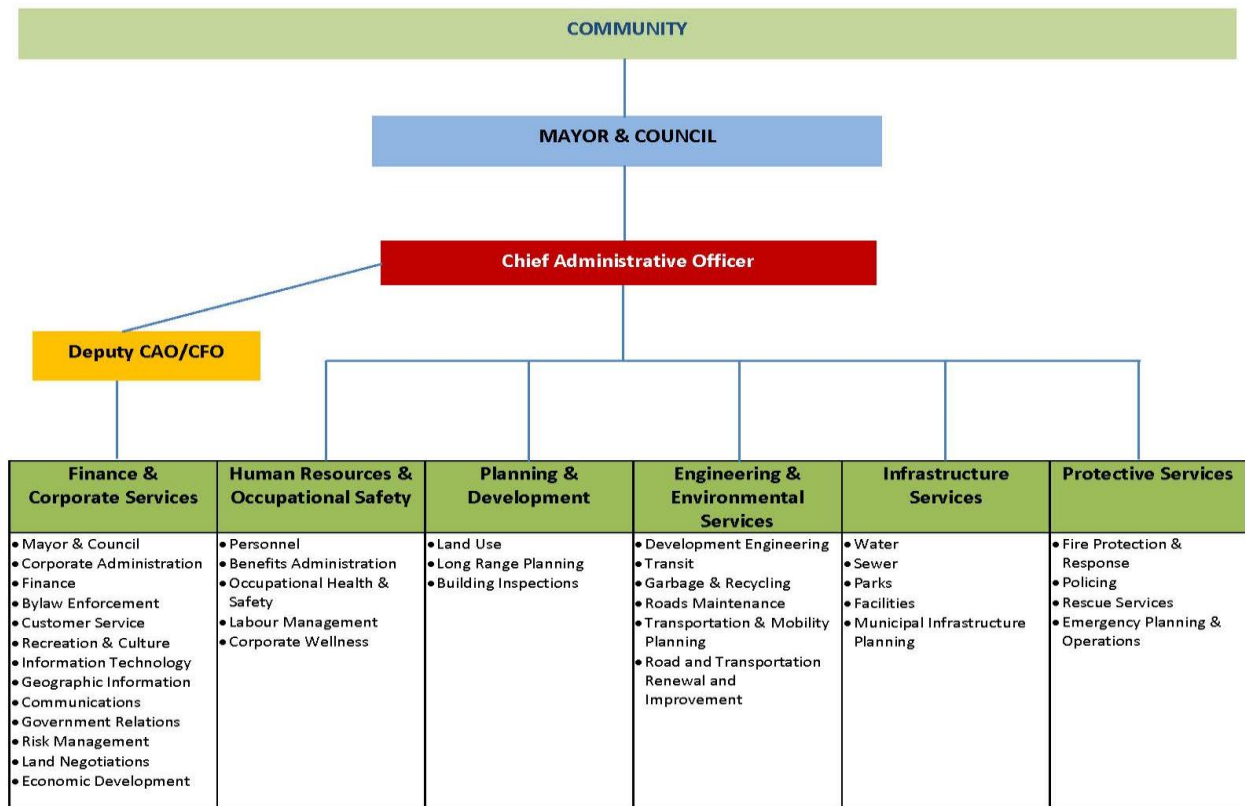
- James Baker – Mayor – Elected At Large
- Penny Gambell – Councillor – Elected At Large
- Bill Scarrow – Councillor – Elected At Large
- Cara Reed – Councillor – Elected in Carr’s Landing
- Blair Ireland – Councillor – Elected in Okanagan Centre
- Todd McKenzie – Councillor – Elected in Oyama
- Jerremy Kozub – Councillor – Elected in Winfield

Generally, Regular Council meetings are held on the first and third Tuesday of each month according to a schedule that is approved by Council at the end of each year. Often Council meets in Strategy Sessions, which are informal meetings used to discuss issues that require more planning and review prior to being formally discussed; and occasionally Special Meetings to discuss specific issues that may require the entire meeting time to discuss and deliberate -- such as the Annual Budget.

The Administration of policies and regulations approved by Council, and the operational aspect of the municipality are implemented by staff. Council hires a Chief Administrative Officer (CAO) who becomes the chief executive officer of the corporation and organizes staff in departments and functions according to mandated responsibilities. In the Council-Manager model, the CAO is the only staff member that reports directly to, and is accountable to, Council. The rest of staff report to the CAO in a hierarchical structure that is established by the CAO according to the needs of the organization and the mandated functions of the municipality.



Organizational Chart



Values, Vision, and Mission Statement

The Council and the Organization adhere to the following values, vision and mission statement.

VALUES

1. **INTEGRITY:** We practice honesty by showing a consistent adherence to our shared vision and mission statement and through the truthfulness and accuracy of our actions.
2. **ACCOUNTABILITY:** We answer to our citizens with the expectation that we acknowledge and assume responsibility for our actions, decisions, and policies at all times.
3. **EMPATHY:** We make a sincere effort to understand our citizens' perspective and assist them with all our abilities within the boundaries given to us by the law, local regulations and approved policies.

VISION

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

MISSION STATEMENT

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

THE 5 PILLARS OF OUR VISION AND MISSION STATEMENT

- ENVIRONMENT:** Maintaining a healthy and natural environment through responsible use, protection, and sustainable practices.
- INFRASTRUCTURE:** Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity.
- ECONOMY:** Building a strong and vibrant community by attracting, supporting and retaining businesses and residents.
- SOCIAL:** Building Social Capital and engaging citizens and partners to improve the well-being and diversity of the community.
- GOVERNANCE:** Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.



Services

The District of Lake Country is a local government, which approves regulations within its spheres of responsibility, legislated by the provincial government, and provides services for its citizens as mandated by legislation.

The general areas of service provided by the District of Lake Country are distributed among functional departments that provide those services to the community, and specifically:

- Administration, Finance & Corporate Services
- Planning & Development
- Engineering & Environmental Services
- Infrastructure Services
- Protective Services

The areas of responsibility of each department will be described in the following pages.



Public Works Operators in action



ADMINISTRATION, FINANCE & CORPORATE SERVICES

This department provides the majority of support services to the organization and a number of other services to the public. This department is divided into the following divisions:

- Chief Administration Office (CAO)
- Financial Services
- Corporate Services
- Human Resources & Safety
- Recreation & Cultural Services
- Information & Technology Services
- Bylaw Enforcement Services
- Communication and Public Engagement Services
- Economic Development
- Policy Support
- Legal Services & Risk Management
- Governmental & Intergovernmental Affairs
- First Nation Relations



The District of Lake Country Council Chambers, where Council Meetings are held every first and third Tuesday of each month starting at 7pm. Meetings are televised by Shaw Cable TV.



This department is currently working on the following **Council Strategic Priorities** for this term of office:

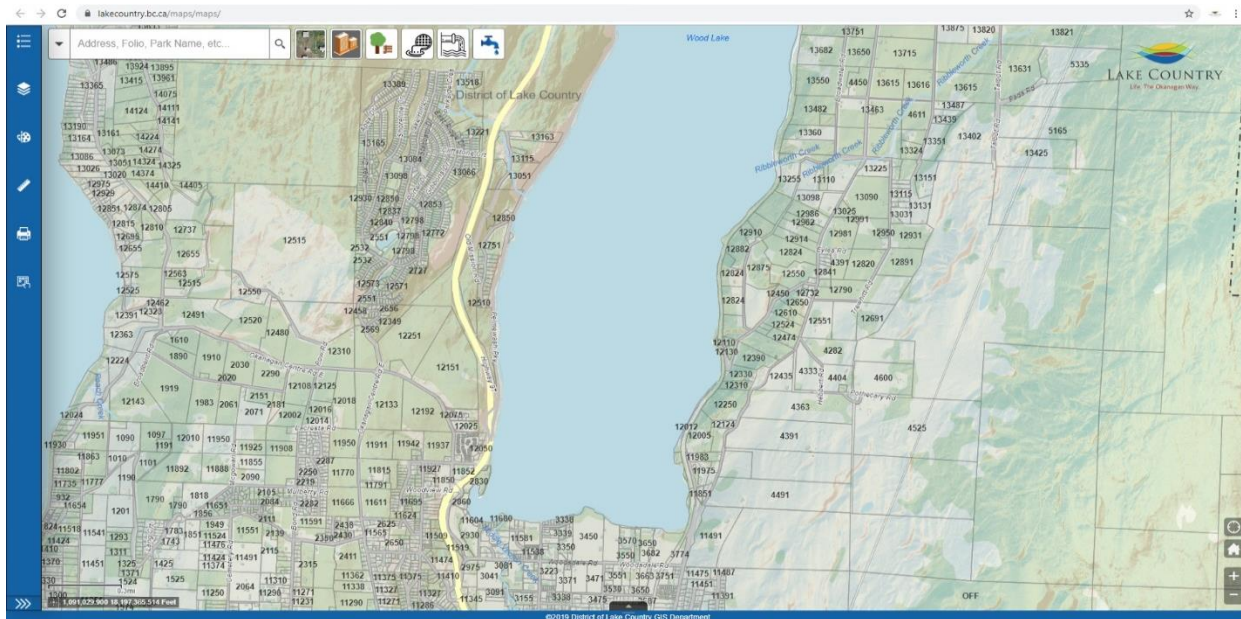
GOVERNANCE	FINANCE-IT-CORPORATE
<ul style="list-style-type: none"> • Council Vision Review • City of Kelowna-Okanagan Indian Band-District of Lake Country Intercommunity Planning • Code of Conduct Review • Creation of Growth Strategy • Review of the Integrated Community Sustainability Plan 	<ul style="list-style-type: none"> • Communication & Public Engagement Strategy • Information & Technology Strategy • Bylaw Enforcement Service Review • Sponsorship Policy Feasibility Study • Cultural Plan Terms of Reference • Review and Implementation of an Economic Development Strategy
EXCELLENCE AND WORK SAFE	ADVOCACY
<ul style="list-style-type: none"> • Occupational Health & Safety 5-Year Plan • Collective Agreement Renewal • Staff Engagement Survey • Staff Mental Health Strategy • Training Needs Review and Assessment 	<ul style="list-style-type: none"> • Glenmore Interchange Traffic Issues • BC Housing Opportunities in Lake Country • Wastewater Master Plan Funding Grant

KEY CONTACTS

- **Chief Administrative Officer (CAO) - Alberto De Feo**
Email: admin@lakecountry.bc.ca
- **Chief Financial Officer (CFO) and Deputy CAO - Tanya Garost**
Email: tgarost@lakecountry.bc.ca
- **Manager Corporate Services - Reyna Seabrook**
Email: rseabrook@lakecountry.bc.ca
- **Executive Assistant - Willene Perez**
Email: wperez@lakecountry.bc.ca
- **Director of Policy and Legal Affairs – Michael Mercer**
Email: mmercerc@lakecountry.bc.ca
- **Manager of Communications and Governmental Affairs – Matt Vader**
Email: mvader@lakecountry.bc.ca



PLANNING & DEVELOPMENT



Portion of Lake Country Map

The Planning & Development department is responsible for land use planning as well as building and development applications and all related functions. The department is divided into the following divisions:

- Land Use Planning
- Building Inspections

The department is working on the following key strategic priorities:

PLANNING & DEVELOPMENT
<ul style="list-style-type: none"> • Creation of an Urban Forest Strategy • Creation of an Agricultural Plan • Review of the Zoning Bylaw • Creation of a Social Plan

KEY CONTACTS

- **Director of Planning & Development – Jamie McEwan**
Email: jmcewan@lakecountry.bc.ca
- **Manager of Planning – Cory Gain**
Email: cgain@lakecountry.bc.ca
- **Chief Building Inspector – Zara Rockwell**
Email: zrockwell@lakecountry.bc.ca



ENGINEERING & ENVIRONMENTAL SERVICES

This department is responsible for technical support in civil engineering matters, transportation infrastructure, including renewal, improvement and maintenance, and local environmental services provision. The areas of responsibilities of this department are:

- Subdivision and Land Use Technical Reviews (Development Engineering)
- Road Maintenance
- Transportation and Public Transit
- Garbage & Recycling

The department is working on the following key strategic priorities:

ENGINEERING & ENVIRONMENTAL SERVICE
<ul style="list-style-type: none">• Mobility for Tomorrow Multi Modal Transportation Plan• Bottom Wood Lake Road Improvements – H.S.Grenda Middle School Project• Drainage Bylaw• Subdivision and Development Servicing Bylaw Update

KEY CONTACTS

- **Director of Engineering & Environmental Services – Matthew Salmon**
Email: msalmon@lakecountry.bc.ca
- **Manager of Public Works – Scott Unser**
Email: sunser@lakecountry.bc.ca



Road Crew at work



INFRASTRUCTURE SERVICES

Eldorado Reservoir and Hydrogeneration Plant



As the word may suggest, this department, the largest in the organization, is responsible for the maintenance and construction of critical infrastructure in the community. The specific areas of responsibility are:

- Water distribution and quality
- Liquid Waste and Liquid Waste Treatment Plant
- Parks and Greenspace
- Sewage System
- Hydrogeneration Plant
- Public Facilities

The department is working on the following key strategic priorities:

INFRASTRUCTURE SERVICES
<ul style="list-style-type: none">• Waste Water Master Plan• Water Master Plan Update• Cultural Centre Construction• Multi-generational Activity Centre Construction• Sports & Recreation Needs Assessment

KEY CONTACTS

- **Director of Infrastructure Services – Greg Buchholz**
Email: gbuchholz@lakecountry.bc.ca
- **Utilities Manager – Kiel Wilkie**
Email: kwilkie@lakecountry.bc.ca
- **Parks & Facilities Superintendent – Shaun Lesowski**
Email: slesowski@lakecountry.bc.ca



PROTECTIVE SERVICES

This department is responsible for the safety of property and people in the District and provides the following services:

- Fire Protection
- Emergency Paramedical Response
- Rescue and Emergency Response
- Policing

The department is working on the following key strategic priorities:

PROTECTIVE SERVICES
<ul style="list-style-type: none">• New Fire Hall Construction• Fire Program Software Replacement and Upgrade• Safety Awareness and Fire Prevention Program Redevelopment• Skills Training and Maintenance Program Update• Wildfire Training Certification

KEY CONTACTS

- **Director of Protective Services/Fire Chief – Steve Windsor**
Email: swindsor@lakecountry.bc.ca
- **Deputy Fire Chief – Brent Penner**
Email: bpenner@lakecountry.bc.ca
- **RCMP Commanding Officer – John Collins**



**2019 Provincial
Volunteer and Paid-on-
Call Fire Department
Training in Lake Country.**

**In the picture: Officer Eric
De Gelder (L) and Deputy
Fire Chief Brent Penner
(R)**



Service Delivery Model

The District of Lake Country employs a strategic service delivery model based on the definition of strategic priorities and their application against budget objectives and resources. Such an approach is also used in the definition of capacity service levels and identification of infrastructure projects that are needed for the benefit of the community. Strategic Priorities are identified at the beginning of each term, updated on a quarterly basis and reviewed annually.

In addition, foundational plans and strategies are put in place to define priorities and financial tools for their implementation. Each department and the organization have approved plans for this purpose. Some examples of plans the District employs are:

- **Staff Capacity Plan** – This is a 5-year plan to identify capacity needs in the organization and select new positions that may be needed to accomplish Council’s objectives. This plan is prepared by the Manager of Human Resources in collaborations with all departments;
- **Service Capacity Review** – This review is done periodically to establish current levels of service against Council’s priorities. It is used to establish whether new services are needed and if any current services should be eliminated or reduced. It is prepared by the CAO in collaboration with all departments;
- **Integrated Community Sustainability Plan (ICSP)** – This an overarching community plan used to serve as a foundation of other plans for the community. It encompasses all areas of sustainability and is prepared by the Planning & Development Department in collaboration with other departments, community stakeholders and the community at large;
- **Infrastructure Plans** – The District of Lake Country has a number of plans dealing specifically with renewal of infrastructure in the areas of roads, water, and sewer. These plans cover a time span of 20 years and are prepared by the Infrastructure Services department and the Engineering & Environmental Services department with the assistance of other departments, the community, and experts in the field of engineering. The District has a Water Master Plan, a Transportation for Tomorrow Plan, and a Liquid Waste Management Plan.
- **Land Use Plans** – Land use is one the most important areas of oversight that is exclusive to local government. These plans are prepared by the Planning & Development department in collaboration with the community and other departments. The two major land use plans are the Official Community Plan and the Zoning Bylaw.

A fundamental part of our business approach and model is that plans must be accompanied by funding provisions and formulas, with the goal of eliminating unfunded liability. Both the organization and the taxpayers need to know how much is needed to fund the plans and where the money comes from. As a result, budgeting and the 5-year financial plan become more focused and targeted.

This model is ingrained in our organizational culture, which can be described as a Good to Great model based on four pillars of action: 1) Performance; 2) Value; 3) Integration; and 4) Technology. By consistently using this model, the District has become very successful in delivering critical projects.



Strategic Priorities

COUNCIL PRIORITIES	
NOW	
<ol style="list-style-type: none"> WASTEWATER MASTER PLAN: Strategy Session - Update (July) WATER MASTER PLAN: Strategy Session - Public Engagement Strategy (June) URBAN FOREST STRATEGY-TREE BYLAW: Strategy Session - Terms of Reference (July) COUNCIL VISION: Strategy Session - Draft Corporate Plan (July) MOBILITY FOR TOMORROW: Workshop with Gil Penalosa (TBD) 	
NEXT	
AGRICULTURAL PLAN ECONOMIC DEVELOPMENT STRATEGY	
ORGANIZATIONAL EXCELLENCE	ADVOCACY
<ol style="list-style-type: none"> New Collective Agreement: Negotiations Update (TBD) Staff Engagement Survey: Launch & Completion (Aug) Training Needs Assessment Prioritization (Sept) <ul style="list-style-type: none"> Staff Mental Health 	<ul style="list-style-type: none"> <i>Glenmore Interchange</i> <i>BC Housing</i> <i>Wastewater Master Plan Funding</i>
DEPARTMENTAL STRATEGIC INITIATIVES	
Chief Administrative Officer (A. De Feo)	Finance/IT/Corporate (T. Garost)
<ol style="list-style-type: none"> DLC/OKIB/Kelowna Planning: Update (Nov) Code of Conduct Review: Workshop Follow Up (Aug) <ul style="list-style-type: none"> Growth Strategy ICSP Review 	<ol style="list-style-type: none"> Communication/Engagement Strategy: Strategy Session (June) IT Strategy: Strategy Session (Sept) Bylaw Services Review: Strategy Session (Oct) ECONOMIC DEVELOPMENT STRATEGY: Strategy Session (TBD) <ul style="list-style-type: none"> Sponsorship Policy Feasibility Cultural Plan (Terms of Reference)
Planning and Development (J. McEwan)	Protective Services (S. Windsor)
<ol style="list-style-type: none"> URBAN FOREST STRATEGY-TREE BYLAW: Strategy Session: Terms of Reference (July) AGRICULTURAL PLAN: Draft for Council Review (TBD) Zoning Bylaw <ul style="list-style-type: none"> Social Plan (Terms of Reference) 	<ol style="list-style-type: none"> New Firehall: Strategy Session: Update (June) Fire Program Replacement: Software installation (Sept) Safety Awareness/Fire Prevention Prgm: Redevelopment (Nov) <ul style="list-style-type: none"> Training/Skills Maintenance Program Wildfire Training Certification
Infrastructure Services (G. Buchholz)	Engineering and Environmental Services (M. Salmon)
<ol style="list-style-type: none"> WASTEWATER MASTER PLAN: Strategy Session (July) WATER MASTER PLAN UPDATE: Public Engagement Strategy (June) MAC Design Tender <ul style="list-style-type: none"> Cultural Centre: OKIB consultation (TBD) Sports/Recreation Needs Assessment Priority Setting 	<ol style="list-style-type: none"> Bottom Wood Lake Rd Improvements: Update to Council (July) Stormwater Management Bylaw: Strategy Session (June) Subdivision and Development Servicing Bylaw: Strategy Session (June) <ul style="list-style-type: none"> Highways and Traffic Regulation Bylaw

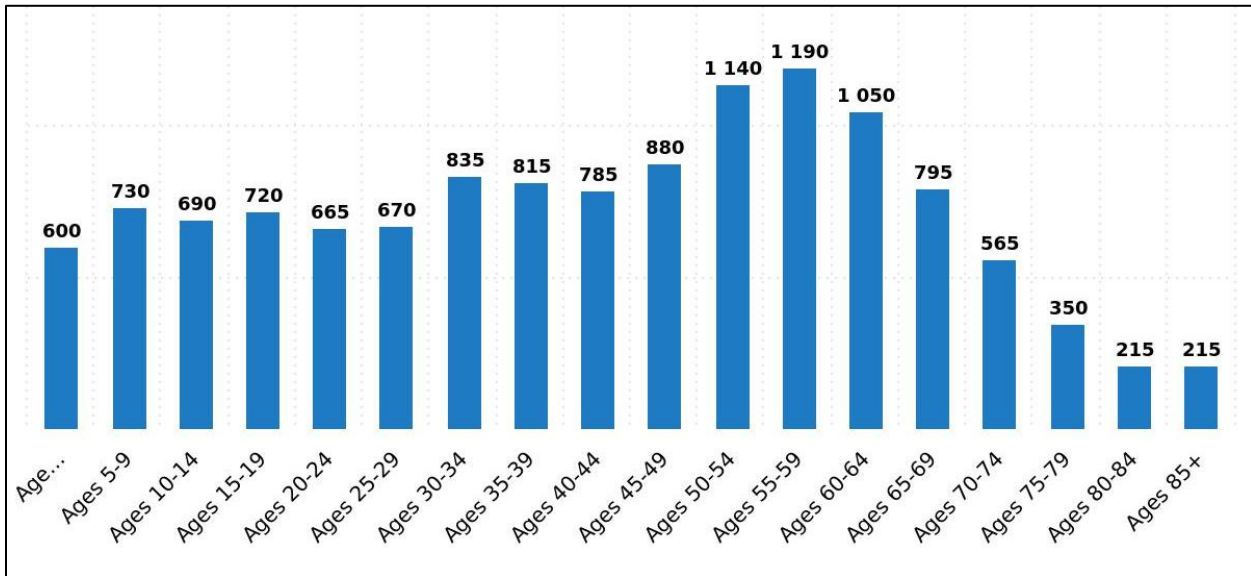
LEGEND: BOLD CAPITALS = Council NOW Priorities; **CAPITALS** = Council NEXT Priorities; **Regular font bold** = Organizational Excellence; and regular font = Departmental Strategic Initiatives



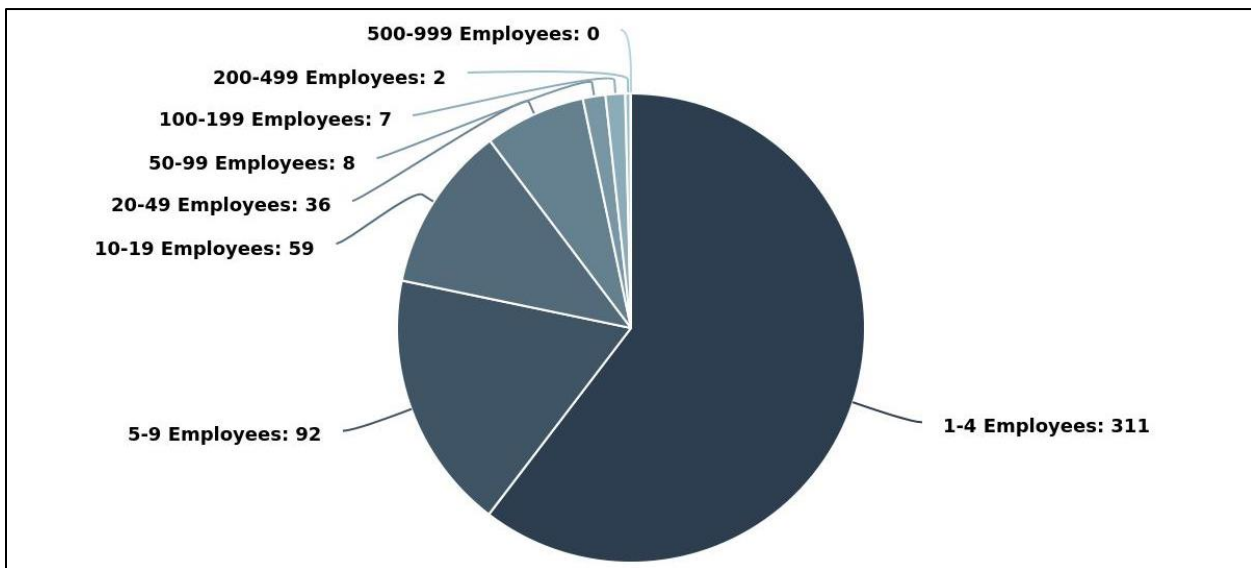
Statistics

COMMUNITY STATISTICS

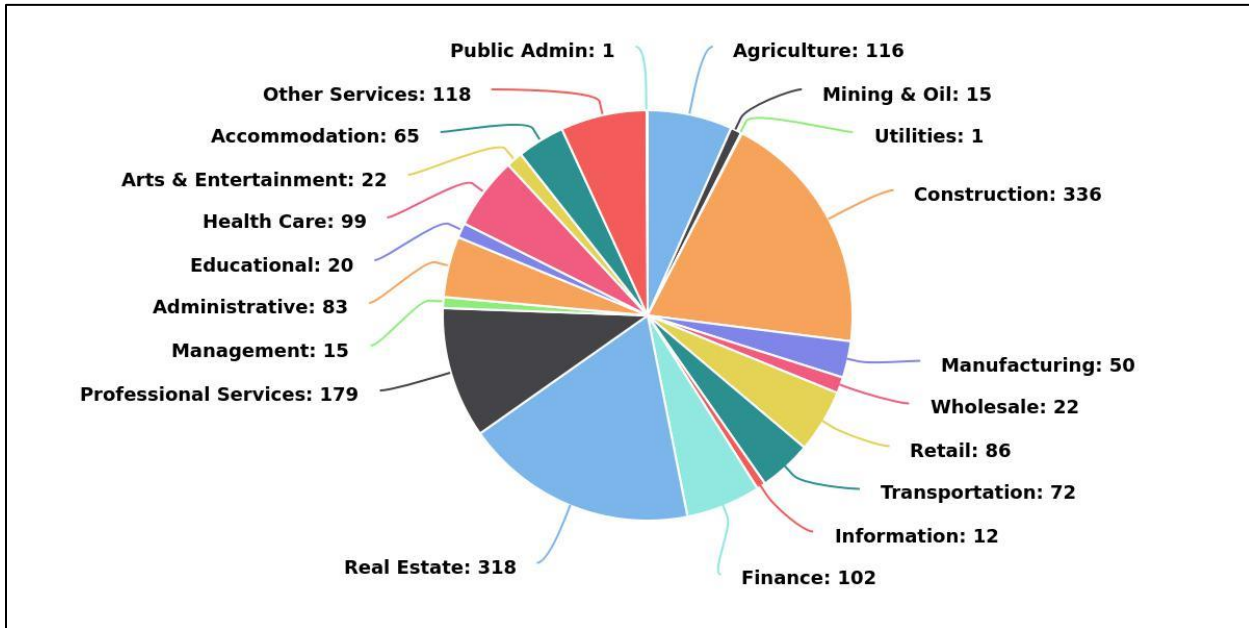
- Total Population 2019 (BC Stats Estimate): 15,143
- Total growth since 2006: 57.64%
- Average Annual Growth since 2006: 4.43%
- Demographics by Age:



- Total Businesses as of 2019: 799
- Business by Size:



- Business Industries:



- Total Area: 122.19 Square Kms
- Total Agricultural Land Reserve: Approx. 45% of total area
- Total Roads: 200 kms
- Kelowna International Airport: 7.4 Kms
- Advanced Education – UBC Okanagan (Kelowna): 10.4 Kms
- Advanced Education – Okanagan College (Kelowna campus): 21.7 Kms
- Advanced Education – Okanagan College (Vernon campus) 27.9 Kms



Financials

Legislation requires that all local governments approve a 5-Year Financial Plan. A synopsis of the plan is outlined below. In addition, this document provides important information on the financial status of the District based on Audited Financial Statements.

Budget:

The Financial Plan contains the cumulative influence of Council requests and resolutions, supports the Council Strategic Priorities Plan and incorporates the recommendations of the various long term master plans approved by Council. The Financial Plan includes a five year capital plan that is funded from reserves and considers not only the renewal of the infrastructure in the District but also the expansion to meet the ongoing needs of the community. The Financial Plan is built annually based on the prior year’s information, input from staff and incorporating known changes.

	2020	2021	2022	2023	2024
Revenue	\$46,533,425	\$34,161,718	\$35,411,674	\$36,616,786	\$37,896,367
Expenses	(\$30,039,911)	(\$30,716,818)	(\$31,277,902)	(\$31,995,591)	(\$32,813,976)
Transfers to Reserves/Capital	\$16,493,461	\$3,444,900	\$4,133,772	\$4,621,195	\$5,082,391

Useful Financial Information (2019 Audited Report):

Revenue Reliance

Direct Taxation:	\$16,213,474
Fees:	\$10,331,821
Developer Contribution:	\$14,555,239
Others:	\$5,348,783

Expenses

Operational: ¹	\$25,429,534
Capital: ²	\$6,484,504

Debt

Total Outstanding Debt	\$7,604,383
Current Borrowing Capacity/Limit:	Liability servicing limit - \$6,326,059 in debt payments which equates to approximately \$100,000,000 in debt based on current interest rates
Current Debt Repayment Load Per Capita:	\$94 –annual repayment per capita, debt per capita - \$502

Payroll

¹ Operational Expenses are those that are made annually to keep the services and operations of the District current. They include the District’s payroll and all contracted services as well, such as Policing and Road Maintenance to name two.

² Capital Expenses are one-time expenses for specific infrastructure projects, including plans and design expenses for those projects and the general planning of the community.



Total Payroll:	\$8,484,973
Full Time Employees Equivalent:	82.5
Payroll Percentage of Operational Budget:	33%

General Surplus

\$3,122,932

Reserves

\$24,306,159

It is essential that local governments maintain adequate levels of reserve balances to mitigate current and future risks, ensure stable tax rates and demonstrate financial commitment to long range infrastructure and master plans. Sufficient reserve funds are important in achieving financial health and stability for the District. Reserve goals need to be consistent with and support established long term financial plans.

