

**DISTRICT OF LAKE COUNTRY**

**OPERATIONS REVIEW REPORT**

**APRIL 2012**

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## **EXECUTIVE SUMMARY**

The following notes summarize the objectives, findings, recommendations and projected savings from an operations and organization review of the District of Lake Country (DLC). This review was conducted from November 2011 to April 2012.

### **Objectives**

The objectives of this review were to:

- Compare DLC's staffing, costs and infrastructure to similar communities across BC
- Develop a more service focussed organization structure
- Improve DLC's financial performance by reducing costs and increasing revenues
- Improve the service level and performance of key business processes

### **Findings**

District of Lake Country is performing well in many ways:

- Overall staffing is relatively low
- Costs in many key areas are either average or below average (i.e. Parks, Recreation, Fire Services, Finance Services, Water Treatment, and Solid Waste)
- On the other hand, there are other areas where District costs are above average (i.e. Sewage Treatment (contracted), Roads (contracted) and Development Services/Planning)
- The District spans a huge area compared to similar size communities and this contributes to above average costs in some services
- We have identified up to nine positions where the District should lay off, terminate or restructure staff for a reduction in annual payroll costs of over \$600,000. The District should also consider new positions in economic development and human resources.
- It has been several years since the District has reviewed its pricing of services (i.e. fees, permits, licensing rates). This area offers significant opportunities to increase revenues from users of services without resorting to tax increases.
- The District's tax rates are low compared to other communities. This means that taxpayers are being treated well relative to other communities

and that there may be some room for selective tax increases.

- There are significant opportunities to improve business processes, services, fees and costs in the Development Services Department.
- The District has contracted out a number of major services (e.g. roads, sewage treatment and garbage collection).
- It is essential that the District dedicate sufficient resources to ensure that contracted services, service quality and the maintenance of District owned resources are closely monitored with good performance reporting.

### **Recommendations**

To improve its organization, cost structure, financial performance, business processes and funding available for infrastructure, the District should implement the following recommendations:

- Restructure District services into five divisions, namely:
  - Community & Customer Service
  - Engineering & Operations
  - Planning & Development
  - Administration
  - Protective Services
- Terminate management staff and lay off union staff in the following areas:
  - Customer Services
  - RCMP
  - Development Services
  - Administration
- Conduct a review of all fees, fines, charges and service prices with an objective of increasing user fees by 5% to 10% and by smaller increments on a regular basis.
- Increase tax rates on a selective basis to reflect more equitable distribution of tax revenues
- Manage contracted services rigorously to reduce costs, protect District resources, improve service quality and ensure regular and meaningful service reporting
- Add new positions to increase the District's capabilities and performance in:

- Economic Development
- Human Resource, Safety, and Labour Relations

**Savings**

The net improvement in financial performance from the review recommendations are estimated to be \$693,000 annually, exclusive of required severance payments. Actual savings may vary depending on severance payments, the number of layoffs and timing of DLC actions.

Recommendations	Savings/Revenues (Costs)
• Staff layoffs/terminations/restructuring	\$613,000
• Added fees and charges	\$140,000
• Added taxes	\$50,000
• Contract savings	\$100,000
•	
•	
•	
•	
<b>Sub-total</b>	<b>\$903,000</b>
• New positions	\$210,000
•	
•	
<b>Net Improvement</b>	<b>\$693,000</b>

\* \* \* \* \*

## **CONTEXT**

Without a large industrial, commercial, retail or agricultural base, District of Lake Country (DLC) is significantly affected by external economic trends. Accordingly, DLC is examining its services, structure and costs to determine how its operations can be more effective, efficient and economical.

This report presents the results of an operations and organization review to identify opportunities for financial and service improvement.

## **OBJECTIVES**

There are multiple objectives for this review:

- Compare DLC operations and costs to similar size communities across BC
- Streamline the organization structure
- Identify area for restructuring costs and spending
- Evaluate and improve key business processes

## **SCOPE**

We have carried out this operations review in collaboration with DLC's management team. Accordingly, many of the ideas for improvement have come from DLC directors and managers.

The scope of the review includes all areas of DLC operations with the exclusion of police and fire services. However, we did meet with the Fire Chief and reviewed the recommendations from a report on fire service operations prepared in 2011.

Significant municipal services are contracted out in DLC (Exhibit 1). We have only reviewed the service contracts in these cases and have not assessed the service quality provided by contractors. Contracted services include:

- Sewage treatment
- Solid waste disposal
- Roads maintenance
- Snow plowing/removal
- Transit services
- Police services
- Geographic information systems support (GIS)
- Information systems and technology support (IT)

Through contracting out (Exhibit 1), the District has been able to keep its staffing levels relatively low. This is demonstrated in the benchmarking comparisons provided in Exhibit 2 and Appendix A. In making comparisons with other communities, we have generally compared costs per capita rather than actual

staffing levels in order to assess the relative efficiency and economy of DLC operations.

## **FINDINGS**

The findings from this review cover a wide range of issues and are divided into the following topic areas:

- Organization
- Benchmarking comparisons
- Staffing
- Cost savings ideas
- Business process improvement

### **1. Organization**

- DLC has a conventional organization structure with eight direct reports to the CAO.
- Some years ago, DLC established a management compensation policy where the salary of each management level was set as a fixed percentage of the CAO's salary. Accordingly, management salaries moved up in line with the CAO's salary rather than being based on factors such as market pay levels, scope of staff, budget and program responsibilities, individual performance and length of service in the position.
- This has meant that all directors and all managers are paid the same regardless of market and other factors and increases are directly proportional with CAO salary adjustments.
- For example, seven of those reporting to the CAO are at the director level and are paid at a relatively high level (i.e. \$111,000 annually net of benefit loading).
- Based on research using the CivicInfo website (Exhibit 3), DLC appears to be a leader in setting salaries compared to other municipalities of a similar size. (i.e. DLC was the highest payer in six of the nine management positions we reviewed.)
- The present organization structure is siloed with departments for each major function. This structure requires that the CAO spend time coordinating and directing operations on a day-to-day basis. In turn, this reduces the time he has available for long-term focussed work, development of community and stakeholder relations, and promotion of the District of Lake Country.

## **2. Benchmarking Comparisons**

We contacted 12 local governments with similar populations to DLC. Seven communities responded to our survey.

The detailed benchmarking survey is attached as Appendix A and compares DLC statistics, taxes, revenues, costs, staffing and related factors to seven other communities.

Exhibit 2 presents an analysis of DLC data compared to the seven other communities.

The data and analysis in Appendix A and Exhibit 2 must be interpreted carefully. The following factors make it challenging to interpret the survey data:

- Some survey data is missing despite follow up with the participants.
- Accounting practices differ between survey participants and some costs (e.g. parks and recreation) are consolidated rather than reported separately. This means some over-reporting and under-reporting of costs, which distort the comparisons.
- Each community has a unique combination of internal and contracted services. This makes it difficult to make definitive staffing comparisons.
- There are some inconsistencies in reporting (e.g. FTEs versus head count numbers).

Accordingly, the raw data and comparative analyses should be viewed as indicators rather than as definitive facts.



**a) General comparisons**

The following notes summarize areas where we can draw clear conclusions from the benchmarking survey data.

- DLC has very low staffing compared to similar size communities (i.e. DLC at 65 staff versus the survey average of 112 staff).
- DLC is like a small regional district in size compared to other communities. DLC spans more area than the total for four of the surveyed communities and is twice as large as the next largest community. In fact, DLC is half the size of Surrey and twice the size of Vancouver.
- DLC mil rates are very low compared to the other communities in the survey as noted below and in Exhibit 2.

Assessment Category	\$/ \$1000 of Assessed Value		
	DLC Mil Rate	Survey Average Mil Rate	DLC as % of Average
Residential	\$2.54	\$4.30	60%
Commercial	\$7.86	\$15.06	52%
Industrial	\$12.64	\$11.57	109%
Agriculture	\$0.50	\$6.21	8%

- While mil rates are driven by the size of the assessment base and the local government’s service and cost structure, this comparison indicates that DLC has some room to increase mil rates. Of particular note is DLC’s very low tax rate for agricultural property. This rate was set by DLC’s letters patent and may be difficult to change.

The following survey findings are fairly conclusive but the data is less precise because of differences in accounting practices and clustering of costs.

- Five of the seven communities do not have human resources staff or a distinct department. (In industry, the normal statistic is one human resource specialist for each 100 to 125 staff.)
- DLC does not have either GIS or IT staff and uses contractors to provide these services. Those surveyed generally have a GIS specialist and 1.5 IT staff.

**b) Favourable Cost Comparisons**

The survey data that is presented in Exhibit 2 shows that DLC is performing very well in some areas.

- DLC’s annual expenditures are well below average measured on a per capita basis (i.e. DLC at \$1288 per capita compared to \$1602 per capita for seven other communities).
- DLC capital expenditures per capita in 2011 were less than half of the survey average (i.e. DLC at \$322 per capita versus the seven other organizations at \$682 per capita). This likely means that DLC is not spending enough on maintaining and renewing its infrastructure.
- DLC costs appear to be favourable on a per capita basis and in other measures presented below.

Measure	DLC Cost	Survey Average Without DLC	DLC as % of Survey Average
Total staff per 1000 residents	5.5	9.5	57%
Police service costs per capita	\$99	\$189	52%
Recreation costs per capita	\$90	\$164	53%
Finance Department costs per capita	\$41	\$56	71%
Fire service costs per capita	\$83	\$104	80%
Roads costs per km.	\$13,006	\$14,796	88%
Parks costs per capita	\$56	\$63	89%
Lost time hours/safety claims	246 hours	1148 hours	21%
Km of roads per 1000 residents	16.7	9.4	178%

**c) Average Performance Comparisons**

DLC’s costs appear to be close to the survey average in several key areas:

Measure	DLC Cost	Survey Average Without DLC	DLC as % of Survey Average
Water treatment costs per capita	\$162	\$166	98%
Solid waste costs per capita	\$59	\$59	100%
Earned revenue per capita	\$592	\$615	96%

**d) Unfavourable Cost Comparisons**

DLC appears to have above average costs or unfavourable statistics as follows:

Measure	DLC Cost	Survey Average Without DLC	DLC as % of Survey Average
Sewage treatment costs per capita	\$168	\$102	165%
Roads costs per capita	\$218	\$122	179%
Planning costs per capita	\$84	\$38	221%
HR costs per capita	\$11	\$8	138%

**3. Staffing**

- DLC has the second lowest staffing of the seven other communities we surveyed (Exhibit 2 and Appendix A). This is partly because of the significant work that has been contracted out by DLC (e.g. roads, snow plowing, sewage treatment, garbage collection) (Exhibit 1).
- In other areas, where service delivery is more comparable, DLC has both areas of tight staffing and areas which appear to be staffed at an above average level.
- Based on our research, the following DLC functions/services are tightly staffed:

Function/Service	DLC Staffing	Survey Average
Recreation	5	25
Economic Development	Ø <sup>1</sup>	Not reported <sup>2</sup>
GIS	Ø	1
IT	Ø	1.5
Fire (career)	5	9
Finance	6	7
Clerk's services	2	3.7

- DLC appears to have above average staffing in its Development Services Department as noted below:

<sup>1</sup> DLC is spending \$4 per capita

<sup>2</sup> Those surveyed are spending \$16 per capita on average

Function/Service	DLC Staffing	Survey Average
Planning & Building Inspection	11	5
Human Resources	1	0.7

- Development Services has a Director, Manager, three planners, three building inspectors and three clerks. This excludes the Chief Building Inspector who has retired.
  - The workload for this department has dropped considerably from several years ago. Accordingly, the department needs to be scaled back significantly (e.g. management, planners, building inspectors).
  - In addition to the tightly staffed and highly staffed services, DLC needs to examine several additional areas where staffing is a concern.
  - Five of the seven organizations surveyed do not have an HR department or staff. With low staffing levels, low turnover, and low ongoing recruitment needs, DLC needs to consider whether it needs and can afford an HR Department.
  - DLC has four customer service staff located on the first floor and away from the main office on the second floor. This group greets some visitors, provides back up to the Finance Department and undertakes administrative projects for other departments on request. Customer service clerks also book facilities and register participants in Parks and Recreation Department programs.
  - Customer Service staff appear to be under-utilized except at tax payment time. The Department likely only needs two staff. These staff could be located upstairs where the main reception centre is and where they will be more available to carry out administrative work for other departments.
  - DLC provides three clerks to the RCMP. These clerks work a regular week (i.e. Monday to Friday with conventional hours). This level of staffing seems high, particularly when coverage is not provided on a shift or seven day basis.
  - DLC should discuss with the RCMP cutting back one clerk and providing overload staffing on a part time or as needed basis with a clerk from the office who has the appropriate security clearance.
- 4. Cost Saving Ideas**
- Working with the CAO, directors and managers, we have identified a number of opportunities for improving costs and/or increasing revenues. These ideas are summarized, costed and evaluated in Exhibit 4. Some of these

opportunities have already been discussed in this report.

## **5. Business Process Improvement**

In examining DLC business processes, our focus was on the Development Services Department. Exhibit 6 lists the various business processes in Development Services along with their frequency and use of staff resources.

The issuance of development permits and building inspection services have the greatest impact on the public and developers. Accordingly, we worked with staff to flow chart the current steps in these two processes.

A number of questions and ideas were identified by the Development Services staff and building inspectors to improve business policies and practices. These are summarized in Exhibits 6, 7 and 8.

Based on our workshop with the Development Services Department, the Director and Manager have developed the following five goals for improvement in the next 12 months:

- Set permit/application review completion targets
- Implement a system to track files under review
- Develop a documentation requirement checklist
- Update brochures to clearly explain all development processes
- Develop criteria and guidelines for professional reports

Development Services is currently engaged in simplifying the development permit and building inspection business processes. Specifically, this means that the department is looking at opportunities to:

- Set targets for file completion
- Speed up delivery/file completion time
- Reduce handoffs of files
- Eliminate duplication of work
- Track file progress
- Improve the clarity of documentation needs
- Solicit customer feedback on service quality and performance

## **RECOMMENDATIONS**

Because of the scope of this review, a great number of improvement opportunities have been identified. The following are the high priority recommendations that need to be addressed.

### **Organization**

- DLC should move to a “divisional” organization structure as presented in Exhibit 9.
- Over time, this will mean reducing the number of directors and increasing the number of managers.
- An alternative “flat” organization structure is outlined in Exhibit 10 and the two models are compared in Exhibit 11.

### **Staffing**

- DLC should eliminate the Human Resources Department.
- Responsibility for HR services should be moved to the Director of Parks and Recreation.
- As needed, an HR Officer/Advisor should be hired to carry out required services. These services will include:
  - Staff recruiting
  - Maintaining staff records
  - HR policy research
  - Collective agreement administration
  - Job posting
  - Addressing performance and attendance issues
- Two Customer Service Clerks should be laid off.
- The remaining Customer Service Clerks should be moved upstairs and assigned to the Parks & Recreation Department.
- The Development Services staff should be reduced by a Planner, a Building Inspector and one of the two management positions.
- DLC should transition to a municipal clerk at a lower salary grade and eliminate the position of Director of Corporate Services.
- DLC should reduce the number of RCMP support staff from three to two.
- A staff member in the Municipal office should be screened and trained to provide part time assistance to the detachment when regular RCMP support staff are on vacation or on leave. Alternatively, the laid off RCMP Clerk should be recalled on a part time basis as needed.

### **Management Processes**

- DLC purchases a number of important services which involve large contracts and careful monitoring of quality. Generally, these services relate to public works and engineering.
- The District should have sufficient managers with the appropriate experience and training to ensure that DLC gets the highest value and quality from its service contractors.
- Without good contract management, DLC could see a serious deterioration in services, service quality, contract costs and the capital assets and infrastructure that it owns.
- Along with having good oversight of the contractors and the contracts, DLC should ensure that there is good ongoing performance reporting for major contracts (i.e. water treatment, sewage treatment, roads).
- DLC should continue to focus on improving the development permit and building inspection business processes and deliver on the five key objectives for the year, i.e.:
  - Set permit/application review completion targets
  - Implement a system to track files under review
  - Develop a documentation requirement checklist
  - Update brochures to clearly explain all development processes
  - Develop criteria and guidelines for professional reports
- DLC should discontinue the policy of linking manager and director salaries to that of the CAO on a fixed percentage basis.

### **Cost Saving Ideas**

- The District should evaluate and select large and/or high priority improvement/cost saving opportunities from Exhibit 4 to implement in 2012.
- Specific opportunities that we feel should be implemented over the next 12 months are as follows:
  - Slow down management salary increases
  - Renegotiate the roads contract with a goal of reducing costs by 10%
  - Review and increase DLC licenses, permits and fees by an average of 5%
  - Consider selective tax increases
  - Find a way to collect a fair level of taxes on agricultural land
  - Utilize more part time staff

- Discontinue the policy of allowing more than one week of vacation carry-overs

**New Services**

- Part of the staff restructuring process is to shrink areas where there are surplus staff and add staff where new skills and/or additional capacity is needed.
- In this regard, DLC should consider the following staff additions or internal appointments over the next year:
  - An economic development officer
  - A human relations officer/specialist
  - A corporate services officer or manager



### ESTIMATED COST SAVINGS

The following is an estimate of the cost savings that DLC should target over the next 12 months. Actual savings may vary depending on acceptance of recommendations, severance costs and implementation timing.

<b>Cost Savings</b>	<b>Annual Savings</b>
Discontinue the HR Department	\$111,000 <sup>1</sup>
Restructure Development Services to one management position	111,000 <sup>1</sup>
Restructure the Corporate Services function	111,000
Lay off a Building Inspector	75,000 <sup>1</sup>
Lay off two Customer Service Clerks	90,000 <sup>1</sup>
Lay off a Planner	65,000 <sup>1</sup>
Lay off an RCMP Clerk	50,000 <sup>1</sup>
Renegotiate the roads contract	100,000
<b>Sub-total</b>	<b>\$713,000</b>
<b>Increased Revenues</b>	<b>Annual Revenues</b>
Increase licensing, permit and fee revenues by 2%	\$140,000
Selective increase in tax rates	50,000
<b>Sub-total</b>	<b>\$190,000</b>
<b>New Costs</b>	<b>Annual Costs</b>
Hire an HR Officer	\$60,000
Hire an Economic Development Officer	75,000
Hire/appoint a Corporate Services Officer/Manager	75,000
<b>Sub-total</b>	<b>\$210,000</b>
<b>Net Savings</b>	<b>\$693,000</b>

<sup>1</sup> Amounts do not include benefit loading of 21%.

## **IMPLEMENTATION ADVICE**

There are a number of alternatives, options and opportunities for DLC to consider in restructuring its organization, services and costs. We recommend that Council and the management team implement the report recommendations as follows:

- Communicate clearly and through multiple ways to both staff and the community why DLC is engaged in improving its costs, business processes, charges, and service performance. For example, DLC needs to reduce operating costs and increase funding for infrastructure maintenance and renewal.
- Put the new organization structure in place with the associated management changes and appointments.
- Meet with CUPE to inform them of expected layoffs and other changes that may affect bargaining unit staff.
- Focus immediately on opportunities that need to be incorporated in the 2012 budget.
- Select other key cost saving/revenue generation initiatives to action in the next quarter.
- Identify “champions” to lead key initiatives.
- Begin the review of service fees, fines and charges.
- Set time and cost saving/revenue generation targets for the selected initiatives (e.g. restructuring service contracts and costs).
- Report quarterly on cost saving/revenue increase initiatives.
- Invite staff to provide ideas for cost savings and revenue generation, possibly with awards for the best opportunities.

## **CONCLUSION**

We appreciate the opportunity of assisting the District of Lake Country in looking at its services, structure, staffing, business processes and costs.

District executives, managers and staff have made significant contributions to this review and we appreciate the support that they have provided and the work that they have done in the course of this review to improve the District’s financial and service performance.

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Dugal Smith & Associates  
Burnaby, BC  
March 2012

**SUMMARY OF MAJOR DLC SERVICE CONTRACTS**

<b>Contract</b>	<b>Service Provider or Recipient</b>	<b>Annual Cost (\$)</b>	<b>Contract Expiry Date</b>	<b>LC Contract Manager</b>
Road Maintenance/Snow Plowing		\$1,233,100		Director of Engineering
Road Paving	Peter Brittens	224,700		Director of Engineering
Road Marking	La Frenz Road Marking	57,800		Director of Engineering
Septage Receiver		50,900 (?)		Director of Engineering
Landfill	City of Kelowna	107,000		
Solid Waste Collection	OK Environmental Waste	540,000		Director of Engineering
Recycling Processing	Regional District	52,000		Director of Engineering
Janitorial Services – Hall	Keep it Clean	36,000		Director of Parks & Recreation
Janitorial Services – RCMP	Security Clearance Janitors	11,500		Director of Parks & Recreation
HVAC Services – LC Buildings	Custom Air	24,000		Director of Engineering
Fire Dispatch	Kelowna	122,000		Fire Chief
Fire Vehicle Maintenance	Bob Diesel	8,200		Fire Chief
Fire Service Coverage to Kelowna	Kelowna (Recipient)	266,200 (Revenue)		Fire Chief
Fire Pump Maintenance	Safetec	46,300		Fire Chief
Airpack/Compressor Maintenance	Fleck Gullevin	29,600		Fire Chief
Turn out Gear Maintenance	Commercial Solutions	14,400		Fire Chief
Fleet Vehicle Maintenance	Kal Tire	12,500		Director of Engineering
School District Joint Use Agreement	School District	67,900		Director of Parks & Recreation
Theatre Services	Jassmar	69,900		Director of Parks & Recreation
Public Transit	BC Transit	411,400		Deputy CAO
Handi Dart	BC Transit	64,000		Deputy CAO
Policing Services	RCMP	1,119,700		Deputy CAO
RCMP Support Services	City of Kelowna	100,000		Deputy CAO
GIS	Regional District	51,300		Director of Development Services
Information Systems	Regional District			Deputy CAO

**BENCHMARKING SURVEY REPORT – 2011 DATA**

<b>Comparative Analysis</b>	<b>Lake Country</b>	<b>Average w/o LC</b>	<b>Community 1</b>	<b>Community 2</b>	<b>Community 3</b>	<b>Community 4</b>	<b>Community 5</b>	<b>Community 6</b>	<b>Community 7</b>	<b>Average with LC</b>
Hectares per capita	1.4	0.4	0.2	0.4	0.1	0.3	0.7	0.7	0.2	0.5
Km of roads per 1000 residents	16.7	9.4	10.4	12.6	8.5	8.7	4.8	14.0	6.5	10.3
Road cost per km	\$13,006	14,796	20,007	7,707	13,336	11,511	32,726	4,893	13,393	14,572
Assessment base per capita	225,797	203,070	107,261	373,911	189,280	120,690		281,278	145,997	206,317
Residential assessment base as a % of total assessment base	96%	87%	73%	87%	89%	85%		93%	93%	88%
Municipal revenue per capita	\$1,555		3,145					1,511		
Earned revenue per capita	\$592	615	868	1,330	415	777	636	119	159	621
Municipal operating expense per capita	\$1,288	1,602	2,679	1,185	967	1,917	2,014	1,351	1,098	1,562
Long term debt per capita	\$974		2,162			411	546	2,713		
Capital expenditures per capita	\$322	682	1,908	305	548	768	409	579	262	637
Total staff per 1,000 residents	5.5	9.6	15.7	6.3	6.0	12.6	14.5	7.6	4.3	9.1
Managers per 1,000 residents	1.0	1.1	0.6	1.0	1.0	0.9	2.1	1.2	0.6	1.1
Non-management staff per 1,000 residents	4.5	7.7	14.9	5.3	5.0	11.3		6.4	3.4	7.3
Engineering cost per capita	<sup>(1)</sup>	\$47	100	81	24	23	29	23	-	47

<sup>(1)</sup> Costs reported in roads

**BENCHMARKING SURVEY REPORT – 2011 DATA (cont'd.):**

Comparative Analysis	Lake Country	Average w/o LC	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7	Average with LC
Water cost per capita	\$162	166	151	221	104	92	113	321	158	165
Sewage treatment cost per capita	\$168	102	64	176	61	139	73	69	129	110
Roads cost per capita	\$218	122	207	97	100	156	136	69	87	134
Solid waste cost per capita	\$59	59	46	5 <sup>(1)</sup>	48	30	136	81	70	59
Parks cost per capita	\$56	63	101	21	122		62	46	70	62
Recreation cost per capita	\$90	164	577 <sup>(1)</sup>		68		336	131	122	150
Fire cost per capita	\$83	104	221	74	47		159	59	65	101
Police cost per capita	\$99	189	275	154	164		329	93	116	176
Planning/BI cost per capita	\$84	38	36	69	60	28	11 <sup>(1)</sup>	31	33	44
Economic development cost per capita	\$4	16	47	4	- <sup>(2)</sup>	29	12	23	- <sup>(2)</sup>	15
Finance cost per capita	\$41	56	89	73	49	61	55	32	34	54
Human resources cost per capita	\$11	8	7	7	12	26	3	1 <sup>(1)</sup>	- <sup>(2)</sup>	8
General administration cost per capita										
WorkSafe claims	8	10	6	5	10	16	27	3	3	10
Lost time hours	246 hrs	1,148	661	-	-	1,472	2,857	712	38	998
# of Council meetings	28	35	33	37	23	39	26	47	39	38

<sup>(1)</sup> Data omitted from average

<sup>(2)</sup> No department

### **ANALYSIS OF MANAGEMENT SALARY DATA**

This exhibit shows the relative position of DLC management salaries compared to data in the CivicInfo data bank for 2011.

<b>DLC Position</b>	<b>DLC Rank</b>	<b>Number of Data Points <sup>(1)</sup></b>
CAO	5	11
Deputy CAO	1	2
Deputy CFO	1	5
Corporate Administrator	1	8
Director of Engineering	3	9
Fire Chief	1	9
Director of Human Resources	1	3 <sup>(2)</sup>
Director of Parks and Recreation	1	5
Director of Development Services	2	9

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<sup>(1)</sup> We looked at CivicInfo salary data for the twelve municipalities that we selected to survey with populations from 11,000 to 13,600. Seven of these municipalities participated in our detailed cost and staffing survey.

<sup>(2)</sup> It appears most municipalities of this size do not have an HR department.

**SUMMARY OF DLC COST SAVING OPPORTUNITIES**

This exhibit lists immediate and longer-term opportunities to reduce Lake Country costs or increase revenues.

**IMMEDIATE**

<b>Opportunity</b>	<b>Estimated Savings</b>	<b>Assumptions</b>	<b>Implementation Costs</b>	<b>Difficulty</b>	<b>Capacity Impacts</b>	<b>Staff Morale Impacts</b>	<b>Overall Rating Notes<sup>1</sup></b>
1. Layoff 2 customer service clerks (2 left)	2 @ \$52,800 = \$105,600	Section 54 Labour Relations Code applies	Labour Relations Code	Low	Low	Medium	A
2. Layoff 1 RCMP clerk (2 left)	1 @ \$54,400 = \$54,400	Section 54 Labour Relations Code applies	Labour Relations Code	Medium (expect RCMP resistance)	Medium	Medium	A
3. Layoff 1 Building Inspector (2 left)	1 @ \$73,200 = \$73,200	Section 54 Labour Relations Code applies	Labour Relations Code	Low	Medium	Medium	A (need more savings than 4-day week)
4. Layoff 1 Planner (3 left)	1 @ \$77,400 = \$77,400	Section 54 Labour Relations Code applies	Labour Relations Code	Low	Medium	Medium	A
5. Layoff 1 Facilities Maintenance Operator (3 left)	1 @ \$65,700 = \$65,700	Section 54 Labour Relations Code applies	Labour Relations Code	Low	High	Medium	C
6. Eliminate the HR Department	\$128,300	Severance	Contractual Agreement	High (energy involved)	Medium (will need an HR officer replacement)	Medium	A

<sup>1</sup> Rating – A = high priority; B = medium priority; C = low priority



**SUMMARY OF COST SAVING OPPORTUNITIES (cont'd.):**

**IMMEDIATE**

Opportunity	Estimated Savings	Assumptions	Implementation Costs	Difficulty	Capacity Impacts	Staff Morale Impacts	Overall Rating Notes
7. Negotiate a reduction in the roads contract	Savings of \$110,000 or more	Annual contract of \$1,100,000 after recent adjustments; no HST savings	May make it harder to negotiate next contract	High	Could reduce service	Nil	A (may be hard to achieve)
8. Divide the roads contract into smaller parcels to get more bidders	Savings of \$110,000 plus HST = \$123,200	Reduced roads maintenance costs of 10%; contract at \$1,100,000	-	High (more complex tendering & accountability)	Medium (potentially adds capacity)	Nil	A
9. Discontinue the obligation to buy gravel in the roads contract	\$20,000	Vague estimate; determine how much gravel we "buy" each year	-	Low	Low	Nil	B
10. Eliminate program salary increases for excluded staff/introduce merit pay	Reference #11 below	Saving of 1% plus 15% loading factor; current plan treats everyone equally regardless of performance and responsibilities	-	Medium	Nil	Low – staff High – mgmt	A
11. Set pay levels for excluded staff based on market surveys/not all director and manager jobs are equal	\$20,000	Assume salaries can be adjusted to market conditions over time	\$10,000 for market survey every 3 years	High	Nil	High	A
12. Increase LC fees; licenses and permits by 5%	Revenue of \$350,000	Annual fee/permit current revenue low	Need to check competitiveness	High	Nil (could reduce permit volume)	Low (more customer complaints)	B (may be unpopular)
13. Implement a "use it or lose it" policy for vacations (i.e. essentially no carryover of unused vacations)	\$31,500	15 weeks (est) paid out or accumulated for 2011 @ \$2,100 per week; no benefit loading; only applies to management staff	-	Low	Medium (more staff time taken as vacation)	High	A (use it or lose it is better policy)

**SUMMARY OF COST SAVING OPPORTUNITIES (cont'd.):**

**LONGER TERM**

Opportunity	Estimated Savings	Assumptions	Implementation Costs	Difficulty	Capacity Impacts	Staff Morale Impacts	Overall Rating Notes
14. Partner with the school district for purchasing services	Assume 1% savings on \$500,000 or \$5,000	Net reduction in purchasing costs of 1%	Expect to pay 2% of savings to School District	High	Low (increases capacity)	Nil	A (try out)
15. Partner with Vernon for purchasing services	Assume 1% savings on \$500,000 or \$5,000	Net reduction in purchasing costs of 1%	Expect to pay 2% to City	High	Low (increases capacity)	Nil	C (may not be a good partner)
16. Invite staff to submit cost savings ideas	\$20,000 of new savings and/or revenues	Assume \$50,000 of ideas over time with \$30,000 actioned	Pay \$10,000 in awards	Low	Nil	Medium (positive)	A (essential/ offer awards)
17. Tender the fire dispatch contract	Potential savings of \$12,000	Assume 10% reduction in costs	-	High (data requirements; may sour relations with Kelowna)	Medium	Medium (firefighter concerns about service quality)	B
18. Utilize more part time/casual staff	\$25,000	Assume reduction in staffing by 0.5 FTE	-	Low	Nil	Low	B
19. Hire a part time Fire Inspection Officer	NA	Pay for the position by inspection fees/contract enhancement with Kelowna	Nil	Medium	Increased fire inspection capacity in DLC	Positive	B

## **SUMMARY OF COST SAVING OPPORTUNITIES (cont'd.):**

### **GENERAL ASSUMPTIONS**

- Rates of pay are for 2012
- Some severance pay may be required in the case of layoffs
- Severance pay for exempt staff is based on their service, age and difficulty in securing new employment and on generally accepted practices
- Severance pay is for months of salary without benefit loading
- Savings are based on a full 12 months. Actual savings will depend on when the change is implemented)

**DEVELOPMENT SERVICES – LIST OF BUSINESS PROCESSES**

This chart describes the various application and permit processes in the Development Services Department and their estimated volumes and processing times.

Process	Annual # of Applications	Complexity of Applications (1 to 10)	Staff Time per File (hrs)	Review by Other Depts (yes/no/maybe)	Process Cycle Time (days)	Community Investment at Risk	FINAL APPROVAL AUTHORITY		
							Staff	Manager/Director	Council
1. Agency Referrals	4	2	2	No		Low			
2. Agricultural Land Reserve Applications	5 – 10	4	10	Yes		Medium			
3. Agri-Tourism Applications	5 – 8	4	5	Yes		Medium			
4. Board of Variance Applications	Ø (see #10)					Low			
5. Building Permits	500	5	20	Yes		Medium			
6. Business Licenses	500 renewals; 50 new	2	Renewal 1; new 5	Yes		Low			
7. Civic Addressing	100	4	<1 hr.	Yes (fight fire)		NA			
8. Public Complaints	20 formal; 100 informal	1 – 10	1 hr.	Yes		NA			

**DEVELOPMENT SERVICES – LIST OF BUSINESS PROCESSES (cont'd.):**

Process	Annual # of Applications	Complexity of Applications (1 to 10)	Staff Time per File (hrs)	Review by Other Depts (yes/no/maybe)	Process Cycle Time (days)	Community Investment at Risk	FINAL APPROVAL AUTHORITY		
							Staff	Manager/Director	Council
9. Development Permits	30/40	5	40	Yes		High			
10. Development Variance Permits	20	7	40	Yes		High			
11. Land Use Contract Amendment or Release Applications	1	8	10+	Yes		High			
12. Notices on Title	2	3	10	No		NA			
13. Official Community Plan Amendments	5	6	20+	Yes		High			
14. Rezoning Applications	12	7	30	Yes		High			
15. Road Closures	1/2	5	20	Yes		Low			
16. Sign Permits	10	4	1/2	No		NA			
17. Soil Deposit Permits	} 2	8	40+	Yes		Low			
18. Soil Removal Permits							Low		

**DEVELOPMENT SERVICES – LIST OF BUSINESS PROCESSES (cont'd.):**

Process	Annual # of Applications	Complexity of Applications (1 to 10)	Staff Time per File (hrs)	Review by Other Depts (yes/no/maybe)	Process Cycle Time (days)	Community Investment at Risk	FINAL APPROVAL AUTHORITY		
							Staff	Manager/Director	Council
19. Special Use Permits	Ø	8				Medium			
20. Stop Work Orders	20	5	10	No		Medium			
21. Subdivision Final Approvals	12	8	20	Yes		High			
22. Subdivision PLR Applications	12	8	40 development 40 engineering	Yes		Low			
23. Temporary Use Permits	12	6	10	Yes		Low			
24. Tourism Sign Permits	8 – 10	4 (DLC makes & installs sign)	10	Yes		NA			
25. Road Access Permits	300	0 – 10	10	Yes	10	Low			
26. Liquor Licensing (Capacity, Parking/Zoning)	1	4	2			Low			

**DEVELOPMENT SERVICES – LIST OF BUSINESS PROCESSES (cont'd.):**

Process	Annual # of Applications	Complexity of Applications (1 to 10)	Staff Time per File (hrs)	Review by Other Depts (yes/no/maybe)	Process Cycle Time (days)	Community Investment at Risk	FINAL APPROVAL AUTHORITY		
							Staff	Manager/Director	Council
27. Internal Referrals				No		Low			
28. Department Projects/Research/Bylaws/Policies	NA	NA	40	Yes	30	NA			

## **DEVELOPMENT PERMIT PROCESS IMPROVEMENT QUESTIONS**

The following questions are being used to identify improvement opportunities in the development permit process.

- Why are we reviewing applications? What is the value of our services?
- What makes a regulatory or permit process more acceptable/user friendly?
- What do others say about our business processes (e.g. contractors, engineers, geo techs, biologists)?
- How can we make the process better for applicants?
- How can we make the process better for ourselves?
- How can we make pricing of services simpler?
- How can we improve managing application files?
- How can we capture and use lessons from past files and applications (e.g. gaps, mishaps, new issues)?
- How could we cut the review/permitting process in half?
- What are our business rules?
- What is the hardest work we do? How can we make it simpler?
- How can we communicate our business processes more clearly?



## **PROPOSED DEVELOPMENT SERVICES BUSINESS RULES**

The following are proposed business rules for Development Services staff in processing development applications and other land use and business permits.

### **Promises on Completion Times**

We will note on the file any target completion dates that we discuss with the applicant.

### **Incomplete Files**

We will initiate a range of strategies to communicate and promote submission of complete files. Our target will be submission of 100% complete files 95% of the time.

We will provide applicants with checklists of our requirements and only start the review process when a complete file is provided.

### **Bylaw References**

Wherever possible, we will reference District of Lake Country bylaws, codes and/or zoning legislation in permit discussions and correspondence to enable applicants to better understand and reference regulatory and land development requirements.

### **Bending the Rules (Building, Land, Bylaws, Zoning)**

We will adhere to Lake Country regulatory frameworks at all times.

### **Expediting and Fast Tracking Files**

We will process applications in the order in which they are received except as authorized by Council or the CAO.

### **Progress Reporting**

For major files (e.g. development value over \$500,000) we will provide at least one progress report.

### **Applicant Equity**

All applicants and their applications will be treated equally. However, we may devote more time to counselling residents and their representatives who are not familiar with Lake Country regulatory requirements.

### **Promoting the Value and Benefit of Lake Country Permit and Regulatory Services**

We will promote the value and benefits of the Lake Country permitting processes at every opportunity.

### **Site Visits**

We will visit sites for major developments early in the application process to ensure we fully understand applicants' plans and to avoid situations where applicants fail to live up to their permit commitments.

### **Receipt of Fees**

Permits will only be issued when all fees are received. New development applications will not be entered in the review process until all back fees are paid by the applicant from other permit applications.

### **Closing Inactive Files**

We will close files that are inactive for 12 months.

## **DEVELOPMENT PROCESS IMPROVEMENT OPPORTUNITIES**

Listed below are ideas and opportunities developed by staff to improve major Development Services business processes.

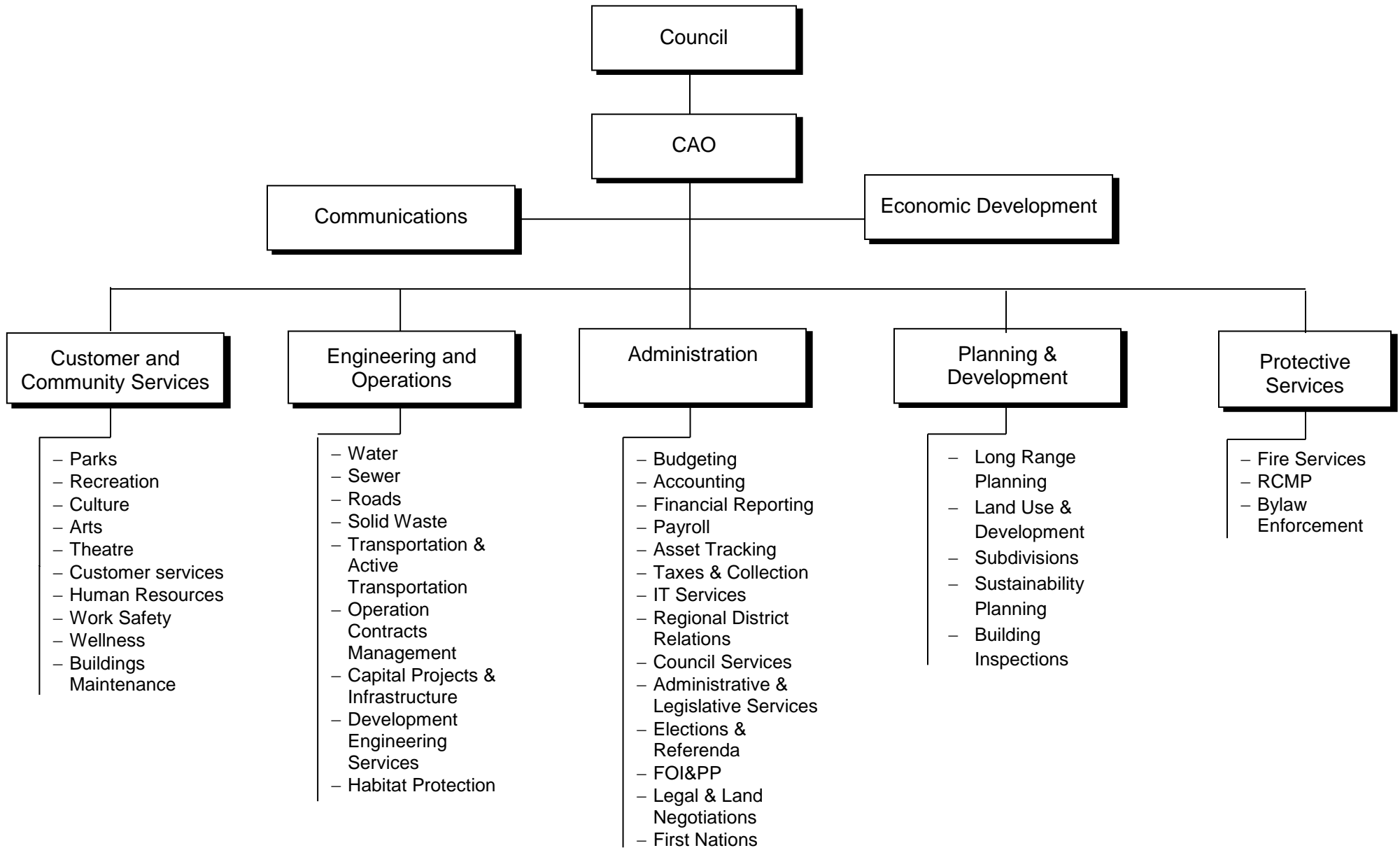
- Provide detailed checklists of application/permit requirements for major business processes.
- Set up an online tracking process for major development business processes on Lake Country's website. (Show the status of major files by application number with no security access requirements.)
- Call development permit applicants during the review process to keep them informed about the status of their application.
- Use a two-part fee process. Increase the application fee to, say, \$500 and then collect the balance when the permit is approved.
- Eliminate the 10-day property notification.
- Shorten the referral process/timeline.
- Set and work to clear referral timelines.
- Delegate authority to staff for development permit approval.
- Benchmark the development permit cycle time with West Kelowna.
- Have Development Services staff meet weekly to review file progress and push through simple/complete permit applications.
- Provide more detailed information to the public on development application requirements (e.g. geo tech reports).
- Define the professional report standards that applicants are required to provide.
- Develop simple, clear descriptions of why permits and application processes are in place.
- Publicize the "downstream" problems of not obtaining proper permits.

- Hold public workshops/seminars on how to file a permit application.
- Develop and publish target permit application completion times.
- Publish Development Services permit delivery performance versus targets on a regular/annual basis.
- Delegate more authority to staff to issue permits.
- Publish permit issuing authority levels internally.
- Develop checklists of document/report needs for all major permits.
- Triage applications to ensure major files receive fast attention.
- Find opportunities to carry out application review work in parallel rather than serially.
- Identify what permits can be issued at the counter (i.e. within one hour).
- Chart the work for the most extensive or complex application processes.
- Ensure each staff member/manager processing files has a trained backup colleague.
- Determine if “short cut” processes can be developed for files that are simple and clear.
- Find ways to convert simple permit processes into self-serve applications.
- Invite applicants to provide feedback on how the permit review process can be improved.
- Conduct development service customer feedback surveys annually.
- When delivery dates are discussed with a permit applicant, aim to complete the process in a shorter time.
- Find a simpler billing formula versus the detailed fee structure currently in place.
- Survey permit cycle times with nearby communities (e.g. Vernon, Summerland, West Kelowna, Kelowna, Peachland).

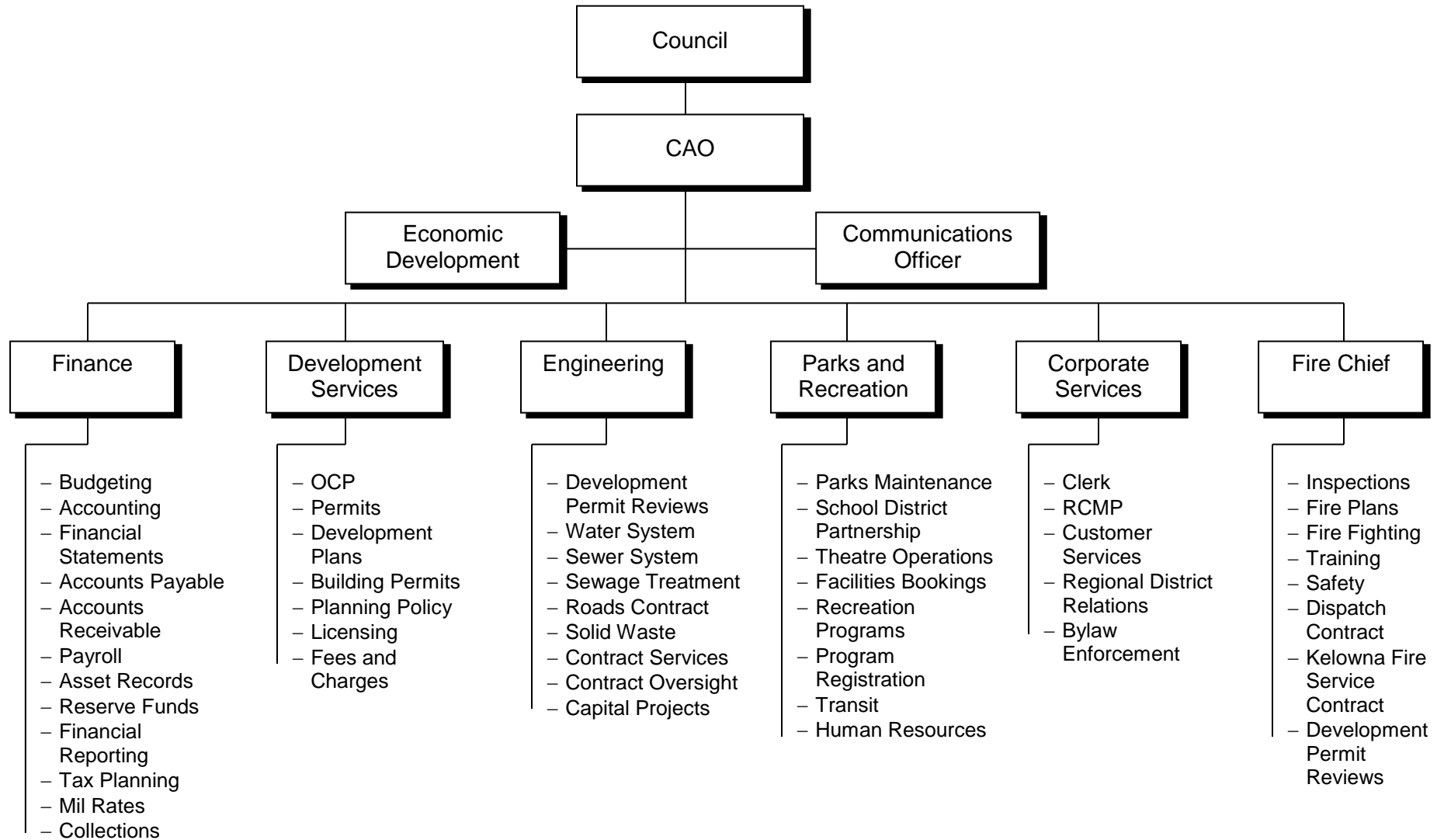
- Research what makes regulatory processes more acceptable and user friendly.
- Monitor the proportion of files that are incomplete. Aim for 100% complete files.
- Identify and fix development/permit bylaws that are problematic, vague or unclear.
- Only track significant types of applications (e.g. development permits).
- Start counting the development permit processing time when the file is complete.
- Eliminate duplication in development review processes.

\* \* \* \* \*

**DIVISIONAL ORGANIZATION MODEL**



**FLAT ORGANIZATION MODEL**



**ASSESSMENT OF DLC ORGANIZATION MODELS**

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Flat Structure</b>	<ul style="list-style-type: none"> <li>• At most 3 levels of management (CAO/Director/Manager)</li> <li>• Lower management salary costs</li> <li>• Simple structure that appeals to the public</li> <li>• Simple lines of authority</li> <li>• Best fit for the current organization and management structure</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy leadership demands on the CAO</li> <li>• Big gap in responsibilities between the CAO and managers/harder to develop CAO successors</li> <li>• CAO is more engaged in day to day work issues</li> <li>• CAO glues the organization together</li> <li>• More departmental interfaces</li> </ul>
<b>Division Structure</b>	<ul style="list-style-type: none"> <li>• More flexibility for the CAO</li> <li>• Easier to develop CAO successors</li> <li>• Clear grouping of responsibilities and accountabilities (e.g. Customer Services, Infrastructure, Administration, and Public Safety)</li> <li>• Fewer divisional interfaces</li> <li>• CAO is less involved in day to day work demands</li> </ul>	<ul style="list-style-type: none"> <li>• Up to 4 levels of management (CAO/General Manager/Director/Manager)</li> <li>• Management salary costs could be higher particularly if Divisional GMs are over Directors (i.e. Director level jobs are maintained)</li> <li>• Divisional structure may not appeal to the public in a smaller community</li> <li>• Some challenges in fitting to the current organization structure (i.e. Who are the Divisional leaders? Will new leaders need to be hired? Where do Directors fit?)</li> </ul>



**DISTRICT OF LAKE COUNTRY**

**APPENDIX A:**  
**BENCHMARKING SURVEY REPORT**

**APRIL 2012**

This appendix summarizes the results of a benchmarking survey of BC communities with populations from 11,000 to 13,600. The survey was conducted in February 2012 and the participants were: Comox; Dawson Creek; Lake Country; North Saanich; Parksville; Powell River; Prince Rupert; and Summerland.

**BENCHMARKING SURVEY REPORT – 2011 DATA**

Factor	Lake Country	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7
<b>A. INFRASTRUCTURE</b>								
Population	11,800	11,583	11,089	11,726	13,243	13,000	11,110	13,627
Size (hectares)	16,709	2,480	4,015	1,384	4,133	8,723	7,625	2,071
Roads (km)	198	120	140	100	115	62	156	89
# of Parks	40	38	32	58	6	30	15	15
Park size (hectares)	52	231	48	66	56	32	258	26
# of pools and rinks	2	4	1	-	3	2	2	-( <sup>1</sup> )
Fleet (w/o fire trucks)	26	81	31	60	62	87	68	44
# of hydrants	381	457	503	470	670	378	416	380
# of water systems	3	1	2	16 wells +1 river intake	2	1	2	1 with 2 zones
Sanitary sewers (km)	64	112	84	77	133	84	75	91
Storm sewers (km)	20	69	50	70	84	34	27	94
# of catch basins	346	1,085	500	1,278	2,160	1,975	350	1,900
# of reservoirs	9	5	-	4	2	1	12	-( <sup>1</sup> )
Airport operations	-	Yes	-	-	Yes	Yes	-	-( <sup>2</sup> )
<b>B. TAXBASE &amp; TAXES</b>								
Total assessment (\$ millions)	\$2,604.4	\$1,242.4	\$4,146.3	\$2,219.5	\$1,598.3		\$2,125.0	\$1,989.5

**BENCHMARKING SURVEY REPORT – 2011 DATA (cont'd.):**

<sup>(1)</sup> Service/infrastructure operated by the regional district.

<sup>(2)</sup> Operated by a separate authority.

Factor	Lake Country	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7
<b>B. TAXBASE &amp; TAXES (cont'd.)</b>								
Residential assessment (\$ millions)	\$2,493.2	\$911.7	\$3,623.2	\$1,969.5	\$1,363.0		\$1,984.5	\$1,858.6
Commercial assessment (\$ millions)	\$81.3	\$307.1	\$368.9	\$235.6	\$122.3		\$101.9	\$117.9
Industrial assessment (\$ millions)	\$13.9	\$21.2	\$28.1	\$8.3	\$110.5		\$18.8	\$0.8
Agricultural assessment (\$ millions)	\$8.1	\$0.3	\$3.2	-	-	-	\$5.6	-
Other assessment (\$ millions)	\$8.0	\$0.4	\$113.0	\$6.1	\$2.4		\$7.6	\$12.0
Residential mil rate (per \$1,000) <sup>(1)</sup>	\$2.54	\$5.16	\$1.67	\$3.91	\$4.28	\$9.14	\$2.85	\$3.08
Business/Commercial mil rate (per \$1,000) <sup>(1)</sup>	\$7.86	\$18.50	\$10.08	\$10.27	\$20.45	\$26.87	\$8.39	\$11.55
Industrial mil rate (per \$1,000) <sup>(1)</sup>	\$12.64	\$18.50	\$10.08	\$6.25	\$14.23	\$35.97 <sup>(2)</sup>	\$5.77	\$14.56
Agricultural mil rate (per \$1,000) <sup>(1)</sup>	\$0.50	\$6.50	\$5.72	\$7.28	\$5.40	-	\$9.27	\$3.08

<sup>(1)</sup> Data cross-checked with CivicInfo website for 2011

<sup>(2)</sup> Data excluded from averages

**BENCHMARKING SURVEY REPORT – 2011 DATA (cont'd.):**

Factor	Lake Country	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7
<b>C. REVENUES</b>								
Earned revenues	\$6,985,958	\$10,054,840	\$14,745,000	\$4,867,000	\$10,290,696	\$8,271,000	\$5,348,880 <sup>1</sup>	\$2,164,300
Other revenues/grants	\$1,734,491	\$13,251,103	\$1,775,000	\$4,560,000	\$1,818,840	\$24,877,000	\$1,322,292	\$2,470,680
Tax revenue	\$9,629,501	\$13,119,863			\$13,796,631		\$10,117,737	\$8,665,024
Total revenue	\$18,349,950	\$36,425,806			\$20,969,678		\$16,788,909	\$22,525,293
<b>D. EXPENDITURES</b>								
Total expenditures (excluding capital)	\$15,203,465	\$31,030,203	\$13,140,000	\$11,343,500	\$25,682,706	\$27,789,000	\$15,005,166 <sup>2</sup>	\$14,959,993
Police	\$1,168,788	\$3,188,135	\$1,710,000 <sup>3</sup>	\$1,919,200	\$4,603,468 (incl. fire)	\$4,279,000	\$1,028,000	\$1,574,869
Bylaw	\$89,387							
Fire	\$974,786	\$2,556,114	\$816,000	\$817,400		\$2,071,000	\$650,417	\$881,823
Water	\$1,913,734	\$1,785,570	\$2,453,000	\$1,225,000	\$1,216,000	\$1,465,000	\$3,567,473	\$2,159,379
Sewer	\$1,982,251	\$746,497	\$1,948,000	\$718,400	\$1,838,195	\$947,000	\$1,897,854	\$1,762,834
Roads	\$2,575,142	\$2,400,823	\$1,079,000	\$1,333,600	\$1,323,774	\$2,029,000	\$763,382	\$1,191,946

**BENCHMARKING SURVEY REPORT – 2011 DATA (cont'd.):**

<sup>1</sup> Excludes electrical sales

<sup>2</sup> Excludes \$7,778,827 for electrical utility

<sup>3</sup> Shared service

Factor	Lake Country	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7
<b>D. EXPENDITURES (cont'd.)</b>								
Solid Waste	\$691,365	\$536,391	\$58,000	\$558,000	\$395,711	\$1,763,000	\$905,099	\$951,968
Transit	\$507,750	\$591,000			\$1,600,000	\$590,634		- <sup>1</sup>
Parks	\$660,918	\$1,170,041	\$238,000	\$1,435,900		\$800,000	\$510,802	\$956,525
Recreation	\$1,058,073	\$6,681,420	\$752,000 <sup>2</sup>	\$598,700	\$4,325,976 (incl. parks)	\$4,370,000	\$1,454,420	\$1,664,215
Planning (includes building inspection)	\$991,939	\$420,182	\$768,000	\$704,700	\$372,000	\$148,000	\$340,651	\$445,322
Economic Development	\$52,141	\$548,244	\$49,000	-	\$378,390	\$154,000	\$35,402	<sup>1</sup>
Engineering (in roads)		\$1,158,514	\$900,000	\$277,000	\$298,000	\$371,000	\$256,881	-
General Admin (Clerk, CAO, Council)	\$1,433,042	\$1,916,043	\$1,425,000	\$935,700	\$1,012,524	\$806,000	\$653,115	\$599,200
Finance & Accounting	\$479,602	\$1,033,701	\$812,000	\$578,700	\$804,287	\$710,000	\$355,722	\$466,253
Human Resources	\$130,247	\$84,000	\$80,000	\$145,900	\$350,000	\$41,000	\$10,393	-
Grants & Donations	\$110,916	\$191,705	\$52,000	\$96,200	\$540,681	\$1,559,000	\$282,322	\$60,500
Capital Expenditures	\$3,798,249	\$22,096,055	\$3,380,000	\$6,423,000	\$10,165,894	\$5,419,000	\$6,432,486	\$7,565,300

<sup>1</sup> Provided by the Regional District

<sup>2</sup> Shared service

**BENCHMARKING SURVEY REPORT – 2011 DATA (cont'd.):**

Factor	Lake Country	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7
<b>E. MAJOR CONTRACTS <sup>1</sup></b>								
Roads	\$1,233,000							
Water Utility Operations	\$748,000							
BC Transit (regular and special bussing)	\$475,000	\$591,000				\$590,634		
RCMP	\$1,120,000	\$2,057,000				\$2,963,944		
RCMP Support Services	\$100,000							
Solid Waste/Garbage Collection	\$540,000	\$347,000					\$350,000	\$600,000
Paving/Patching	\$225,000		\$100,000					
Landfill	\$107,000				\$159,000			
Tourism Association		\$334,000						
Events Centre Mgmt.		\$1,327,000						
IT Services		\$327,000						
Janitorial Services								
Project Mgmt.		\$445,000						
Electrical Contracting		\$188,000						
Economic Development					\$169,000			
Engineering Consultant					\$225,000			
Airport Ferry						\$303,000		
Victim Services						\$106,000		
Recreation Centre Mgmt								\$75,000

<sup>1</sup> Over \$100,000

**BENCHMARKING SURVEY REPORT – 2011 DATA (cont'd.):**

Factor	Lake Country	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7
<b>F. STAFFING/FTEs</b>								
Total Staff	64.8	143 FT + 39 PT = 182	73	70.2	167	188	84.5	58
Mgmt. Staff	12	7	11	12	16	27	13	8
Exempt Clerical Staff	1	9	10	6	1.5	Incl above	3	5
Total Mgmt & Exempt Staff	13	16	21	18	17.5	27	16	13
Non-Mgmt/Non-Exempt Staff	51.8	166	52	52.2	151	75	71.5	45
Police Officers	11	24	-		18	30	8.3	11.6
Police Clerical	3	14 (incl guards)	-	1	5	15 (incl guards)	2	- <sup>1</sup>
Fire Career Staff	5	18	2	3.6	13	17 Fire; 4 Dispatch	4	5
Fire Volunteer/Paid on Call Staff	59	12	40	35	31	6	26	45
Parks Staff	5.75	13	3	13	7	1 (golf course)	4	9
Recreation Staff	5	41	Shared service	-	15	43	13.4	14
Public Works Staff (sewer/water/roads)	13	28.5 (incl 3 airport)	7	15	21	61	23.4	10
Solid Waste Staff	-	1	8	-	7	Included in Public Works	1	-

<sup>1</sup> Shared detachment/pay \$266,000 for support staff

**BENCHMARKING SURVEY REPORT – 2011 DATA (cont'd.):**

Factor	Lake Country	Community 1	Community 2	Community 3	Community 4	Community 5	Community 6	Community 7
<b>F. STAFFING/FTEs (cont'd.)</b>								
Engineering Staff	6	2.5	7	9	8	6	3.8	-
Finance Staff	6	7	7	7	10	7	6.3	5
IT Staff	-	1	2	2	1	2	1	-
GIS Staff	-	1	1	1	1	-	-	-
Clerks Staff	2	-	6	3	12 <sup>1</sup>	4	2.3	2
Planning Staff + Building Inspection	11	2	8	9	6	1	4.5	5
Bylaw Enforcement Staff	1	2	-	1.6	1	1	1.5	3
HR Staff	1	-	-	2	3	-	-	-
General Admin Staff	4	4.3 (incl Clerk)	1	3.6	4	4	-	-
<b>G. OTHER DATA</b>								
WorkSafe Claims	8	6	5	10	16	27	3	3
WorkSafe Lost Hours	246	661	-		1,472	2,857	712	38
Grievances 2011	1	12	-	6	19	8	3	-
# of Council Meetings	28	33	37	23	39	26 (regular only)	47	39
Staff on LTD	2	1	2	1	2	3	2	1
Long Term Debt Call-in	\$11,492,000	\$25,041,000			\$4,821,000	\$7,100,000	\$30,140,000	\$3,569,498

<sup>1</sup> Likely includes customer service/counter staff