

BENCHMARKING SURVEY

At Council's direction, staff have compiled and added amounts for Lantzville into the attached District of Lillooet 2013 Benchmarking Survey Report. Comparisons between municipalities are inherently difficult; therefore, many of the measures are provided on a "per capita" basis for easier comparability. The financial amounts provided for Lantzville are from the 2013 consolidated financial statements and do not include internal transfers or capital expenditures, consistent with the original survey.

Although the ten communities surveyed are similar in size (populations ranging from 2,142 to 3,601), there are differences in climate (e.g. interior communities have higher winter road maintenance costs), services provided (e.g. recreation facilities, airports) and to whom utilities are provided (e.g. Lantzville sewer and water are provided to only parts of the community). As well, some communities are quite remote, and others have larger neighbouring municipalities that may provide additional services not reflected in the survey costs captured.

Some highlights from the survey analysis with respect to the District of Lantzville comparatives:

- fleet per 1000 residents (excluding fire trucks) is significantly lower than any other municipality;
- Commercial and Industrial tax assessment per capita is significantly lower than the average and all other communities, despite the ratio of these tax rates to the residential rate being higher than others;
- municipal tax levy per capita of \$406 is one of the lowest, and less than half of the average;
- total expenditures per capita of \$557 is the lowest, and approximately one third of the average
- administration costs per capita of \$205 is amongst the lowest of those surveyed, and is 30% less than the average;
- of those surveyed, only Lantzville and Princeton were debt free;
- total staff FTE's per 1000 residents of 2.8 and total staff FTE's of 10.15 were both by far the lowest of the municipalities shown;
- management staff FTE's per 1000 residents of 1.2 was lower than the average of 1.7 FTE's;

In addition to the amounts included in the Lillooet survey, Council requested comparative amounts showing the combined direct Lantzville expenditures and Lantzville's share of the Regional District of Nanaimo and Vancouver Island Regional Library expenditures as follows:

	Lantzville direct	Lantzville requisition	Total expenditure	Per capita
Parks and Recreation (DoL + RDN)	\$93,331	\$355,502	\$448,833 (survey avg \$652,025)	\$125 (survey avg \$237)
Vancouver Island Regional Library	\$ -	\$153,023	\$153,023 (survey avg \$101,482)	\$42 (survey avg not provided)

While senior staff salaries were not included in this survey, staff provide some additional analysis with respect to CAO salaries:

- CAO salaries for the surveyed municipalities ranged from \$98,090 to \$128,453, with Lantzville's CAO receiving a salary of \$120,050.
- On a per capita basis, Lantzville is the third lowest in this group at \$33 per capita, and similar to Cumberland (\$31 per capita) which is the closest comparable among those communities included in the survey.
- Amongst all municipalities in B.C. with populations of 2,000 to 4,000, the average CAO salary is \$116,130, with half of the CAO's being paid within the \$119,000 to \$136,000 range.
- The average salary for all municipalities in B.C. is \$138,135, with Lantzville's CAO salary falling at about the 40th percentile in that group.

Questions? Contact Jedha Holmes, Director of Financial Services at 250.390.4006 or jedha@lantzville.ca

District of Lillooet
Benchmarking Survey Report
April 2013

This report presents the results of an operations, financial and infrastructure survey of nine communities.

(District of Lantzville added to previous survey - October 2014)

To facilitate comparisons, we have analyzed key data on a per capita or unit basis.

Community	Population
Burns Lake	2142
Cumberland	3398
Enderby	2892
Houston	3147
Invermere	2955
Lillooet	2367
Princeton	2994
Pemberton	2370
Sicamous	3000
District of Lantzville	3601

Factor	District of Lantzville 2013	Survey Average	Lillooet	Burns Lake	Cumberland	Enderby	Houston	Invermere	Princeton	Sicamous	Pemberton
Population	3,601	2,887	2,367	2,142	3,398	2,892	3,147	2,955	2,994	3,000	2,370
Hectares per capita	0.82	0.887	1.2	0.4	0.9	0.15	2.2	0.3	0.3	0.5	2.1
Wider population served per capita (avg excl DoL and Cumberland)	24.27	1.85	1.7	2.4	27.9	1.4	0.7	4.2	1.8	0.5	2.1
Fleet per 1000 residents	0.8	4.6	7.5	2.8	4.7	1.7	10.2	7.8	3.7	2.7	3.8
Total tax assessment per capita (\$)	\$194,379	\$148,404	\$95,184	\$46,078	\$117,952	\$112,690	\$68,446	\$293,570	\$110,721	\$263,333	\$181,688
Residential tax assessment per capita (\$)	\$187,528	\$129,063	\$78,623	\$31,513	\$102,796	\$101,487	\$47,029	\$265,990	\$91,951	\$237,000	\$146,709
Commercial tax assessment per capita (\$)	\$5,215	\$14,525	\$11,490	\$13,492	\$11,389	\$9,440	\$8,897	\$26,362	\$14,529	\$18,400	\$26,034
Industrial tax assessment per capita (\$)	\$410	\$5,009	\$1,182	\$560	\$23,543	\$1,487	\$11,439	\$609	\$2,672	\$933	\$7,257
Business/Commercial mil rate as multiple of residential mil rate	4	2.6	3.1	2.2	1.8	2.1	2.9	2.8	2.7	2.5	2.3
Industrial mil rate as multiple of residential milrate	7	5.5	5.4	5	1.8	2.6	7.9	2.7	12.7	3.4	6
Municipal tax revenues per capita (\$)	\$406	\$860	\$797	\$823	\$633	\$399	\$1,235	\$1,226	\$493	\$1,318	\$1,266
Total revenues per capita (\$)	\$877	\$1,720	\$2,808	\$2,128	\$1,502	\$1,826	\$1,768	\$2,482	\$1,660	\$3,189	\$2,146
Total expenditures per capita (\$)	\$557	\$1,447	\$1,802	\$1,246	\$1,424	\$1,112	\$1,586	\$1,983	\$1,432	\$1,575	\$1,748
Fire costs per capita (\$)	\$68	\$100	\$72	\$121	\$107	\$64	\$76	\$132	\$84	\$92	\$180
Water costs per capita (\$)	\$59	\$180	\$155	\$242	\$89	\$183	\$202	\$282	\$140	\$209	\$240

Factor	District of Lantzville 2013	Survey Average	Lillooet	Burns Lake	Cumberland	Enderby	Houston	Invermere	Princeton	Sicamous	Pemberton
Sewer costs per capita (\$)	\$32	\$173	\$169	\$206	\$205	\$127	\$146	\$244	\$72	\$293	\$237
Road costs per capita (\$)	\$84	\$279	\$183	\$293	\$279	\$169	\$176	\$568	\$267	\$488	
Road cost per km. (\$)	\$4,804	\$16,846	\$11,780	\$29,922	\$24,012	\$16,576	\$6,705	\$30,500	\$19,966	\$7,352	
Solid waste costs per capita (\$)	\$54	\$50	\$71	\$44	\$50	\$35	\$29	\$72		\$47	
Parks/Rec & Culture cost per capita (\$)	\$26	\$227	\$289	\$293	\$164	\$198	\$617	\$147	\$133	\$391	\$16
Planning & development costs per capita (\$)	\$19	\$77	\$74	-	\$144	\$15	\$10	\$79		\$89	\$182
Building inspection costs per capita (\$)	\$5	\$13	\$12	\$13	\$5	\$4	\$9	\$43			
Economic development costs per capita (\$)	\$0	\$37	\$94		\$12	\$15	\$46	\$40		\$13	
Municipal administration costs per capita (\$)	\$205	\$290	\$352	\$290	\$166	\$202	\$209	\$309	\$275	\$360	\$533
Long term debt per capita	\$0	\$897	\$718	\$78	\$736	\$439	\$732	\$988	\$0	\$1,800	\$1,688
Total staff per 1000 residents	2.8	7.7	8.1	14	6.3	5	11.8	6.4	6	7.7	8.4
Management staff per 1000 residents	1.2	1.7	2.1	2.3	1.5	1	2.2	1.4	1	1.7	2.5
Non-management staff per 1000 residents	1.6	6.0	6	11.7	4.8	4	9.6	5	5	6	5.9
Public Works staff per 1000 residents	0.6	2.6	3.2	3.7	2.1	2.8	3.2	3	3.3	2.3	2.1

Factor	District of Lantzville 2013	Survey Average	Lillooet	Burns Lake	Cumberland	Enderby	Houston	Invermere	Princeton	Sicamous	Pemberton
A. INFRASTRUCTURE											
Population	3,601	2,886.6	2,367	2,142	3,398	2,892	3,147	2,955	2,994	3,000	2,370
Population of Wider Area (avg excl DoL and Cumberland)	87,411	4,990	4,105	5,100	94,700	3,938	2,246	12,528	5,500	1,500	5,000
Size (hectares)	2,987	2,580	2,823	851	3,002	422	7,071	938	1,000	1,649	5,061
Roads (km)	63	59.4	36.8	21	39.5	29.5	82.5	55	40	202	25
# of Parks	11	9.1	5	6	8	4	21	11	0	7	9
Park size (hectares)	7.14	30.3	18	10.5	18.4	9.3	115	31	-	21	42.6
# of pools and rinks	0	1.7	2	1	-	2	2	1	2	-	-
# of community centres	0	1.2	1	-	2	-	1	1	1	-	1
Fleet (w/o fire trucks)	3	13.1	18	6	16	5	32	23	11	8	9
# of hydrants	102	107.7	136	89	114	108	96	137	NA	200	95
# of water systems	1	1.5	4	1	1	1	2	2	1	1	1
# of residential water meters	837	716.5	997	44	1215	1289	75	1500	78	1100	50
Water mains (km)	23	33.7	31.8	29	30.8	30.3	27.3	48	41.5	51	24
# of reservoirs	2	2.2	3	2	-	2	1	2	4	3	1
Sanitary sewers (km)	16	24.1	15.1	26.25	27.32	25.6	19.5	35	21.75	34	20
Storm sewers (km)	3	9.0	5.7	12	23.12	14.1	9.5	5	0	6	2.4
# of catch basins	10	148.6	115	102	338	255	124	0	0	45	200
Airport operations (yes/no)	No		Yes	No	No	No	Yes	No	Yes	No	Yes

Factor	District of Lantzville 2013	Survey Average	Lillooet	Burns Lake	Cumberland	Enderby	Houston	Invermere	Princeton	Sicamous	Pemberton
B. TAXBASE & TAXES											
Total tax assessment (\$ millions)	\$699.9	\$438.6	\$225.3	\$98.7	\$400.8	\$325.9	\$215.4	\$867.5	\$331.5	\$790.0	\$430.6
Residential tax assessment (\$ millions)	\$675.2	\$384.0	\$186.1	\$67.5	\$349.3	\$293.5	\$148.0	\$786.0	\$275.3	\$711.0	\$347.7
Commercial tax assessment (\$ millions)	\$18.8	\$40.7	\$27.2	\$28.9	\$38.7	\$27.3	\$28.0	\$77.9	\$43.5	\$55.2	\$61.7
Industrial tax assessment (\$ millions)	\$1.5	\$8.4	\$2.8	\$1.2	\$8.0	\$4.3	\$36.0	\$1.8	\$8.0	\$2.8	\$17.2
Agricultural tax assessment (\$ millions)	\$0.1	\$0.8	\$0.5	\$0.0	\$0.0	\$0.257	\$0.9	\$0.0	\$0.0	\$0.4	\$0.2
Other tax assessment (\$ millions)	\$4.4	\$5	\$8.7	\$1.0	\$4.9	\$0.59	\$2.5	\$1.5	\$3.9	\$20.5	\$3.9
Residential mil rate (per \$1000)	\$1.84	\$4.06	\$4.788	\$7.225	\$4.315	\$3.153	\$7.056	\$3.196	\$2.643	\$4.208	\$2.155
Business/Commercial mil (per \$1,000)	\$7.35	\$10.41	\$14.843	\$16.158	\$7.601	\$6.697	\$20.240	\$8.879	\$7.219	\$10.310	\$4.849
Industrial mil rate (per \$1,000)	\$12.85	\$21.60	\$25.855	\$35.928	\$7.737	\$8.283	\$55.825	\$8.788	\$33.500	\$14.308	\$12.930
Agricultural mil rate (per \$1,000)	\$2.39	\$3.81	\$4.788	-	-	\$2.802	\$6.800	\$3.196	\$2.886	\$5.429	\$2.155
C. REVENUES											
Municipal tax revenues	\$1,462,202	\$2,435,446	\$1,886,332	\$1,760,253	\$2,149,855	\$1,154,782	\$3,886,460	\$3,624,042	\$1,475,802	\$3,953,474	\$3,001,259
Earned revenues	\$482,178	\$1,062,697	\$1,594,279	\$372,900	\$1,269,670	\$1,301,232	\$410,595	\$2,318,347			\$752,375
Grants/transfers in	\$301,068	\$1,459,696	\$2,919,188	\$2,265,902	\$1,124,485	\$1,857,136	\$817,001	\$1,265,991			\$1,126,794
Other revenues/grants	\$911,348	\$470,132	\$247,423	\$273,520	\$561,085	\$976,981	\$448,726	\$127,168			\$214,804
Total revenue	\$3,156,796	\$5,888,342	\$6,647,222	\$4,872,575	\$5,105,095	\$5,279,459	\$5,562,791	\$7,335,548	\$4,968,852	\$11,068,178	\$5,086,906

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D. EXPENDITURES											
Total expenditures (excluding capital, amortization and internal tsfrs)	\$2,007,331	\$4,100,442	\$4,265,930	\$2,668,776	\$4,840,100	\$3,215,850	\$4,990,464	\$5,859,875	\$4,288,667	\$4,725,359	\$4,142,065
Fire	\$243,538	\$280,346	\$170,131	\$259,297	\$365,060	\$184,647	\$237,705	\$389,603	\$251,268	\$274,943	\$427,268
Water	\$210,765	\$500,715	\$366,548	\$517,407	\$303,430	\$528,474	\$634,489	\$832,725	\$416,200	\$628,018	\$569,090
Sewer	\$113,624	\$485,715	\$400,507	\$440,490	\$697,530	\$367,501	\$460,610	\$721,499	\$216,165	\$878,750	\$560,575
Roads	\$302,660	\$810,718	\$433,518	\$628,352	\$948,470	\$488,980	\$553,126	\$1,677,522	\$798,637	\$1,465,199	
Solid Waste	\$195,556	\$146,910	\$167,336	\$95,132	\$171,350	\$100,026	\$92,285	\$213,021		\$140,575	
Parks, Recreation & Culture	\$93,331	\$652,025	\$684,325	\$627,183	\$558,250	\$572,126	\$1,940,283	\$435,777	\$399,135	\$1,172,275	\$37,567
Library		\$101,482		-	\$110,359	\$94,876	\$113,671	\$87,021			
Planning & Development	\$69,568	\$199,647	\$175,580	\$58,000	\$488,390	\$43,067	\$30,737	\$233,812		\$266,586	\$431,081
Engineering		\$352,250	\$313,298		\$535,865	\$11,380	\$875,081	\$25,625			
Bylaw Enforcement	\$22,792	\$34,759	\$65,479		\$80,280	\$4,865	\$23,599	\$11,540			
Building Inspection	\$18,000	\$36,575	\$28,414	\$28,549	\$17,610	\$10,340	\$27,154	\$125,960			
Economic Development		\$101,654	\$222,454		\$40,693	\$43,067	\$145,812	\$117,450		\$40,450	
Human Resources		\$4,018				\$4,018					
Administration	\$737,597	\$808,080	\$832,959	\$620,454	\$565,280	\$584,305	\$658,575	\$912,874	\$823,741	\$1,081,152	\$1,263,866
Grants/Donations/ Emergency Funding		\$110,218	\$229,077		\$12,000	\$132,607	-	\$75,446	\$171,200		\$40,978
Airport		\$122,784	\$97,890								\$147,677

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E. MAJOR CONTRACTS											
Garbage/Solid Waste	\$192,982		\$83,300		\$108,000	\$96,903		\$94,134	\$169,315		
Recycling						\$20,499			\$62,885		
Solid Waste Disposal								\$101,578			
Landfill									\$169,259		
Sludge Removal			\$75,000								
Water Sampling								\$16,785			
Crack Sealing							\$24,000				
Parks/Grounds Mntnce						\$55,516	\$56,457	\$76,595			
Planning						\$43,068					
Engineering					\$400,000					\$50,000	\$179,000
Jet Rodding								\$133,076			
IT	\$12,660			\$40,000	\$48,000						
Janitorial	\$9,240						\$52,640	\$69,341		\$35,000	
Safe Communities						\$14,466					
Building Inspection	\$16,342			\$30,000	\$17,000						\$23,000
Records Management											\$12,000

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F. STAFFING/FTEs											
Total Staff (FTEs)	10.15	21.1	19.25	30	21.4	13	37	19	18	23	20
Mgmt. Staff	4.35	4.7	5	5	5	3	7	4	3	5	6
Exempt Clerical Staff	0	4.3	1	4	-	-		3	-	-	9
Total Mgmt & Exempt Staff	4.35	6.4	6	9	5	3	7	7	3	5	15
Non-Mgmt/Non-Exempt Staff	5.8	14.6	13.25	21	17	10	30	12	15	17	5
Fire Career Staff	0		-	1	1		1	2	-		1
Fire Volunteer/Paid on Call Staff	29	26.7	27		35	29	27	28	25	20	20
Parks/Recreation Staff	0.7	2.4	4	6	3.5	2	9	1		1+Seasonal	-
Public Works Staff (sewer/water/roads)	2	7.4	7.5	8	7	8	10	9	10	7	5
Solid Waste Staff	0		0.5				-		Contract	1	
Engineering Staff	0						1			1	
Finance Staff	2.3	2.9	2.5	2	3	2	4	5	2	3	3
IT/ GIS Staff	Contract								Contract		
Corporate Office Staff	0.5	1.8	2	2	1		2	1	2		4
Planning Staff + Building Inspection	0.0	1.8	1.25	1	1.8		2	2	Contract	1.3	3
Bylaw Enforcement Staff	0	1.1	1		1		2		1	0.3	1
HR Staff	0								Contract		
General Admin Staff	0	2.1	5	1	1	1	4	1			2

Factor	District of Lantzville 2013	Survey Average	Lillooet	Burns Lake	Cumberland	Enderby	Houston	Invermere	Princeton	Sicamous	Pemberton
G. OTHER DATA											
WorkSafe Claims	0		1	1	4	2	11	1	2	-	4
WorkSafe Lost Hours	0		84.5	-	808	670	35	20	-	-	1,072
Grievances 2011	0		2	-	1	-	7	-	-	-	-
# of regular Council meetings	20	22	20	24	21	21	23	20	24	22	22
# of special Council meetings	6	10	14	24	9	1	1	16	16	6	6
Total Council Meetings	26	31	34	48	30	20	24	36	40	28	28
Staff on LTD	0		1	-	1	-	-	1	2	-	
Long Term Debt (millions)	0	\$2.5	\$1.7	\$0.16	\$2.5	\$1.3	\$2.3	\$2.9	\$0.0	\$5.4	\$4.0