

2011 CORPORATE PLAN

“Thinking Forward”



District of Lake Country



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From the Chief Administrative Officer



I am pleased to present my first Corporate Business Plan as the new Chief Administrative Officer of the District of Lake Country to Council, the Public and all Staff.

Since beginning with the District in November 2009, I have had an opportunity to observe the District's operations and decision-making practices and policies and I have been able to identify some strategies for the organization that should be able to drive Lake Country through a prosperous and sustainable future with the support of Council, Staff and the Community.

Council and Senior Staff went through a prioritizing process and identified a number of initiatives that need to be addressed and tackled in the next few months. The top five priorities are:

- The completion of our Water Master Plan. This is very timely also in view of recent drought initiatives and conservation needs.
- The creation of a Transportation Action Plan, in order to address the need for more sidewalks and road improvements and determine a number of solutions to pedestrian and alternative mobility in the District.
- The creation of a plan for the development of our Town Centre. This will try to assist landowners and developers in bringing mixed commercial-residential on Main Street.
- The creation of a Community Brand, which will help Lake Country to be identified easily and will assist businesses in the area to foster investment and spending in our community.
- The exploration and possible creation of an Integrated Community Sustainability Plan. This is considered a foundational document with a high level of engagement of community members and would provide the vision for Lake Country in the areas of Environment, Social Development, Economic Development, and Land Use Development, including long term infrastructure needs.

From an organizational perspective, we will work on instilling a culture of Customer Service but also a 'Can Do' attitude with an eye at providing solutions for our residents or working with them to find solutions to their needs. We will also work on a strategic based Budget Process, tied to this document and based on the goals and objectives of Council.

Our commitment is reflected in the expectation that Lake Country will be a regional leader in the provision of the best quality of life in the region and the province.

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

Executive Summary

The District of Lake Country Corporate Plan represents the Business Plan of the municipal corporation. The purpose of the plan is to provide a general direction and the tools needed to accomplish the vision of Mayor and Council, based on their priorities and general vision. It includes the Corporate Mission Statement and the Corporate Values, which represent the foundation of our business culture. The Plan is structured to include a profile of the organization, a description of its services and the major accomplishments realized since incorporation. It then provides the Corporation and Departmental main priorities and their financial implications with the intent to facilitate the Corporate Budget Process and 5-Year Financial Plan.

General Direction

The general direction of Council indicates a strong trend in addressing infrastructure needs, especially in the areas of road safety and water quality and conservation, and in tackling sustainability, especially in the areas of economic development and overall approach to planning, to create a solid foundation for the quality of life residents wish to have.

Council Priorities

Council has identified 5 principal priorities to be accomplished prior to the completion of the current term of office (November 2011). The 5 priorities are:



Together with these priorities, Council has also identified Organizational Excellence and other main departmental priorities to assist with the realization of the corporate strategy.

Budget and Plan Execution

The District is moving towards a paradigm shift where a holistic approach to financial planning and strategic vision will be taken through the budget process. In order to properly execute Council's strategic plan, it is critical that a link be established with the annual budget and the 5-Year financial plan. Priorities, goals and objectives that have a financial impact on the District are contained in the budget and the financial plan. The prioritization exercise will be repeated annually in order to facilitate the budget process and the 5-Year financial plan, in order to accommodate changes in priorities and directions that may occur from time to time.

Executive Summary

Advocacy

Council also maintains an advocacy role with other levels of government to facilitate the solution of issues that would affect our community and to ensure that appropriate levels of funding are directed towards community programs and infrastructure. The following areas were identified as issues that need to be addressed with the Federal and Provincial governments:

Water Reservoir Lease Lots

The issue is the potential for current private lease holders of crown land in the area of expansion of our water reservoirs to acquire that land in fee simple from the Integrated Land Management Bureau, which would create difficulties in proceeding with raising dams level for Lake Country water conservation purposes (Provincial Government).

Note: At the September 2010 UBCM Convention, Minister Pat Bell confirmed that the Province has accepted the District's proposal and will hold the sale of the lots.



Watershed Management Proposal

This is a concerted effort with the Ministry of Environment and Interior Health to ensure that our watershed is properly managed as to quality standards and proper conservation (Provincial Government).



Dredging of the Kalamalka-Wood Lakes Canal in Oyama

For the proper maintenance of water flows between the two lakes (Federal Government).



Safe Harbour Rehabilitation

The Safe Harbour, owned by Central Okanagan Regional District (CORD), is in need of rehabilitation, and funding is available at the federal and provincial levels (CORD, Provincial and Federal Government).



Provincial Prison

Concerns have been expressed by Council with respect of having a new prison in Kelowna (near the Lake Country boundary) (Provincial Government). Note: Provincial Government has put this project on hold.

Core Values, Vision & Mission Statements

Core Values Statement

The District of Lake Country is an innovative, vibrant community celebrating its history, diversity and unity.

Vision Statement

Lake Country is enriched by active volunteers, concerned citizens and business, all participating in an open, inclusive government, which strives to:

- Develop a strong sense of community
- Promote a positive community image
- Support the diverse and attainable provision of housing
- Encourage responsible economic development
- Promote an active, safe, inclusive and integrated transportation 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

Mission Statement

The District of Lake Country will provide exciting opportunities for diverse housing, tourism, culture, recreation, agriculture, and economic development that integrate and protect the natural beauty and rural assets of our district.



Community Profile



Lake Country was incorporated in May 1995 and is located in the Okanagan Valley between Kelowna and Vernon. As the name suggests, there are a number of lakes within the vicinity of the municipal boundaries. Okanagan Lake acts as the western boundary, while all of Wood Lake and the southern-most portion of Kalamalka Lake are encompassed by the municipality.

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 as 40% of the municipality lies within the Agricultural Land Reserve. Major crops include apples, peaches, pears and cherries. A very large portion of apples grown in Canada are from the orchards in Lake Country.

Lake Country is unique in its design having four very distinct communities within the municipality: Carr's Landing, Okanagan Centre, Oyama and Winfield. Lake Country is represented by four (4) ward Councillors, two (2) Councillors at Large and the Mayor. Since incorporation, the community has continued to grow and thrive having a population of approximately 11,409 (2009 BC Stats). Lake Country is one of the very few municipalities in BC implementing the ward system and is a beautiful and distinctive area rich in cultural history.

Corporate Profile & Organizational Structure

The District is made of up 8 Departments, each forming a fundamental part of the organization. Each department must work cooperatively with each other, the Mayor, Council and the numerous District Committees.

ADMINISTRATION & CORPORATE SERVICES

These departments are responsible for the administration of the organization, Freedom of Information requests, legal matters, bylaw preparation and Bylaw Services and Land Negotiations.

HUMAN RESOURCES

The Human Resources Department functions were divided from the Corporate Services Department in early 2010 allowing for greater emphasis on recruiting, training and retaining staff in all departments.

FINANCE

The Finance Department is responsible for financial management and planning, policy development, financial reporting as well as computer network maintenance and Information Technology.

ENGINEERING

The Engineering Department encompasses four main areas: water, roads, sewer and development servicing approvals. In 2010 the District moved towards increasing in-house road maintenance services whereas much of the work was previously contracted out due to the relatively small size of the organization and community.

DEVELOPMENT SERVICES

Development Services is responsible for building services and development and planning applications including zoning amendment applications, soil removal and temporary industrial/commercial permits, Official Community Plan amendments and Agricultural Land Reserve applications.

PARKS & RECREATION

Parks and Recreation is responsible for cultural facilities and programs as well as the planning and maintenance of parks, playing fields and public buildings. The Leisure Services division of the department organizes a variety of community events and coordinates leisure programs and activities through the Leisure Services Guide. This department works closely with many local volunteer organizations, assists financially with community clubs and also manages the operations of the Creekside Theatre.

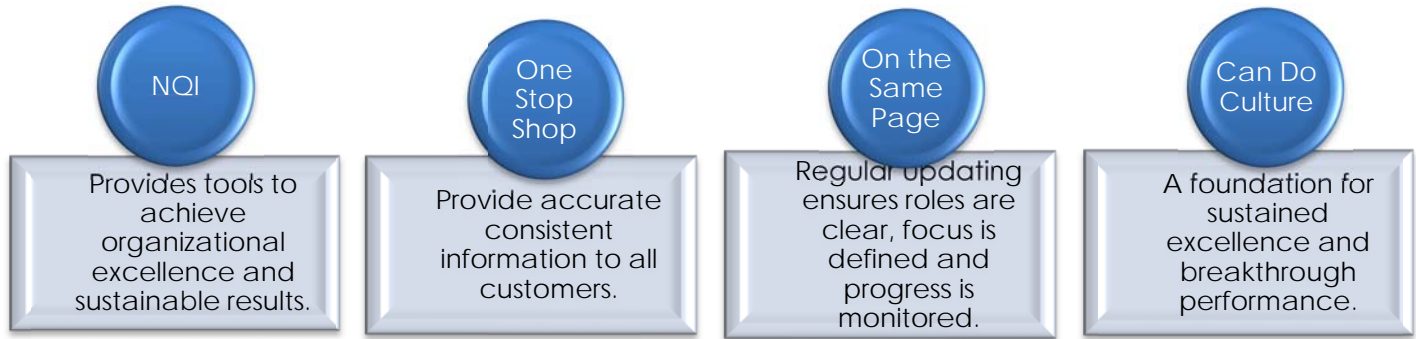
FIRE DEPARTMENT

The Fire Department consists of one Fire Chief, two Assistant Fire Chiefs, a maintenance operator and a clerical position supporting 58 paid on-call fire fighters operating out of three fire stations. The department participates in the Central Okanagan Regional District emergency program, the regional rescue program and is responsible for commercial and industrial fire inspections.

RCMP

The Lake Country detachment consists of 12 members including a full time School Liaison Officer who participates in class presentations and promotes drug and alcohol awareness at the local schools. In addition to regular enforcement matters, members work closely with local community groups and participant in Emergency Planning and Preparedness ensuring a coordinated response to emergency evacuations, public safety and the protection of property.

Organizational Excellence



Organizational culture is the foundation for sustained excellence and breakthrough performance. Culture is the most significant factor affecting an organization's ability to attain both short-term targets and long-term vision.

Realizing organizational excellence is a multi-faceted process that uses an array of tools such as empowering employees in order to provide accurate consistent information to all customers creating a "one stop shop" organization. Physically changing the layout of organization is another tool being explored by staff in the attempt to encourage a more open working environment, increase productivity, reduce stress and improve information flow. In addition, the District is exploring programs offered by the National Quality Institute (NQI) which provides tools to achieve organizational excellence and sustainable results. Their programs help nurture a healthy workplace with a framework that is comprehensive and practical for improvement and also serves as the basis for the Canada Awards for Excellence program.

In October 2010 Council and senior staff developed a Strategic Priorities Chart that details the organizations top priorities, acknowledges the foundation laid by the previous planning efforts and identified Council's ongoing commitment to strategic governance. The regular updating of the chart ensures that everyone is 'on the same page', roles are clear, focus is defined and progress is monitored. Recommendations contained in the Priority Setting Report resulting from the Priority Setting Workshop include scheduling regular Strategy Sessions and approving Priority Setting and Decision Making Guidelines or Policies.

In undertaking the 2010 Corporate Business Plan, each department developed a departmentalized Strategic Priorities Chart and work plan. The individual Strategic Priorities Charts will focus each department's priorities in relation to Council priorities and work in direct relation to the District's 5 year Capital Plan. The Draft Corporate Plan will be submitted to Council for approval in October 2010.



Corporate Priorities

Managing priorities is an ongoing process as new topics emerge. Strategic Plans are a means to achieving Corporate Priorities which are then translated into short-term priorities and actions. Corporate Priorities result in a community that addresses and provides for the needs of residents now and into the future. Following are the top 5 Corporate Priorities identified by Council for 2010:

WATER MASTER PLAN

In 2009 a comprehensive review of the community's water resources and service levels was conducted which included watershed protection, drought management, aging infrastructure, fire protection flows, water storage, agriculture requirements, water treatment and conservation. The Water Services Advisory Committee (WSAC) reviewed options for implementing the Plan in September 2010 and the preferred option will be presented for Council's consideration in November 2010. Following selection of the preferred option the Plan will be evaluated to ensure that it is appropriate and affordable for the community and taken to the community for input.

INTEGRATED COMMUNITY SUSTAINABILITY PLAN (ICSP)

The ICSP is a foundational document that will broaden the scope of municipal planning and decision-making and identify a vision for Lake Country that includes environmental, social, development, and economic goals as well as land use and long term infrastructure targets. The ICSP is developed through extensive community consultation so that communities can better understand their future and work collectively towards achieving their goals.

The District's Community Sustainability Team is reviewing grants available through the Green Municipal Fund that may cover up to 50% of the eligible costs of undertaking the ICSP. The grant process and associated costs will be submitted to the budget process in November 2010 with final preparation and submission of the grant scheduled for February 2011.

COMMUNITY BRANDING

Being a relatively new municipality, sandwiched between two larger centres, Lake Country is in a unique situation where creating a community brand could help the community be more identifiable, assist local businesses, promote tourism and foster business development.

The Economic Development & Planning Committee (EPDC) has been overseeing the Community Branding project. In August 2010 the Terms of Reference were completed and Zapp Worx was approved as the consultant to complete the project encompassing a variety of processes including photo contests, public consultation, selecting brand options and a producing a marketing strategy. The final Community Brand will be presented for Council consideration in December 2010.

TRANSPORTATION ACTION PLAN

The goal of the Transportation Action Plan is to identify and establish a comprehensive transportation strategy through significant community consultation, aimed at improving and integrating the transportation network including pedestrian, cycling, other non-automotive users and transit. In August 2010 it was determined that the Transportation Action Plan would be incorporated in an Integrated Assets Management Plan (IAMCP) which will be presented for Council review in October 2010.

TOWN CENTRE PLAN

In 2009 the District drafted Town Centre Development Permit Guidelines which will be instrumental in shaping the realization of Council's vision for the evolving Main Street and Town Centre areas. Staff are currently in discussions with Main Street landowners and in-depth discussions are proposed with Council in October 2010.

Departmental Priorities

The importance of priority setting as part of the strategic planning process is premised on the understanding that organizations have limited capacity to pursue multiple goals, objectives or projects. In developing the Strategic Priorities Chart, each department was given a virtual 'capacity box'. Each department then developed an individual Strategic Priorities Chart further expanding on their specific departmental priorities which are aligned with Council's Strategic Plans. Each 'capacity box' includes the top 3 priorities (numbered 1 to 3) and 2 additional (bullet) items that are future priorities to be focused on.



Departmental Priorities – ADMINISTRATION & CORPORATE SERVICES

Administration, Corporate Services and Human Resources created one Strategic Priorities Chart expanded to include **4 capacity boxes**: *Administration, Corporate Services, Human Resources and Bylaw* each having 3 priorities and 2 bullet items.

Top Departmental Strategic Priorities	Next Steps	Timeline
1. ICSP	Grant Opportunities	November 2010
2. Community Branding	Options for Approval	December 2010
3. Access & Mobility Committee Role	Strategy Session	October 2010
Administration		
1. Community Branding	Options for Approval	December 2010
2. ICSP	Grant Opportunities	November 2010
3. Corporate Business Plan	Strategy Session	October 2010
• Can Do Organizational Culture		
• Economic Development & Tourism Strategy	Terms of Reference	
Corporate Services		
1. Access & Mobility Committee Role	Strategy Session	October 2010
2. Council Technology	Laptops	September 2010
3. Electronic Action Tracking	Implementation	October 2010
• Policy Review		
• Communication/Social Media		
Human Resources		
1. Job Descriptions	Review	November 2010
2. Office Space	Cost Estimate	October 2010
3. Collective Agreement	Gather Information	November 2010
• Wellness Program		
• Performance Management/NQI		
Bylaw		
1. MTI System	Ticket Printing	September 2010
2. Bylaw Notice system	Adoption of Bylaw	September 2010
3. Enforcement Policy	Strategy Session	September 2010
• Staff Training		

Departmental Priorities ~ FINANCE

The **Finance** Department identified their top 3 priorities and divided departmental priorities into 4 **capacity boxes** including: *Computer Technology, Operations, Policies/Bylaws and Administration.*

Priority	Next Step	Time Line
1. Capital Plan	Gather Information	October 2010
2. Harmonized Sales Tax Review (HST)	Establish Cost	October 2010
3. Woodsdale Local Service Area	Commutation	November 2010
Computer Technology		
1. IT Strategy Review	Meet with Departments	October 2010
2. Laptops for Council	Roll Out to Council	November 2010
3. Community Wide WiFi (PPP)	Budget approval	March 2011
• Capital Asset Software		
• SharePoint Implementation		
Operations		
1. Purchasing Cards	Guidelines	December 2010
2. Water Acreage Audit	Complete	November 2010
3. Automated Garbage Audit	Complete	March 2011
Policies/Bylaws		
1. Purchasing Policy Rewrite	Draft Completed	December 2010
2. Budget Process Review/Enhancement	Guidelines	October 2010
3. Lake Pine Water Utility Assets Purchase	Security Issuing	December 2010
• Fee Bylaws Amendments		December 2010
Administration		
1. Transit Master Plan	Complete	February 2011
2. Collective Agreement	Information gathering	November 2010
3. Fire Specified Area Expansion	Information Gathering	January 2011

Departmental Priorities ~ DEVELOPMENT SERVICES

The **Development Services Department** departmentalized their priorities into **6 capacity boxes**: *Operational, Environmental, Social, GIS/Technology, Economic Development and Land Use.*

Priority	Next Step	Time Line
1. ICSP	Grant Opportunities	November 2010
2. Community Branding	Options for Approval	December 2010
3. Access & Mobility Committee Role	Strategy Session	October 2010
Operational		
1. Development Application Process Review	Inventory	December 2010
2. Building Bylaw Update	Final	December 2010
3. Education & Communication	Review	March 2011
• File Management & Tracking		
Environmental		
1. Carbon Neutral Operations Plan		
2. Water Reduction Strategies/Policies	Review	March 2011
3. Tree Bylaw	Council	August 2011
• Shoreline Mapping Inventory		
• Float Homes		
Social		
1. Affordable Housing Strategy	Paper & Committee	December 2010
2. Age-Friendly Strategy		March 2011
3. Transportation Action Plan	Terms of Reference	July 2011
• Homeless/Transient Accommodation Policy		
• Community Garden Program		
GIS/Technology		
1. GIS Proposal/Municipal Data Integration		November 2010
2. Electronic Filing	Identify needs	June 2011
• Integration of Application Systems		
• In-house GIS/IT Services		
Economic Development		
1. Town Centre MOU/Development		September 2010
2. Community Branding		December 2010
3. Economic Development & Tourism Strategy		December 2010
• Business Attraction Strategy		
• Industrial Park Development Plan		
• Tourism Promotion		
• Tax Base Expansion		
Land Use		
1. Flood Plain mapping	Terms of Reference	September 2011
2. Policy Review & Development	Corporate Services	February 2011
3. Neighbourhood Pre Plans	Terms of Reference	December 2010
• Transportation Action & Recreation Plan	Land Acquisition	
• Hwy 97 Relocation Impact		

Departmental Priorities ~ ENGINEERING

In addition to the top 3 priorities identified by the **Engineering** Department, priorities were broken down into **5 individual capacity** boxes, including: *Water, Sewer, Roads, Drainage and Land/Development & Environmental Services.*

Priority	Next Step	Time Line
1. Water Master Plan	Preferred Option	September 2010
2. Transportation Action Plan	Direction	July 2010
3. Capital Plan-Asset Management	Revision	October 2010
Water		
1. Water Master Plan	Council	
2. Capital Plan	Council	
3. Kal Lake Interconnect	Work Program	September 2010
• SCADA Plan	Draft	August 2010
• Communication Improvements	Work Program	August 2010
Sewer		
1. Capital Plan	Council	
2. Liquid Waste Management Plan	Complete Stage II	January 2011
3. 2010 Lift Station Upgrade		November 2010
• Operational Review and Operator Training		August 2010
• Bio-Reactor Aeration Improvement	Assess Process	August 2010
Roads		
1. Transportation Action Plan	Council	
2. Capital Plan	Council	
3. 5-Year Operational Plan		October 2010
• Computerized Maintenance Scheduling Program	Training	October 2010
• Expand In-House Capacity	Assessment	October 2010
Drainage		
1. Master Drainage Plan Phase 1		August 2010
Land, Development & Environmental Services		
1. Capital Plan	Council	
2. Subdivision & Development Servicing Bylaw	Review & Update	November 2010
3. Wood Lake/Hwy 97 Strategic Plan	Terms of Reference	October 2010
• Transit Improvements & Expansion of Service	Bus Stops	October 2010
• Solid Waste Operational Options	Council	November 2010

Departmental Priorities ~ PARKS & RECREATION

The **Parks & Rec Department** identified their top 3 priorities in conjunction with Council's priorities and separated **6 capacity boxes** for the department including: *Parks, Programs/Special Events, Arts & Culture, Facilities, Partnership/Sponsorship and Foreshore/Water.*

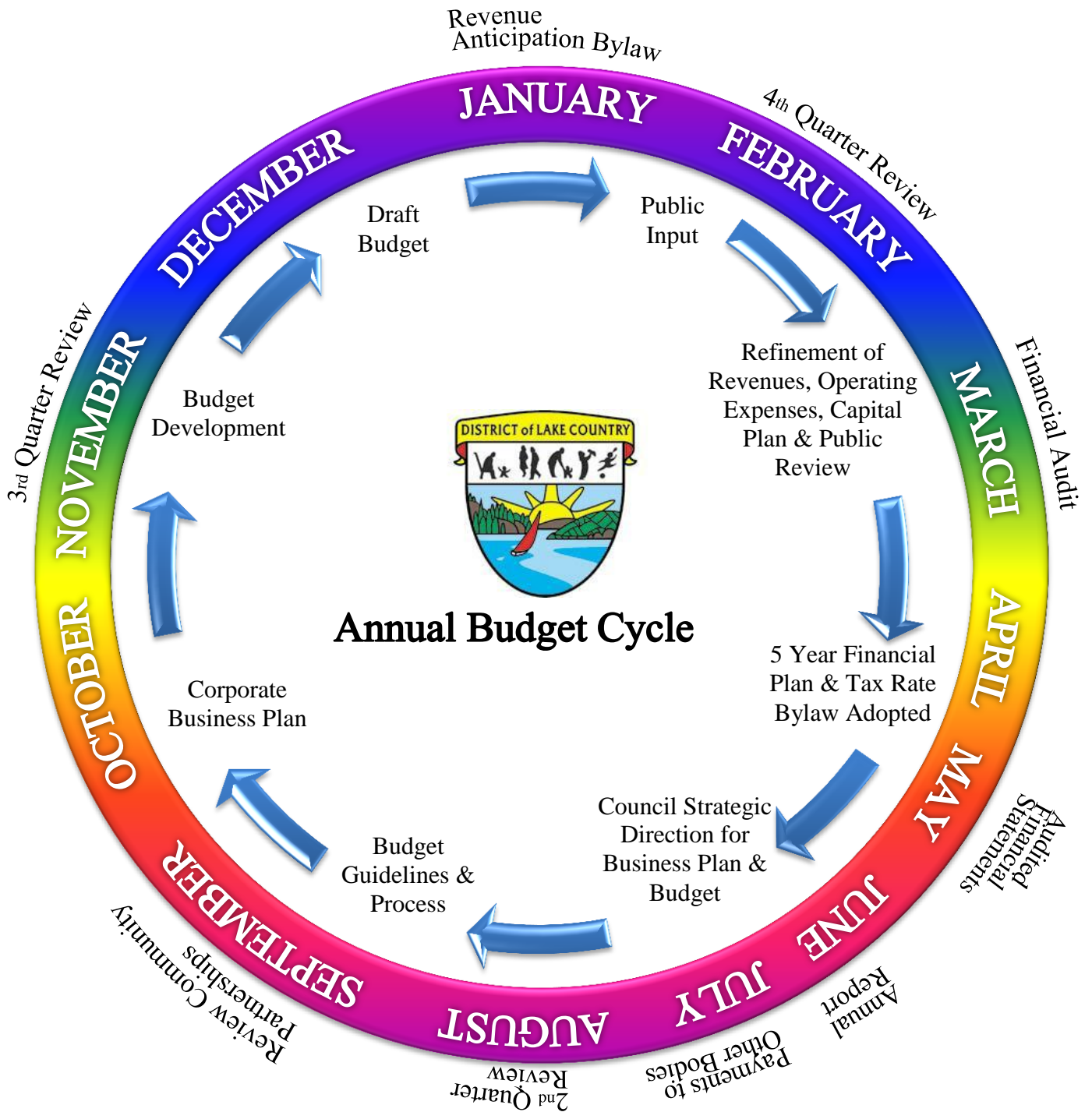
Priority	Next Step	Time Line
1. Parks & Rec Master Plan	Budget Proposal	November 2010
2. Parks In-House vs Contract Analysis		September 2010
3. Neighbourhood Park Development Policy	Adoption	October 2010
Parks		
1. Sport Field Operations/Procedures	Gather Information	December 2010
2. Field Use Policies	Gather Information	December 2010
3. Trail Management	Inventory	April 2011
• Municipal Campgrounds		
Programs/Special Events		
1. Maximize ActiveNet's Potential	Review capability	March 2011
2. Evaluate Teen Needs	Meet with GESS	October 2010
• Develop Program Areas		
Arts & Culture		
1. In Conjunction with Master Plan		
Facilities		
1. Assessment Plan	Inventory	January 2011
2. Energy Conservation Plan	Collect & Review Data	April 2011
3. Facility Policy & Procedure Review	Inventory	May 2010
Partnership/Sponsorship		
1. Foster Community Partnerships	Meet with Group Leaders	June 2011
Foreshore/Water		
1. Okanagan Centre Greenspace Plan	Refer to 2011 Budget	
2. Beasley Beach Plan	With Master Plan	
3. Foreshore Maintenance Plan	Equipment Review	May 2011

Departmental Priorities ~ FIRE

The **Fire** Department identified their top 3 priorities and established **2 capacity boxes**: *Operational and Capital*.

Priority	Next Step	Time Line
1. Inspection Program	Identify Areas	October 2010
2. Data Collection	Complete Data	June 2011
3. Fire Hall Site	Exemption from ALR	November 2010
• Wildfire Mitigation Plan		
Operations		
1. Fire Prevention Bylaw	Review of Bylaws	April 2011
2. Emergency Operations Training for DLC Staff	Meet with CAO	December 2010
3. Maintenance Program	Review Options	November 2010
• Regional Education Program		
Capital		
1. Strategic Plan	Budget Request	November 2010
2. Vehicle Computers	Budget Request	November 2010
3. Station 81 Paving	Budget Request	November 2010
• Thermal Equipment		

Budget Cycle



Budget Process

BUDGET PROCESS	
Submission of Guidelines and 2011-2015 Financial Plan Schedule	•October 26, 2010 (CAO/CFO)
Provision of fixed costs to departments for Operating Budget	•October 29th, 2010 (Financial Services)
Approval of Guidelines and 2011-2015 Financial Plan Schedule	•November 2nd, 2010 (Council)
Review of Draft Corporate Business Plan	•November 9th, 2010 (Council & Staff)
Submission of Final Draft of Corporate Business Plan for Council Meeting	•November 12th, 2010 (CAO)
Approval of Corporate Business Plan	•November 16th, 2010 (Council)
Submission of Base Budget numbers to Financial Services	•November 18th, 2010 (Departments)
Submission of Supplemental and Capital Requests to Financial Services	•November 18th, 2010 (Departments)
Meetings with Department Heads to discuss budget options	•Nov 29th – Dec 3rd, 2010 (CAO/CFO)
Complete 1st Draft Budget	•December 5th, 2010 (CFO)
Review of 1st Draft Budget at Staff level	•December 8th, 2010 (CAO/CFO)
First Budget Meeting with Council	•December 14th, 2010 (CAO/Departments)
Review of Council recommendations at Staff level	•Dec 15th, 2010 (CAO/CFO/Departments)
2011	
Complete 2nd Draft Budget	•January 14th, 2011 (CFO)
Review of 2nd Draft Budget at Staff level	•January 19th, 2011 (CAO/CFO)
Second Budget Meeting with Council	•January 25th, 2011 (CAO/Departments)
Review of Council recommendations at Staff level	•January 26th, 2011 (CAO/CFO/Departments)
Final budget presentation to Council	•February 8th, 2011 (CAO/Departments)
Approval of 2011 Annual Budget	•February 15th, 2011 (Council)
First 3 Readings of 2011-2015 Financial Plan Bylaw and Public Input	•March 1st, 2011 (Council)
Adoption of 2011-2015 Financial Plan Bylaw	•March 15th, 2011 (Council)
First 3 Readings of 2011 Property Tax Rates Bylaw	•May 3rd, 2011 (Council)
Adoption of 2011 Property Tax Rates Bylaw	•May 10th, 2011 (Council)

