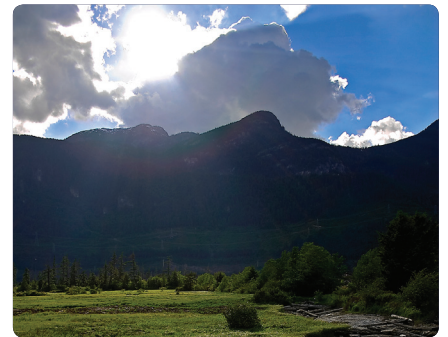


Service Squamish Initiative



Operations Department



Core Service Review Final Report



Service Squamish Initiative Operations Department Core Service Review Final Report

Review Period	May 31 - June 5
Final Report Date	
Review Team	Kevin Ramsay, Brian Barnett, Bob Kusch, Linda Glenday, Bob Smith
Team Lead	Bob Kusch

1. Executive Summary
2. Current State
 - i. Organizational Chart
 - ii. Financial Status
3. Interview Summary
4. Recommendations - Service Levels
Summary of Key Findings, Recommendations, Further Study Required
5. Recommendations - Organization of Staff
6. Recommendations - Improving Staff Morale
7. Recommendations - Process Improvements / Efficiencies
8. Recommendations - Financial / Budgeting
9. Core Service Review Action Plan to

Executive Summary

In April of 2010 the Service Squamish Initiative was introduced by the District of Squamish to vision a new approach to doing business within the Municipal operation. As part of that initiative, a key aspect was the introduction of Core Service Reviews to permit an evaluation of the efficiencies, effectiveness and deficiencies within each Municipal service area. The first of these to be reviewed was the Operations Department that includes Roads and Drainage, Brennan Park grounds, Cemetery, Community Parks, Fleet, Water and Waste Water Collection, Waste Water Treatment Plant, Janitors and Operations Administration. To undertake this review a team consisting of Kevin Ramsay, Chief Administrative Officer, Bob Kusch, General Manager of Engineering and Parks (Team Lead), Linda Glenday, General Manager of Protective and Support Services, Bob Smith, Manager of Operations and Brian Barnett, Manager of Engineering Services joined forces to complete the review from May 31 through June 5, 2010.

A key aspect of the review was a series of interviews with 25 staff members within the Department. Information gathered from these interviews and the issues brought forward as well as research on best practices and evaluation of existing resources, human, material and financial, have formed an integral part of the results and recommendations that have been established in five key areas:

1. Organization of Services
2. Organization of Staff
3. Improving Staff Morale
4. Process Improvements/Efficiencies
5. Financial/Budgeting

Although the most significant issues are listed below, it should be noted that there are signs of a very improved operation and programs that are already attempting to address areas of concern. The present Manager of Operations has introduced more clear-cut processes and procedures that are trying to clarify expectations and deliverables by each employee and, thus, begin the process of changing areas that require improvement.

The most significant results of the review are as follows:

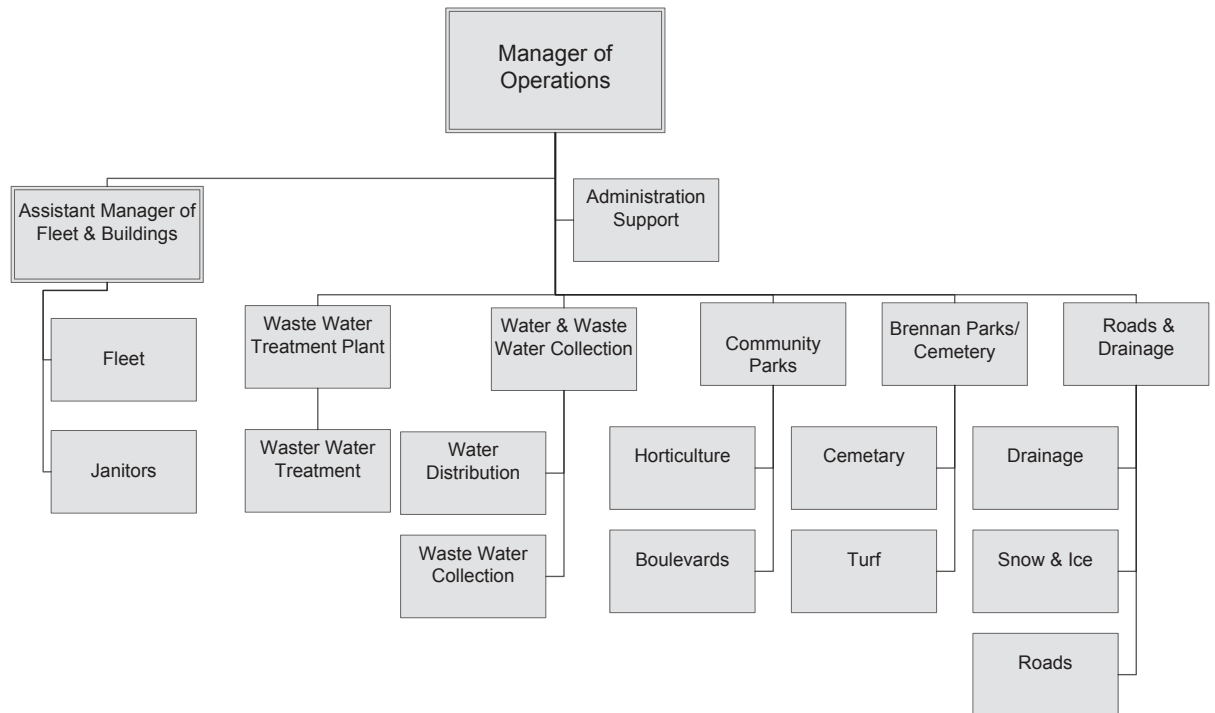
- There are a number of areas where service levels need to be established: hydrant maintenance, flushing of watermains, reservoir maintenance, introduction of a water cross control connection program, wellhead protection program and backflow prevention program, introduction of a pavement management plan, a bridge maintenance program, a standard dyke maintenance program, introduction of a clearly defined service level program for parks. Recommendations within the sections of this document are targeted to achieve the implementation of these programs and actions.

- It was found that the present organization of staff and structure of the organization is cumbersome and inefficient. The key element is that an unusually high proportion of supervisory positions to workers exist and that there are too many direct reports to the Manager of Operations. There is also a lack of cross training of staff to enable more efficient use of the workforce. There is an inconsistency in the output and expectations of employees and the employees are frustrated with these inconsistencies and it is recognized that the services are not delivered as efficiently as possible.
- Morale, although improving, needs considerable attention. The most identified issue with morale is poor communication and there is a need to implement a program that clearly outlines expectations of employees including clear feedback that will assist the employees improve in their work. Improved education and possibilities for advancement and training to do so is an area that also needs attention.
- Interdepartmental and sectional communication needs to be improved to make for a more effective and efficient working environment. Many projects and tasks have become very costly and cumbersome because the needed communication has not taken place resulting in wasted use of time and equipment. The most significant area where communications channels need to be opened and clear are between Planning, Engineering and Operations so that those on the ground have input into design so work can be completed efficiently and effectively when needed.
- Upgraded technology, especially improvements and access to a fully functional G.I.S. system is a prime need to make for a more functional work program. As well, the present SCADA system needs to be utilized to its full effectiveness. There are other areas where technology can assist in making the work more efficient and are listed within this report.
- It was also brought forward that the District must achieve better control on contractors accessing our water, drainage and sewer infrastructure so the District is aware of all work being completed and that this work is completed properly.
- Although not exclusively limited to the Operations Department, the organization of the budget and processes for completing financial transactions is fundamentally flawed and requires better controls. Policies and procedures for purchasing, payroll, and monitoring have not been properly followed and accountability has been very limited. Although steps have already been taken to improve these areas, considerable work is necessary. The significant areas that require changes link directly to corporate budget and financial improvements and should be assisted by the introduction of a Financial Strategic Plan to be produced by the Finance Department.

Further information in each of the five areas reviewed is detailed in the balance of this document.

Operations Structure

Current June 2010



Core Service Review

Current State - Financial Status

Division:	Engineering & Parks Services						
Department:	Operations						
Responsibility:	Bob Smith						
Data as of:	June 3, 2010						
% of Year:	43%						
GENERAL REVENUE FUND		2010				2009	2008
Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
TRANSPORTATION SERVICES							
PUBLIC WORKS - COMMON SERVICES							
PW COMMON ENGINEERING & ADMIN							
1023122100-100	OPS-ADM-PRORATED	80,731.00	46,626.73	34,104.27	58%	71,543.38	65,765.29
1023123212-900	ENGINEERING - LEASED VEHICLE	0.00	1,505.00	(1,505.00)		1,868.06	12,299.48
1023123220-100	FLEET ADMIN - SALARIES	42,446.00	650.00	41,796.00	2%	25,207.91	39,287.74
1023123222-900	FLEET ADMIN - FLEET DAMAGE	0.00	1,071.14	(1,071.14)		0.00	0.00
1023123230-900	OPERATOR TRAINING	0.00	0.00	0.00		0.00	11,233.66
	TOTAL PW COMMON ENGINEERING & ADMIN	123,177.00	49,852.87	73,324.13	40%	99,415.35	128,586.17
MECHANIC & EQUIPMENT EXPENDITURES							
1023130100-100	FLEET ADMIN	0.00	(1,726.48)	1,726.48		5,253.75	5,266.50
1023130500-900	SMALL TOOLS	0.00	3,000.24	(3,000.24)		11,901.91	20,895.08
1023130530-530	FUEL COSTS	0.00	5,360.58	(5,360.58)		20,191.89	0.00
1023130540-530	BIODIESEL FUEL	24,240.00	(2,486.00)	26,726.00	-10%	(17,603.13)	13,244.35
1023130590-900	MISCELLANEOUS	30,900.00	10,633.25	20,266.75	34%	30,185.67	51,054.69
1023139020-900	PARKS- MISC. EQUIP MNTC. & OVERHEAD	6,500.00	2,792.78	3,707.22	43%	10,780.65	8,993.24
1023139068-900	97 HOLLAND 3930 TRACTOR	6,258.00	3,333.91	2,924.09	53%	5,781.56	5,695.95
1023139069-900	97 RANSOME GANG MOWER	6,928.00	5,042.56	1,885.44	73%	6,675.77	6,057.75
1023139070-900	1998 GMC PICK-UP	9,175.00	0.00	9,175.00	0%	7,788.52	7,649.41
1023139071-900	98 SCOTT FLAT DECK	1,824.00	1,292.92	531.08	71%	1,241.11	1,296.92
1023139072-900	NEW HOLLAND 545D FRONT END LOADER	6,339.00	2,852.55	3,486.45	45%	6,150.26	8,696.02
1023139073-900	2003 CHEV S-10	7,630.00	4,655.82	2,974.18	61%	6,900.83	8,056.34
1023139074-900	JACOBSEN 628D TURFCAT MOWER	5,920.00	2,362.47	3,557.53	40%	5,058.44	5,264.09
1023139075-900	2004 FORD F550 4X4	8,816.00	3,600.20	5,215.80	41%	8,709.12	11,685.68
1023139076-900	2004 FORD F250	8,766.00	5,525.93	3,240.07	63%	7,766.57	8,518.44
1023139077-900	2004 FLATDECK TRAILER	1,857.00	1,617.05	239.95	87%	858.52	3,297.04
1023139078-900	2005 FORD RANGER	5,051.00	4,624.19	426.81	92%	4,415.08	5,422.19
1023139079-900	2005 NEW HOLLAND TRACTOR LV80	9,349.00	1,982.63	7,366.37	21%	8,384.52	9,385.80
1023139080-900	2006 FORD RANGER	5,692.00	2,348.11	3,343.89	41%	5,163.87	4,491.15
1023139081-900	2006 FORD F250	5,336.00	3,460.24	1,875.76	65%	4,985.85	6,537.47
1023139082-900	2005 SCOTT TRAILER	1,848.00	221.00	1,627.00	12%	1,664.92	1,615.15
1023139083-900	2006 FORD FREESTAR	3,406.00	1,151.16	2,254.84	34%	2,429.63	4,300.02
1023139084-900	2007 JACOBSON MOWER	1,545.00	685.65	859.35	44%	1,399.72	1,484.70
1023139085-900	2008 KUBOTA TRACTOR	2,060.00	279.58	1,780.42	14%	1,922.26	2,987.58
1023139086-900	2010 FORD F350 4X4	0.00	2,172.42	(2,172.42)		1,335.79	0.00
1023139210-900	98 FORD VAN - ANIMAL CONTROL	0.00	1,456.08	(1,456.08)		403.83	5,175.76
1023139211-900	2006 CHEV EXPRESS	1,589.00	1,033.00	556.00	65%	3,429.44	1,142.00
1023139330-900	MISC SMALL EQUIPMENT	7,399.00	6,387.51	1,011.49	86%	12,456.84	12,283.85
1023139335-900	SNOW REMOVAL EQUIPMENT MAINTENANCE	45,120.00	20,342.50	24,777.50	45%	46,846.06	68,763.26
1023139368-900	91 COMPACTOR ROLLER	0.00	616.07	(616.07)		0.00	273.67
1023139376-900	UNIT 376 - ALLSPEED TRAILER WW SHORING	1,491.00	652.33	838.67	44%	715.78	1,766.58
1023139377-900	NO.1 MOBILE GENERATOR (LIFTSTATIONS)	2,075.00	638.71	1,436.29	31%	3,577.72	1,592.13
1023139378-900	NO. 2 MOBILE GENERATOR (LIFT STATIONS)	1,970.00	414.67	1,555.33	21%	845.23	1,810.38
1023139385-900	1996 JOHN DEERE 544G LOADER	12,703.00	1,903.08	10,799.92	15%	13,917.84	22,594.37
1023139387-900	310SE LOADER BACKHOE - JOHN DEERE	0.00	0.00	0.00		0.00	7,751.98
1023139388-900	1997 CHEV S-10 PICK UP	4,577.00	1,962.99	2,614.01	43%	3,431.38	3,266.81
1023139392-900	NEW HOLLAND TRACTOR	15,482.00	4,447.13	11,034.87	29%	16,812.10	13,396.87
1023139393-900	TIGER MOWER	5,245.00	6,277.01	(1,032.01)	120%	3,940.64	12,086.84
1023139400-900	1999 CHEVY TRACKER VIN 81086	4,690.00	183.38	4,506.62	4%	5,075.57	6,239.47
1023139401-900	1999 CHEVY TRACKER VIN 81115	3,899.00	3,123.91	775.09	80%	3,211.84	7,934.95
1023139402-900	00 GMC PICKUP	9,030.00	88.57	8,941.43	1%	8,992.21	5,488.79
1023139403-900	2000 FORD PICKUP F250	9,815.00	7,238.40	2,576.60	74%	8,874.62	8,525.16
1023139404-900	INTERNATIONAL HARVESTER DUMP	26,282.00	8,805.14	17,476.86	34%	27,688.97	28,106.29
1023139406-900	2002 CHEV PICKUP SLIVERADO	7,199.00	3,112.92	4,086.08	43%	7,365.63	9,615.04
1023139407-900	2003 F150 FORD PICK UP	9,078.00	6,879.92	2,198.08	76%	8,760.16	8,873.18
1023139408-900	2003 FORD F550 4X4	13,250.00	4,621.36	8,628.64	35%	13,842.43	14,378.32
1023139409-900	2003 O'BRIEN HYDRO JETTER	1,448.00	1,081.65	366.35	75%	3,740.88	2,093.21
1023139410-900	2003 JOHN DEERE EXCAVATOR	12,695.00	3,495.90	9,199.10	28%	13,701.07	15,052.36
1023139411-900	2004 FORD FREESTAR	4,345.00	4,841.95	(496.95)	111%	3,133.36	4,253.07
1023139412-900	2004 TRAIL-EZE TRAILER	6,609.00	1,278.37	5,330.63	19%	7,247.67	2,832.57
1023139413-900	2000 JOHN DEERE GRADER	31,730.00	18,836.44	12,893.56	59%	33,904.20	29,481.33
1023139414-100	2005 CHEV P/U	0.00	129.09	(129.09)		0.00	0.00
1023139414-900	2005 CHEV P/U	4,036.00	1,822.01	2,213.99	45%	4,084.57	3,412.67
1023139415-900	2005 ELGIN CROSSWIND SWEEPER	15,978.00	8,831.20	7,146.80	55%	19,105.81	21,876.16
1023139416-900	2006 FORD RANGER	8,233.00	4,812.87	3,420.13	58%	6,201.32	5,385.72
1023139417-900	2006 FORD ESCAPE/SUV	4,611.00	4,408.11	202.89	96%	3,721.62	4,449.14
1023139418-900	2006 CHEV 4WHDR PU	10,557.00	5,123.90	5,433.10	49%	10,143.37	7,736.74

Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
1023139419-900	2005 INGERSOLL RAND ROLLER	3,352.00	857.51	2,494.49	26%	2,176.09	1,616.76
1023139420-900	2006 FORD F550	10,589.00	3,947.39	6,641.61	37%	11,561.90	10,098.58
1023139421-900	2007 FORD RANGER	3,642.00	2,261.91	1,380.09	62%	2,701.68	3,481.14
1023139422-900	2007 GMC 3/4 TON	7,100.00	4,424.40	2,675.60	62%	7,787.38	13,716.03
1023139423-900	2007 CHEVROLET PICK UP TRUCK	3,605.00	3,174.94	430.06	88%	5,180.99	5,584.89
1023139424-900	2008 MOBILE GENERATOR	1,560.00	334.79	1,225.21	21%	1,828.66	1,206.68
1023139425-900	2008 INTERNATIONAL CF SERVICE TRUCK	3,570.00	4,559.55	(989.55)	128%	4,917.16	7,597.38
1023139426-900	2008 FREIGHTLINER DUMP TRUCK	3,605.00	8,578.77	(4,973.77)	238%	17,332.98	15,011.46
1023139427-900	2008 SMART CAR	1,560.00	2,402.99	(842.99)	154%	2,205.00	1,191.21
1023139428-900	2008 TOYOTA PRIUS	1,560.00	2,517.06	(957.06)	161%	2,493.30	950.08
1023139429-900	2008 CATERPILLAR BACKHOE	3,640.00	5,439.41	(1,799.41)	149%	6,814.46	4,752.97
1023139430-900	2008 FORD SP P/U	3,640.00	4,332.78	(692.78)	119%	4,318.08	2,362.90
1023139431-900	2008 FORD F105 4X4	16,875.00	4,851.75	12,023.25	29%	19,991.22	920.90
1023139432-900	2009 FREIGHTLINER DUMP TRUCK	18,691.00	6,750.62	11,940.38	36%	28,315.53	0.00
1023139433-900	2010 FORD ESCAPE HYBRID 4X4	0.00	3,323.80	(3,323.80)		874.11	0.00
1023139434-900	2010 FORD ESCAPE	0.00	234.03	(234.03)		0.00	0.00
1023139990-900	EQUIPMENT RENTAL MAINTENANCE	(523,565.00)	0.00	523,565.00	0%	(563,013.78)	(659,545.07)
TOTAL EQUIPMENT MAINTENANCE		523,565.00	257,620.63	265,944.37	49%	0.00	0.00
PW COMMON YARDS & GENERAL							
1023140500-900	P/W OPERATIONS OFFICE FURNITURE & EQUIPME	28,930.00	10,562.58	18,367.42	37%	22,219.92	17,424.74
1023140982-900	WORKSHOPS - YARD	18,636.00	36,127.08	(17,491.08)	194%	25,919.37	30,858.29
1023150233-233	CONTRACT SECURITY PATROLS	1,600.00	834.70	765.30	52%	1,912.67	1,809.98
1023170110-900	SAFETY TRAINING	31,600.00	17,623.86	13,976.14	56%	19,689.83	35,952.03
1023180214-900	RADIO LICENCES	1,660.00	0.00	1,660.00	0%	0.00	0.00
TOTAL PW COMMON YARDS & GENERAL		82,426.00	65,148.22	17,277.78	79%	69,741.79	86,045.04
RECOVERIES							
1023190980-900	WATER ADMIN - PRO RATA RECOVERY	(16,110.00)	0.00	16,110.00	0%	(15,950.00)	(15,790.00)
1023190981-900	SEWER ADMIN - PRO RATA RECOVERY	(16,110.00)	0.00	16,110.00	0%	(15,950.00)	(15,790.00)
TOTAL RECOVERIES FROM OTHER FUNDS		(32,220.00)	0.00	32,220.00	0%	(31,900.00)	(31,580.00)
TOTAL PUBLIC WORKS COMMON SERVICES		(24,767,533.00)	(27,183,075.32)	(2,415,542.32)	110%	(25,085,782.54)	(24,004,605.83)
P.W. - ROADS, STREETS, DRAINAGE							
1023201000-900	ROADS	349,441.00	143,539.58	205,901.42	41%	308,735.93	362,093.90
1023201001-900	RAILWAY CROSSING MAINTENANCE / FEES	5,050.00	0.00	5,050.00	0%	14,544.68	4,103.43
1023202000-900	OILING CONTRACT	25,250.00	178.43	25,071.57	1%	24,535.84	17,030.33
1023203000-900	DANGEROUS TREE REMOVAL	30,610.00	13,943.43	16,666.57	46%	23,213.89	42,405.90
1023204000-900	SMALL TOOLS	14,020.00	0.00	14,020.00	0%	0.00	0.00
1023205000-900	INVASIVE SPECIES	4,000.00	0.00	4,000.00	0%	0.00	0.00
1023222000-900	SIDEWALK CLEANING	72,821.00	47,652.51	25,168.49	65%	76,141.99	82,863.74
1023223000-900	SIDEWALKS	26,007.00	11,940.30	14,066.70	46%	12,532.02	3,316.36
1023228000-900	CULVERT INSTALLATION	8,343.00	5,117.14	3,225.86	61%	6,248.16	8,430.70
1023229000-900	DRAINAGE	233,400.00	93,480.90	139,919.10	40%	237,064.04	275,835.14
1023230000-900	DYKES	83,059.00	17,221.18	65,837.82	21%	41,769.34	69,276.01
1023231000-900	DYKE PUMP MAINTENANCE & OPERATION	62,400.00	20,222.33	42,177.67	32%	69,527.87	59,981.22
1023232000-900	FLOOD CONTROL RECOVERABLE	0.00	0.00	0.00		33,236.28	0.00
1023235000-900	TASK #092021 HWY99 ROCKSLIDE ROAD CLOSURE	0.00	0.00	0.00		0.00	8,604.82
1023236000-900	STREET CLEANING	56,100.00	25,450.63	30,649.37	45%	46,253.06	78,395.56
1023237000-900	SNOW REMOVAL	259,457.00	75,527.26	183,929.74	29%	246,618.85	368,548.97
1023238000-900	SIDEWALK SNOW REMOVAL	15,096.00	0.00	15,096.00	0%	21,081.68	15,974.61
1023239000-900	BUSINESS - SIDEWALK SNOW REMOVAL	0.00	169.91	(169.91)		0.00	6,376.07
1023240000-900	BRIDGE MAINTENANCE	4,800.00	292.86	4,507.14	6%	14,372.52	8,622.52
1023250000-900	STREET LIGHTING	164,500.00	63,272.42	101,227.58	38%	161,472.99	173,392.20
1023251000-900	CHRISTMAS LIGHTING	0.00	4,968.56	(4,968.56)		9,171.67	9,277.45
TOTAL PW ROADS, STREETS, DRAINAGE		1,414,354.00	522,977.44	891,376.56	37%	1,346,520.81	1,594,528.93
P.W. - TRAFFIC SERVICES							
1023261000-900	STREET SIGNS	119,161.00	29,142.94	90,018.06	24%	107,307.55	114,088.16
1023262000-900	LANE MARKING	7,860.00	757.18	7,102.82	10%	3,418.49	3,939.99
1023263000-900	LINE MARKING CONTRACTS	45,120.00	0.00	45,120.00	0%	39,519.03	39,459.59
1023264000-900	TRAFFIC LIGHTS	17,510.00	2,854.62	14,655.38	16%	17,125.90	18,399.80
1023265000-900	TRAFFIC SIGNALS	2,770.00	0.00	2,770.00	0%	0.00	0.00
1023310000-900	AIRPORT RUNWAY CRACKFILLING & BRUSH CL	2,111.00	1,238.42	872.58	59%	4,451.62	2,569.62
1023320000-900	AIRPORT SNOW REMOVAL	0.00	0.00	0.00		454.29	1,643.53
TOTAL PW TRAFFIC SERVICES		194,532.00	33,993.16	160,538.84	17%	172,276.88	180,100.69
TOTAL ROADS & TRAFFIC SERVICES		1,608,886.00	556,970.60	1,051,915.40	35%	1,518,797.69	1,774,629.62

Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
ENVIRONMENTAL HEALTH SERVICES							
GARBAGE & WASTE COLL. & DISP.							
1024320000-900	COLLECTION CONTRACT	634,740.00	92,735.14	542,004.86	15%	610,972.37	350,475.17
1024330000-900	SANITARY LANDFILL	463,830.00	119,958.39	343,871.61	26%	459,503.08	584,908.22
1024340000-900	WEIGH SCALE ADMIN	2,300.00	0.00	2,300.00	0%	6,175.58	4,031.87
1024340001-900	ADMINISTRATION	14,850.00	4,982.55	9,867.45	34%	13,883.72	14,071.39
1024340002-900	OTHER DISPOSAL	32,540.00	141.25	32,398.75	0%	3,458.73	23,614.67
1024340003-900	SLRD ADMINISTRATION & EQUALIZATION	70,250.00	0.00	70,250.00	0%	71,109.00	104,533.00
1024350000-900	RECYCLE BINS	0.00	0.00	0.00		0.00	155,219.79
1024350001-900	OTHER DIVERSION	168,790.00	54,264.83	114,525.17	32%	135,168.00	167,942.66
1024360000-900	SANITARY LANDFILL MONITORING	21,970.00	2,926.59	19,043.41	13%	10,854.07	15,924.56
1024370000-900	COMMUNITY CLEANUP PROJECT	41,900.00	3,189.68	38,710.32	8%	44,183.30	33,056.98
1024390000-900	SQUAMISH LANDFILL DESIGN & OP'S PLAN	40,810.00	1,338.25	39,471.75	3%	51,863.93	95,788.37
TOTAL GARB & WASTE COLL & DISP		1,491,980.00	279,536.68	1,212,443.32	19%	1,407,171.78	1,549,566.68
CEMETERY							
1025161000-900	GRAVE DIGGING	17,070.00	4,563.66	12,506.34	27%	8,583.27	10,087.84
1025162000-900	MAINTENANCE	53,530.00	16,454.68	37,075.32	31%	57,269.43	63,039.76
1025163000-900	CEMETERY LINERS	2,290.00	0.00	2,290.00	0%	2,017.73	2,081.85
TOTAL CEMETERY		72,890.00	21,018.34	51,871.66	29%	67,870.43	75,209.45
TOTAL ENVIRONMENTAL SERVICES		1,564,870.00	300,555.02	1,264,314.98	19%	1,475,042.21	1,624,776.13

Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
PARKS							
TRAILS							
1027177100-100	TRAILS COORDINATOR	80,138.00	29,435.01	50,702.99	37%	77,338.93	73,652.44
1027177200-900	TRAILS MAINTENANCE	15,050.00	4,052.28	10,997.72	27%	3,707.88	11,502.94
TOTAL TRAILS		95,188.00	33,487.29	61,700.71	35%	81,046.81	85,155.38
BPRC / RECREATION PARKS							
1027178000-900	CENTENNIAL FIELD / BRENNAN PARK	0.00	(2,432.77)	2,432.77		0.00	0.00
1027178001-100	CENTENNIAL FIELD / BRENNAN PRAK	355,589.00	0.00	355,589.00	0%	0.00	0.00
1027178001-900	CENTENNIAL FIELD / BRENNAN PARK	0.00	108,656.56	(108,656.56)		329,830.49	381,247.13
1027178002-900	KINSMEN PARK CAMPGROUND	17,487.00	4,584.85	12,902.15	26%	9,991.39	15,102.69
1027178003-900	ALL WEATHER FIELDS	11,282.00	7,915.71	3,366.29	70%	11,490.58	11,244.05
1027178004-900	HENDRICKSON FIELDS (BASEBALL - LL & FINCH)	14,666.00	4,970.11	9,695.89	34%	13,383.13	19,563.99
1027178005-900	EAGLEWIND PARK	76,827.00	10,379.82	66,447.18	14%	61,463.94	10,667.47
1027178006-900	SMOKE BLUFFS PARK / PKG LOT	3,906.00	309.28	3,596.72	8%	3,516.47	7,038.29
1027178008-900	DON ROSS SCHOOL FIELD	6,770.00	102.72	6,667.28	2%	3,228.68	10,537.90
1027178009-900	HOWE SOUND SCHOLL FIELD MAINTENANCE	5,203.00	0.00	5,203.00	0%	1,338.57	0.00
TOTAL BPRC / RECREATION PARKS		491,730.00	134,486.28	357,243.72	27%	434,243.25	455,401.52
COMMUNITY PARKS							
1027181000-900	COMMUNITY PARKS OPERATION	101,230.00	24,348.08	76,881.92	24%	104,221.10	115,223.79
1027182550-900	UTILITIES	7,930.00	1,831.59	6,098.41	23%	5,809.98	9,738.79
1027188001-900	ARROWHEAD PARK	3,852.00	2,565.35	1,286.65	67%	5,128.16	2,747.60
1027188002-900	BOULEVARD PARK	3,690.00	555.63	3,134.37	15%	3,939.05	1,366.28
1027188003-900	BRACKEN PARK	3,440.00	139.95	3,300.05	4%	4,300.07	1,638.86
1027188004-900	BRAEMAR PARK	3,214.00	126.10	3,087.90	4%	2,255.42	4,128.63
1027188006-900	COHO PARK	4,038.00	0.00	4,038.00	0%	2,000.00	879.55
1027188007-900	COTTONWOOD PARK	4,924.00	1,583.20	3,340.80	32%	5,638.71	4,612.86
1027188008-900	EAGLE RUN PARK	3,296.00	1,204.08	2,091.92	37%	2,608.13	2,655.49
1027188009-900	TOWN ENTRANCE	24,174.00	7,867.84	16,306.16	33%	27,648.19	23,212.39
1027188010-900	FISHERMANS PARK	917.00	217.04	699.96	24%	675.74	0.00
1027188011-900	JURA PARK	2,977.00	3,153.97	(176.97)	106%	2,558.98	2,255.32
1027188013-900	MCNAUGHTON PARK	6,046.00	607.51	5,438.49	10%	7,829.80	4,196.92
1027188014-900	MERRIL PARK	1,822.00	0.00	1,822.00	0%	0.00	837.03
1027188015-900	STAN CLARKE PARK	11,639.00	3,705.34	7,933.66	32%	13,141.81	11,803.40
1027188016-900	NORTHRIDGE PARK	876.00	0.00	876.00	0%	47.62	41.11
1027188017-900	PAT GOODE PARK	9,116.00	3,503.40	5,612.60	38%	8,552.45	10,996.96
1027188018-900	PORCUPINE PARK	3,203.00	1,939.51	1,263.49	61%	3,752.47	967.56
1027188019-900	JOHN HUNTER PARK	1,596.00	65.25	1,530.75	4%	1,709.87	589.75
1027188023-900	PUBLIC SAFETY BUILDING	0.00	366.14	(366.14)		1,329.54	2,754.42
1027188026-900	GARIBLDI HIGHLANDS BOULEVARD	11,274.00	3,559.58	7,714.42	32%	12,700.57	20,378.60
1027188032-900	SQUAMISH JUNCTION (BLK 19)	23,330.00	3,010.56	20,319.44	13%	22,604.39	23,182.97
1027188035-900	INDUSTRIAL PARK - BUFFER	1,226.00	9.50	1,216.50	1%	3,660.86	527.75
1027188036-900	MUSEUM GARDENS	7,189.00	1,580.99	5,608.01	22%	5,382.87	9,406.83
1027188037-900	HOSPITAL HILL CORNER	0.00	0.00	0.00		0.00	2,095.55
1027188038-900	DOWNTOWN LANDSCAPE MAINTENANCE	76,096.00	17,107.12	58,988.88	22%	73,344.94	66,212.49
1027188039-900	ROSE TATLOW PARK DEDICATION	13,586.00	4,053.24	9,532.76	30%	15,030.88	14,259.86
1027188040-900	MACDONALD PLACE	1,615.00	0.00	1,615.00	0%	2,227.25	3,342.50
1027188041-900	PARKLAND NXT TO BILLS PLCE RE TREE REM	1,380.00	0.00	1,380.00	0%	638.36	504.56
1027188043-900	SMOKE BLUFFS PARK	0.00	(95.46)	95.46		43.26	0.00
1027188044-900	GLACIERVIEW PARK	3,584.00	84.36	3,499.64	2%	6,414.52	725.02
1027188045-900	EDGEWATER PARK	2,833.00	286.12	2,546.88	10%	1,803.89	729.23
1027188046-900	EAGLE VIEWING AREA - GOVT RD	6,087.00	569.06	5,517.94	9%	3,318.27	3,444.47
1027188048-900	BANNERS	9,580.00	0.00	9,580.00	0%	5,680.48	22,775.27
1027188050-900	SENIOR CENTRE - PEMBERTON	1,328.00	0.00	1,328.00	0%	1,665.86	1,725.53
1027188052-900	NEWPORT BLVD	1,833.00	0.00	1,833.00	0%	1,992.29	1,571.06
1027188055-900	TANTALUS ROAD	14,514.00	926.50	13,587.50	6%	12,939.70	11,296.98
1027188056-900	TANTALUS PLACE	1,596.00	0.00	1,596.00	0%	3,449.41	975.20
1027188057-900	WILLOW PARK	2,843.00	1,624.47	1,218.53	57%	2,358.34	1,763.51
1027188058-900	DOWNTOWN WATERFRONT PARK / NEXEN BEACH	0.00	0.00	0.00		130.00	0.00
1027188059-900	SPARE	0.00	47.77	(47.77)		0.00	0.00
1027188060-900	DISTRICT TRAILS MTCE	7,432.00	394.96	7,037.04	5%	8,784.36	0.00
1027188063-900	MOSQUITO ABATEMENT PROGRAM	0.00	0.00	0.00		4,373.53	6,489.35
1027188064-900	CHRISTMAS LIGHTING	13,340.00	0.00	13,340.00	0%	0.00	0.00
1027188065-900	COMMERCIAL BOULEVARD	14,865.00	0.00	14,865.00	0%	0.00	0.00
1027188067-900	EAGLE RUN BOULEVARD	0.00	310.73	(310.73)		0.00	0.00
TOTAL COMMUNITY PARKS		413,511.00	87,249.48	326,261.52	21%	391,691.12	392,053.44
TOTAL PARKS MAINTENANCE		1,000,429.00	255,223.05	745,205.95	26%	906,981.18	932,610.34

Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
CAPITAL EXPENDITURES							
		2010				2009	2008
Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
TRANS & DEVELOPMENT SERVICES							
1128210601-900	HARBOUR DOCKS	0.00	0.00	0.00		20,000.00	0.00
1128210605-900	ROADS - RESURFACING	1,000,000.00	8,245.05	991,754.95	1%	991,636.60	852,549.71
1128210606-900	BUS PK - QUEENSWAY	0.00	0.00	0.00		549,503.32	0.00
1128210607-900	SIDEWALKS	0.00	0.00	0.00		4,564.80	0.00
1128210609-900	BUS PARK - DISC.WAY EXT (IND TO BC HYDRO)	0.00	0.00	0.00		3,372.97	(4,734.12)
1128210612-900	ADVENTURE CENTRE ROADWORKS	0.00	0.00	0.00		327,583.20	19,674.84
1128210614-900	KINGSWOOD OVERPASS	0.00	254,491.55	(254,491.55)		378,811.40	0.00
1128210619-900	BUS PARK - DISC.WAY EXT (BC HYDRO TO ROAD A)	0.00	0.00	0.00		(36,311.00)	125,000.50
1128210620-900	BUS PARK - DISC.WAY EXT (ROAD A TO PIONEER W)	0.00	0.00	0.00		0.00	10,203.14
1128210623-900	BUS PARK - ROAD A (HWY 99 INTERSECTION)	0.00	0.00	0.00		0.00	167,609.50
1128210624-900	BUS PARK - INDUS.WAY (HWY 99 TO DISCOVERY)	0.00	0.00	0.00		(31,653.09)	202,686.82
1128210626-900	BUS PARK - INDUS.WAY (DISCOVERY TO QUEENS)	0.00	0.00	0.00		0.00	55,224.26
1128210629-900	SKYLINE DR - BANK STABILIZATION	0.00	5,013.00	(5,013.00)		25,973.73	170,279.73
1128210632-900	PEDESTRIAN SIGNAL	0.00	24,208.77	(24,208.77)		40,003.61	0.00
1128210637-900	CATCH BASINS	0.00	0.00	0.00		0.00	24,435.63
1128210638-900	PUMP STATIONS - JUDD & DRYDEN CREEK, SLIDE G	0.00	0.00	0.00		0.00	80,032.05
1128210641-900	SALT SHEDS	0.00	157.05	(157.05)		130,263.34	0.00
1128210647-900	WORKS YARD WASHOUT CHAMBER	0.00	0.00	0.00		59,698.33	0.00
1128210654-900	TRANSIT INFRASTRUCTURE	100,215.00	36,108.94	64,106.06	36%	107,500.00	0.00
1128210655-900	TANTALUS STORM GRAVITY MAIN	0.00	3,276.00	(3,276.00)		0.00	0.00
1128210656-900	PUMP STATION - JUDD SLOUGH	0.00	0.00	0.00		0.00	253,151.54
1128210658-900	DRAINAGE - 750 4TH AVE MAIN (VICTORIA-MAIN)	0.00	0.00	0.00		0.00	390,564.69
1128210660-900	WORKS YARD MODULAR UNIT	0.00	0.00	0.00		29,158.49	0.00
1128210665-900	SSF - BOULEVARD & HWS RECONSTRUCTION	811,210.00	634,707.30	176,502.70	78%	384,999.70	0.00
1128210673-900	CHEAKAMUS BRIDGE REPAIR	0.00	0.00	0.00		0.00	9,664.00
1128210674-900	CHEAKAMUS BAILEY BRIDGE REPAIR	0.00	0.00	0.00		0.00	2,781.83
1128210689-900	LITTLE STAWAMUS CULVERT CONSTRUCTION	0.00	0.00	0.00		0.00	12,167.10
1128210690-900	TRAFFIC CALMING IMPROVEMENTS	100,000.00	0.00	100,000.00	0%	0.00	4,005.86
1128210693-900	CYCLING PATH INITIATIVE	230,000.00	(88,084.15)	318,084.15	-38%	229,000.00	0.00
1128210696-900	FLOOD PROTECTION WORKS / DIKES / RIP RAP	0.00	7,131.37	(7,131.37)		0.00	296,149.96
1128210697-900	BANNERS	0.00	0.00	0.00		25,834.91	0.00
1128210812-900	MOBILE EQUIPMENT	0.00	431.31	(431.31)		295,182.28	423,089.29
1128210813-900	SMALL TOOLS & EQUIPMENT	0.00	0.00	0.00		0.00	24,816.73
1128210816-900	MAINTENANCE YARD	0.00	0.00	0.00		0.00	20,880.92
1128210903-900	OSIEM COMMUNITY PAVILION	500,000.00	0.00	500,000.00	0%	1,604.72	0.00
1128210904-900	RIVERSTONES OFFSITE SERVICES	100,000.00	5,327.76	94,672.24	5%	0.00	0.00
TOTAL TRANS & DEVELOPMENT SERVICES CAPITAL		2,841,425.00	891,013.95	1,950,411.05	31%	3,536,727.31	3,140,233.98
RECREATION & CULTURAL - PARKS							
1128215601-900	PARKS ALL WEATHER FIELDS STUDY- TURF	50,000.00	0.00	50,000.00	0%	0.00	0.00
1128215603-900	PARKS BACKSTOPS/FENCING/RETAINING WALL	0.00	0.00	0.00		9,122.60	0.00
1128215612-900	PARKS BRENNAN IRRIGATION IMPROVEMENTS	0.00	0.00	0.00		61,585.86	50,063.11
1128215613-900	PARKS BRENNAN BLEACHERS	0.00	0.00	0.00		13,311.77	4,920.48
1128215615-900	PARKS SOCCER GOALS	0.00	0.00	0.00		0.00	3,317.89
1128215616-900	PARKS BRENNAN BEAR PROOF GARBAGE BINS	0.00	0.00	0.00		14,068.40	0.00
1128215622-900	PARKS BRENNAN OUTDOOR FITNESS EQUIPMENT	55,665.00	0.00	55,665.00	0%	0.00	0.00
1128215633-900	PARKS SKATEBOARD PARK	0.00	0.00	0.00		19,028.52	0.00
1128215634-900	PARKS WINDSPORT	0.00	0.00	0.00		0.00	(7,475.10)
1128215635-900	PARKS SMOKE BLUFFS PARK	0.00	912.61	(912.61)		19,624.11	22,949.88
1128215639-900	PARKS BEAR PROOF GARBAGE CONTAINERS	0.00	5,400.35	(5,400.35)		19,298.75	41,793.71
1128215640-900	PARKS KAYAK ACCESS	0.00	0.00	0.00		0.00	1,929.70
1128215641-900	PARKS PLAYGROUND EQUIPMENT	180,000.00	47,623.35	132,376.65	26%	44,478.21	44,502.09
1128215642-900	PARKS HOWE SOUND SECONDARY FIELD UPGRAD	0.00	0.00	0.00		150,000.00	150,000.00
1128215701-900	PARKS TRAIL SYSTEM	0.00	0.00	0.00		10,000.00	10,730.60
1128215702-900	PARKS SMALL EQUIPMENT	0.00	0.00	0.00		13,246.60	2,065.95
1128215703-900	CORRIDOR TRAIL	850,000.00	6,798.44	843,201.56	1%	426,871.70	116,216.23
1128215801-900	PARKS MOBILE EQUIPMENT	0.00	0.00	0.00		0.00	22,304.15
1128215805-900	SENIORS CENTRE	0.00	(38,876.84)	38,876.84		600,000.00	143,298.95
1128215807-900	PARKS CEMETERY CRYPTS & INSTALLATION	0.00	0.00	0.00		0.00	68,353.94
1128215808-900	PARKS CEMETERY WATER LINE	0.00	0.00	0.00		9,920.31	0.00
LAND							
1128217901-900	LAND PURCHASE	0.00	0.00	0.00		19,533.36	0.00
TOTAL LAND		0.00	0.00	0.00		19,533.36	0.00
TOTAL CAPITAL EXPENDITURES		1,135,665.00	21,857.91	1,113,807.09	2%	1,449,623.55	674,971.58

Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
WATER CAPITAL							
TRANSMISSION DISTRIBUTION							
2128202601-900	WATER CONNECTIONS	0.00	4,835.28	(4,835.28)		24,810.59	55,211.38
2128202604-900	WATER METERING- WATER AUDIT	0.00	1,659.00	(1,659.00)		6,913.10	0.00
2128202605-900	THUNERBIRD/BOULEVARD PS TO LOWER GLACIER	720,000.00	20,319.82	699,680.18	3%	12,492.25	0.00
2128202613-900	REPLACE BLVD PUMP STATION	1,425,000.00	380,554.73	1,044,445.27	27%	77,440.73	31,925.95
2128202620-900	PRV DEPOT ROAD	0.00	6,164.29	(6,164.29)		59,115.00	0.00
2128202626-900	OVERSIZE N. STAWAMUS MAIN	0.00	0.00	0.00		334,298.00	0.00
2128202627-900	SKYLINE REPLACE WATERMAIN & SERVICES	0.00	0.00	0.00		114,670.25	162,234.31
2128202629-900	BOULEVARD / BRACKENDALE FEEDER MAIN	125,000.00	57,070.58	67,929.42	46%	222,882.40	0.00
2128202641-900	STORZ CONVERSION PROGRAM	0.00	0.00	0.00		0.00	4,517.95
2128202643-900	FLUSHING WATER DISTRIBUTION	0.00	549.50	(549.50)		0.00	0.00
2128202649-900	STAWAMUS GRIT CHAMBER BUILDING	0.00	350.13	(350.13)		43,900.00	6,172.77
2128202653-900	WATER SAMPLING STATIONS	0.00	0.00	0.00		3,452.52	41,080.75
2128202655-900	WESTWAY REPLACE - MAPLE TO GUILFORD	0.00	0.00	0.00		0.00	144,286.45
2128202656-900	LOWER VALLEYCLIFFE AC REPLACEMENT	0.00	0.00	0.00		67,417.88	340,602.65
2128202659-900	ALICE LAKE DOUBLE CHECK VALVE	0.00	(31,973.24)	31,973.24		36,200.00	0.00
2128202660-900	MAMQUAM RIVER CROSSING	0.00	(135,029.67)	135,029.67		300,000.00	0.00
2128202661-900	RIVERSTONES OFFSITE SERVICES	130,000.00	5,327.76	124,672.24	4%	0.00	0.00
2128202809-900	SUPERVISORY COMPUTER ASSISTED DATA ACQ	75,000.00	10,078.07	64,921.93	13%	10,934.10	38,519.80
2128202815-900	SMALL EQUIPMENT	0.00	0.00	0.00		0.00	4,267.00
TOTAL TRANSMISSION & DISTRIBUTION CAP		2,475,000.00	319,906.25	2,155,093.75	13%	1,314,526.82	828,819.01
SEWER REVENUE FUND							
SEWER REVENUE							
3011129000-900	FRONTAGE TAXES	(252,760.00)	(260,880.00)	8,120.00	103%	(252,760.00)	(243,040.00)
3014410000-900	USER RATES	(2,399,295.00)	(2,417,713.65)	18,418.65	101%	(2,365,511.09)	(2,133,038.24)
3014420000-900	EFFLUENT DUMPING FEES	(10,100.00)	(41,693.08)	31,593.08	413%	(13,468.87)	(15,035.09)
3014800000-900	CONNECTION FEES	(20,200.00)	(8,930.00)	(11,270.00)	44%	(7,680.00)	(19,447.92)
3015500000-900	RETURN ON INVESTMENTS	0.00	0.00	0.00		0.00	(939.20)
3015500001-900	ACTUARIAL VALUATIONS	(80,825.00)	0.00	(80,825.00)	0%	(69,499.42)	(58,711.36)
3015992000-900	MISCELLANEOUS REVENUE - SEWER	(10,100.00)	(3,665.50)	(6,434.50)	36%	(4,508.07)	(10,268.61)
3019220000-900	TRANSFER FROM GENERAL REVENUE	(3,400.00)	(3,400.00)	0.00	100%	(3,400.00)	(3,400.00)
TOTAL SEWER REVENUES		(2,776,680.00)	(2,736,282.23)	(40,397.77)	99%	(4,202,977.01)	(6,079,789.76)
SEWER EXPENDITURES							
ADMINISTRATION							
3024211000-900	ADMINISTRATION PRO-RATA	342,260.00	46,358.84	295,901.16	14%	287,372.75	266,559.54
3024212000-900	SURVEY / ENGINEERING STUDIES	57,830.00	0.00	57,830.00	0%	5,167.50	0.00
3024212234-100	TRAINING - LABOUR	0.00	130.00	(130.00)		0.00	0.00
3024212234-900	TRAINING	16,640.00	2,558.27	14,081.73	15%	5,442.48	4,811.96
3024213000-900	LEASES	10,790.00	5,051.00	5,739.00	47%	13,203.67	11,551.00
3024214000-900	INSPECTIONS PRO-RATA	182,200.00	6,966.70	175,233.30	4%	178,148.89	152,283.91
3024215000-900	SMALL TOOLS	4,380.00	2,455.67	1,924.33	56%	11,732.94	11,478.09
3024216000-900	WORK SHOP - YARD PRO RATA	16,350.00	0.00	16,350.00	0%	16,201.66	16,010.00
3024221000-900	SEWER COLLECTION SYSTEM	127,420.00	41,438.33	85,981.67	33%	107,749.36	111,160.07
3024231000-900	LIFT STATIONS OPERATION & MAINTENANCE	158,570.00	39,153.51	119,416.49	25%	159,411.58	145,834.06
3024233000-900	POWER	43,750.00	21,553.31	22,196.69	49%	50,703.89	46,765.88
TOTAL ADMINISTRATION		960,190.00	165,665.63	794,524.37	17%	835,134.72	766,454.51
SEWAGE TREATMENT & DISPOSAL							
3024241000-100	MAMQUAM OPERATION - MAINTENANCE - LABOUR	0.00	(1,198.80)	1,198.80		1,198.80	0.00
3024241000-900	MAMQUAM OPERATION - MAINTENANCE	627,720.00	276,966.11	350,753.89	44%	718,457.98	690,362.15
3024241590-900	MISC WORK MANAGEMENT OPERATIONS	3,990.00	0.00	3,990.00	0%	0.00	0.00
3024242000-900	MAMQUAM OPERATION POWER & PHONE	106,050.00	50,732.39	55,317.61	48%	121,503.86	114,539.34
3024243000-900	CENTRAL OPERATION - MAINTENANCE	18,180.00	8,070.02	10,109.98	44%	12,697.00	22,927.27
3024245000-900	BIO SOLIDS DISPOSAL	242,410.00	21,962.26	220,447.74	9%	87,061.10	50,001.22
TOTAL SEWAGE TREATMENT & DISPOSAL		998,350.00	356,531.98	641,818.02	36%	940,918.74	877,829.98

Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
WATER CAPITAL							
TRANSMISSION DISTRIBUTION							
2128202601-900	WATER CONNECTIONS	0.00	4,835.28	(4,835.28)		24,810.59	55,211.38
2128202604-900	WATER METERING- WATER AUDIT	0.00	1,659.00	(1,659.00)		6,913.10	0.00
2128202605-900	THUNERBIRD/BOULEVARD PS TO LOWER GLACIER	720,000.00	20,319.82	699,680.18	3%	12,492.25	0.00
2128202613-900	REPLACE BLVD PUMP STATION	1,425,000.00	380,554.73	1,044,445.27	27%	77,440.73	31,925.95
2128202620-900	PRV DEPOT ROAD	0.00	6,164.29	(6,164.29)		59,115.00	0.00
2128202626-900	OVERSIZE N. STAWAMUS MAIN	0.00	0.00	0.00		334,298.00	0.00
2128202627-900	SKYLINE REPLACE WATERMAIN & SERVICES	0.00	0.00	0.00		114,670.25	162,234.31
2128202629-900	BOULEVARD / BRACKENDALE FEEDER MAIN	125,000.00	57,070.58	67,929.42	46%	222,882.40	0.00
2128202641-900	STORZ CONVERSION PROGRAM	0.00	0.00	0.00		0.00	4,517.95
2128202643-900	FLUSHING WATER DISTRIBUTION	0.00	549.50	(549.50)		0.00	0.00
2128202649-900	STAWAMUS GRIT CHAMBER BUILDING	0.00	350.13	(350.13)		43,900.00	6,172.77
2128202653-900	WATER SAMPLING STATIONS	0.00	0.00	0.00		3,452.52	41,080.75
2128202655-900	WESTWAY REPLACE - MAPLE TO GUILFORD	0.00	0.00	0.00		0.00	144,286.45
2128202656-900	LOWER VALLEYCLIFFE AC REPLACEMENT	0.00	0.00	0.00		67,417.88	340,602.65
2128202659-900	ALICE LAKE DOUBLE CHECK VALVE	0.00	(31,973.24)	31,973.24		36,200.00	0.00
2128202660-900	MAMQUAM RIVER CROSSING	0.00	(135,029.67)	135,029.67		300,000.00	0.00
2128202661-900	RIVERSTONES OFFSITE SERVICES	130,000.00	5,327.76	124,672.24	4%	0.00	0.00
2128202809-900	SUPERVISORY COMPUTER ASSISTED DATA ACQ	75,000.00	10,078.07	64,921.93	13%	10,934.10	38,519.80
2128202815-900	SMALL EQUIPMENT	0.00	0.00	0.00		0.00	4,267.00
TOTAL TRANSMISSION & DISTRIBUTION CAP		2,475,000.00	319,906.25	2,155,093.75	13%	1,314,526.82	828,819.01
SEWER REVENUE FUND							
SEWER REVENUE							
3011129000-900	FRONTAGE TAXES	(252,760.00)	(260,880.00)	8,120.00	103%	(252,760.00)	(243,040.00)
3014410000-900	USER RATES	(2,399,295.00)	(2,417,713.65)	18,418.65	101%	(2,365,511.09)	(2,133,038.24)
3014420000-900	EFFLUENT DUMPING FEES	(10,100.00)	(41,693.08)	31,593.08	413%	(13,468.87)	(15,035.09)
3014800000-900	CONNECTION FEES	(20,200.00)	(8,930.00)	(11,270.00)	44%	(7,680.00)	(19,447.92)
3015500000-900	RETURN ON INVESTMENTS	0.00	0.00	0.00		0.00	(939.20)
3015500001-900	ACTUARIAL VALUATIONS	(80,825.00)	0.00	(80,825.00)	0%	(69,499.42)	(58,711.36)
3015992000-900	MISCELLANEOUS REVENUE - SEWER	(10,100.00)	(3,665.50)	(6,434.50)	36%	(4,508.07)	(10,268.61)
3019220000-900	TRANSFER FROM GENERAL REVENUE	(3,400.00)	(3,400.00)	0.00	100%	(3,400.00)	(3,400.00)
TOTAL SEWER REVENUES		(2,776,680.00)	(2,736,282.23)	(40,397.77)	99%	(4,202,977.01)	(6,079,789.76)
SEWER EXPENDITURES							
ADMINISTRATION							
3024211000-900	ADMINISTRATION PRO-RATA	342,260.00	46,358.84	295,901.16	14%	287,372.75	266,559.54
3024212000-900	SURVEY / ENGINEERING STUDIES	57,830.00	0.00	57,830.00	0%	5,167.50	0.00
3024212234-100	TRAINING - LABOUR	0.00	130.00	(130.00)		0.00	0.00
3024212234-900	TRAINING	16,640.00	2,558.27	14,081.73	15%	5,442.48	4,811.96
3024213000-900	LEASES	10,790.00	5,051.00	5,739.00	47%	13,203.67	11,551.00
3024214000-900	INSPECTIONS PRO-RATA	182,200.00	6,966.70	175,233.30	4%	178,148.89	152,283.91
3024215000-900	SMALL TOOLS	4,380.00	2,455.67	1,924.33	56%	11,732.94	11,478.09
3024216000-900	WORK SHOP - YARD PRO RATA	16,350.00	0.00	16,350.00	0%	16,201.66	16,010.00
3024221000-900	SEWER COLLECTION SYSTEM	127,420.00	41,438.33	85,981.67	33%	107,749.36	111,160.07
3024231000-900	LIFT STATIONS OPERATION & MAINTENANCE	158,570.00	39,153.51	119,416.49	25%	159,411.58	145,834.06
3024233000-900	POWER	43,750.00	21,553.31	22,196.69	49%	50,703.89	46,765.88
TOTAL ADMINISTRATION		960,190.00	165,665.63	794,524.37	17%	835,134.72	766,454.51
SEWAGE TREATMENT & DISPOSAL							
3024241000-100	MAMQUAM OPERATION - MAINTENANCE - LABOUR	0.00	(1,198.80)	1,198.80		1,198.80	0.00
3024241000-900	MAMQUAM OPERATION - MAINTENANCE	627,720.00	276,966.11	350,753.89	44%	718,457.98	690,362.15
3024241590-900	MISC WORK MANAGEMENT OPERATIONS	3,990.00	0.00	3,990.00	0%	0.00	0.00
3024242000-900	MAMQUAM OPERATION POWER & PHONE	106,050.00	50,732.39	55,317.61	48%	121,503.86	114,539.34
3024243000-900	CENTRAL OPERATION - MAINTENANCE	18,180.00	8,070.02	10,109.98	44%	12,697.00	22,927.27
3024245000-900	BIOSOLIDS DISPOSAL	242,410.00	21,962.26	220,447.74	9%	87,061.10	50,001.22
TOTAL SEWAGE TREATMENT & DISPOSAL		998,350.00	356,531.98	641,818.02	36%	940,918.74	877,829.98

Account	Description	Budget	YTD	Variance \$	% expended	YTD	YTD
	DEBENTURE - INTEREST						
	3028120015-900 INTEREST LONG TERM B/L 1225/1364	17,000.00	7,102.74	(9,897.26)	42%	17,000.00	17,000.00
	3028120016-900 INTEREST LONG TERM B/L 1299/1457	77,350.00	27,240.59	(50,109.41)	35%	77,350.00	77,350.00
	3028120017-900 INTEREST LONG TERM B/L 1299/1513	5,952.00	(1,598.07)	(7,550.07)	-27%	5,952.00	6,794.69
	3028120018-900 INTEREST LONG TERM B/L 1756	142,884.00	44,039.59	(98,844.41)	31%	142,884.00	142,884.00
	3028120019-900 INTEREST LONG TERM B/L 1977	30,087.00	9,355.68	(20,731.32)	31%	30,086.56	20,730.88
	TOTAL DEBENTURE INTEREST	273,273.00	86,140.53	(187,132.47)	32%	273,272.56	264,759.57
	DEBENTURE PRINCIPAL						
	3028130001-900 ACTUARIAL VALUATIONS	80,825.00	0.00	(80,825.00)	0%	69,499.42	58,711.36
	3028130015-900 PRINCIPAL LONG TERM B/L 1225/1364	12,853.00	0.00	(12,853.00)	0%	12,853.10	12,853.10
	3028130016-900 PRINCIPAL LONG TERM B/L 1299/1457	51,412.00	51,412.40	0.40	100%	51,412.40	51,412.40
	3028130017-900 PRINCIPAL LONG TERM B/L 1299/1513	3,871.00	0.00	(3,871.00)	0%	3,871.05	3,871.05
	3028130018-900 PRINCIPAL LONG TERM B/L 1756	88,913.00	88,913.21	0.21	100%	88,913.21	88,913.21
	3028130019-900 PRINCIPAL LONG TERM B/L 1977	21,728.00	21,728.16	0.16	100%	21,728.16	0.00
	TOTAL DEBENTURE PRINCIPALS	259,602.00	162,053.77	(97,548.23)	62%	248,277.34	215,761.12
	OTHER FISCAL SERVICES						
	3028210001-900 DISCOUNTS	67,506.00	80,759.64	13,253.64	120%	82,840.35	72,828.59
	3028210002-900 CONTINGENCIES	50,000.00	0.00	(50,000.00)	0%	0.00	0.00
	3028210004-900 OPERATING SURPLUS	22,759.00	0.00	(22,759.00)	0%	290,789.09	144,532.23
	3028220001-900 CAPITAL EXPENDITURES	145,000.00	0.00	(145,000.00)	0%	45,594.65	141,714.42
	TOTAL OTHER FISCAL SERVICES	285,265.00	80,759.64	(204,505.36)	28%	419,224.09	359,075.24
	TOTAL SEWER EXPENDITURES	2,776,680.00	851,151.55	947,156.33	31%	2,716,827.45	2,483,880.42
	SEWER CAPITAL EXPENDITURES						
	COLLECTION SYSTEM						
	3128201601-900 SEWER CONNECTIONS	0.00	3,102.85	(3,102.85)		6,834.71	20,795.56
	3128201602-900 GOVT RD MAIN (PETERSON TO M1) S1	0.00	3,491.44	(3,491.44)		0.00	0.00
	3128201608-900 SM-01 PUMP STATION UPGRADE	0.00	0.00	0.00		0.00	23,185.03
	3128201609-900 SC-01 PUMP STATION UPGRADE	0.00	0.00	0.00		0.00	56,287.66
	3128201615-900 GOVT RD TRUNK S4 (MAMQUAM TO GARIBALDI)	2,030,950.00	18,248.96	2,012,701.04	1%	30,022.65	22,816.50
	3128201623-900 HIGHWAY CROSSINGS	0.00	0.00	0.00		1,938.00	0.00
	3128201624-900 VALLEYCLIFFE CONNECTOR S14 WESTWAY (MAPL)	0.00	0.00	0.00		0.00	251,817.50
	3128201625-900 RIVERSTONES OFFSITE SERVICES	20,000.00	5,330.76	14,669.24	27%	0.00	0.00
	3128201826-900 SUPERVISORY COMPUTER ASSISTED DATA ACQ	125,000.00	47,707.28	77,292.72	38%	56,821.94	59,037.26
	3128201829-900 WATERFRONT TRUNK S17	0.00	568.98	(568.98)		(20,000.00)	295,297.31
	TOTAL COLLECTION SYSTEM CAPITAL	2,175,950.00	78,450.27	2,097,499.73	4%	75,617.30	729,236.82
	TREATMENT & DISPOSAL						
	3128203634-900 UPGRADE MAMQUAM TREATMENT PLANT (7)(5)	0.00	1,739.98	(1,739.98)		35,291.30	0.00
	TOTAL TREATMENT & DISPOSAL CAPITAL	0.00	1,739.98	(1,739.98)		35,291.30	0.00

Interview Summary

Interviews with 25 Operations staff were held on Thursday June 3, 2010. The five members of the Core Review team conducted interviews with 23 pre-established questions in four subject areas. We have summarized the comments to reflect common themes:

1. Personnel

Approximately two thirds of those interviewed believed that they are being allowed to reach their potential. It was noted by many that they have noticed a significant difference since Bob Smith, Manager of Operations came on board and has attempted to give staff opportunity for growth and development, if wanted. They also indicated that they were hopeful for more changes with the Service Squamish Initiative.

It was clear that none of the staff have ever had a performance review.

A majority believes they are appreciated and noted that this has changed significantly since Bob Smith has taken over. There is a very positive movement in this direction.

Almost all staff felt they were well paid and had adequate fringe benefits. Although there were some comments “you could always make more money” there was significant agreement they were well remunerated. There were comments that job requirements are changing, staff are being asked to do more, and that this should be evaluated in the job classifications.

The staff feel that better communication, more staff, more equipment and equipment that is appropriate for the job are the things that would make their work lives better. The most consistent area touched upon was improved communication. Many feel that they have not been informed early enough about projects that are coming forward or about what the overall work plan is for their areas. They would like to see more briefings including opportunities to share their thoughts, their knowledge, and their expertise.

Some of the staff expressed that they did not like being moved around and used in many different roles and would prefer to be focused in one area. Contrary to this, an equal amount liked the variety that this introduced to their work lives and thought this was the opportunity to grow and develop in a multitude of areas as well as give them variety in their workdays.

Most staff felt that they have a good work/life balance but a few did express that they spend too much time at work and that they take their work home with them (emotionally) and that is stressful.

2. Work Functions

Staff recognized areas that service levels could be adjusted:

- Litter picking is a nicety but could be doing more pressing work
- Lack of communication, disorganization and disconnectedness wastes time.
- Sidewalk maintenance downtown – should be the responsibility of the store owner just like snow removal.
- There are too many wasteful meetings.
- Not having the right equipment – because not available, productivity goes down.
- We shouldn't be trimming private hedges for site lines. The homeowner should be responsible for this. We spend too much time doing things we shouldn't.
- Our service levels vary with the variable skill levels of equipment operators.
- Doing things like we always have without asking the question why.

When asked where the District doesn't meet the expectations of the community, two significant areas came forward. Firstly, the condition our roads; secondly, that we do not stay ahead and third that our work program is too small.

Staff were asked to give three examples of services we provide in an effective and efficient manner. They generally felt that the public appreciate the work they do and that responds well and quickly to problems and issues. They also felt they get a lot of work done considering the small size of the crews. Snow clearing was also mentioned as an area where the District performs well and keeps the community moving during snow incidents. Also mentioned were the standard to which we keep our parks and fields, the delivery of good quality water and how clean we keep the community. And finally, an overriding comment was "What we do, we do well."

Staff were then asked for three examples of services we do not provide in an effective manner. Two areas were often mentioned: first, our maintenance and upkeep of our roads and shoulders and second communication both internally and externally were considered to be the areas we are the most ineffective. Another consistent issues that arose were the insufficient equipment to do the jobs at hand and being understaffed.

3. Structure

Most staff felt that they receive enough direction in the performance of their duties, however, there were a few that mentioned that it either takes too long for decisions to be made or the communication is too disjointed and difficult to clearly know the actions to be taken.

Almost all staff felt that there are enough supervisors to provide decent direction but did comment that the addition of “lead hands” would assist in spreading the supervision out when necessary. There were also comment that the present supervisors, in some cases, lack the knowledge to be effective and more training would assist them in their duties.

Half the employees felt that there were too many supervisors and half felt the compliment was adequate. However, most felt there are too many supervisors in parks (one for community parks and one for Brennan Park).

Staff consistently felt that they are in catch up mode and as the town has grown, the staff compliment has not kept up with the growth.

When asked what other department that they worked most closely with, staff responded mostly by mentioning other sections of operations and parks. Departments most Engineering and Finance. In most cases the staff felt that these relationships were functional but did mention that it was difficult to get needed information from both Engineering and Finance.

4. Final

When asked for three areas they might change, a multitude of responses were received. They generally covered the following areas:

- More staff including less seasonal and more full time permanent
- Better communication within the department and with other departments.
- Organize the crews better to work more effectively including having labourers trained to work in all areas, not just one.
- Better training, including safety and on all types of equipment, so staff can be utilized better.
- Improve morale, trust and respect.
- Succession planning
- Addition of purchasing agent/stores operator.
- Improved access to budget information, improved layout of budget and an improved budget process.

Staff were asked if there were non-productive areas where the District could reallocate resources to be more effective. Again, a multitude of responses were brought forward and were generally covered in the following areas:

- Lack of clear priorities and goals and objectives
- Too few staff
- More and better equipment for work functions
- Better co-operation and cross use of staff and equipment
- Stop community use of equipment (barricades, cones, tables, chairs etc.)
- The need for staff to be more engaged.

- And finally, staff were given the opportunity to add any comments they wished. A large spectrum of responses were received and can be summarized as follows:
- We need to improve communication at all levels.
- We need to hire our own employees and reduce costs by not contracting out. Need to complete a cost benefit analysis. We need the right people for the job.
- Need improved technology (maps on computer that are easily accessible) to be more efficient at our work.
- Need to manage probation period better to make sure we have the right people and then to make them accountable to perform the work.
- More education and training
- Need a qualified person to inspect landscape and park plans for developments.
- Need to review the works yard and its layout to make it more efficient.
- Need the right equipment to do the job right. Could and would reduce overtime.
- Morale is down because of hiring process, not filling positions etc...
- Staff does not feel appreciated and that there is no understanding of what the workload is like.
- We are moving ahead too fast without dealing with immediate needs.
- There has been more change in the last 6 months than in the last 10 years and it is great and feel like we are finally running the place like a business – streamlining.
- Need to establish clear goals and priorities for each section and then for each staff member.

Summary of Key Findings - Service Levels

1. Utilities

- Wastewater Treatment
- Water Utility
- Sewer Collection
- SCADA / Electrical

Services levels for the wastewater treatment plant, water utility and sewer system are well established through standards, guidelines and regulations in British Columbia and across North America. For example, AWWA has refined procedures for hydrant maintenance, and the BC Ministry of Environment has issued a permit that defines the testing requirements for the Squamish wastewater treatment plant.

There are a number of areas that do not meet recommended services levels and these areas must be addressed, including hydrant maintenance, unidirectional flushing of watermains, reservoir maintenance, etc. Effort must be made to better develop implementation plans to ensure the District adopts and adheres to best management practices.

In addition, under the terms and conditions of the District's water permit, which is issued by the Ministry of Health, there is a requirement to implement a cross control connection program and a wellhead protection program, an Emergency Response Plan, and more automated monitoring.

Further effort must be made to ensure long-term maintenance programs reduce the life cycle costs of the District's infrastructure. Watermains must be replaced in a timely manner to reduce the cost associated with emergency repairs and sewer lift stations must be planned and scheduled to be replaced to avoid breakdowns and potential unauthorized discharge of untreated sewage.

2. Public Works

- Road Maintenance
- Bridge Maintenance
- Drainage Control
- Dykes Maintenance
- Snow and Ice Control

Service levels for road maintenance, bridge inspections, drainage and ice management are well established through industry standards and specific Operations and Maintenance (O & M) Manuals. In general, the District is meeting or nearly meeting some service levels, but there is room for improvement – for example, it is common practice for a local government to have a Pavement Management Plan to reduce life cycle costs and a bridge maintenance program is required from a public safety perspective. In addition, as the Local Diking Authority, the District has a legal requirement to maintain dykes and flood protection infrastructure and the District is not following the standard dyke maintenance requirements. These are all very serious matters because there are large cost considerations and potential implications with public safety and property damage.

3. Parks

- Cemetery
- Turf
- Horticulture
- Trails

There are well-established procedures and standards for the horticultural industry. The Parks Department would benefit by clearly defining the preferred service levels for individual parks and trails to ensure the optimum level of care is provided at the lowest cost. For example, it appears District staff continues to maintain lawns and boulevards that may be located on private property, which is an inappropriate use of taxpayers dollars.

4. Fleet

- Vehicle & equipment maintenance
- Vehicle & equipment purchases

Vehicle & equipment maintenance requirements are well established through manufacture requirements and industry standards. The District of Squamish appears to generally meet the required level of service in this area.

Waste Water Treatment Plant (WWTP)

1. Review the WWTP permit, which has been issued by the Ministry of Environment, and confirm all testing and reporting is in-compliance provincial requirements.
2. The budget for the WWTP is comprised of one line item in the District's Financial Plan. A more detailed breakdown of current and anticipated costs must be developed to more effectively allocate funds for items such as equipment maintenance, fuel, electrical, labour, effluent testing, etc

Water System

3. The Water Utility must undertake a comprehensive review of its operating and maintenance procedures and compare with AWWA recommendations. Areas of serious concern include the lack of a unidirectional flushing program, hydrant maintenance and reservoir maintenance.
4. A review of the SCADA system must be undertaken with the goal of addressing gaps in the online monitoring and control system for key elements of the water utility, such as disinfection and reservoir levels.
5. Engineering must provide further support to the Water Utility by developing a Long-Term Water Supply Plan that examines source options, distribution & storage and capital improvements.

Sewer Collection

6. As required by the Waste Management Act, the District must complete a Wastewater Management Plan. This Plan is required to examine a number of areas associated with sewer collection, wastewater treatment, Stormwater management and biosolids handling.

SCADA/Electrical

7. As part of the service level improvements, the Utilities Department should be directly responsible for SCADA management including WWTP, WD, WWC, storm water and electrical maintenance. Staff requirements, job functions and work programs should be reviewed.

Road Maintenance

8. A Pavement Management Program must be developed by the Engineering Department to reduce life cycle maintenance cost for the road reconstruction program.

Bridge Maintenance

9. Operations must engage a certified expert to inspect all municipal bridges and to assess the condition and any maintenance requirements. A line item must be included in the municipal budget to ensure annual inspections and repairs are made to bridge infrastructure in a timely manner.

Drainage Control

10. Pursuant to legislated requirements, the District must assess the cross-sectional area of creeks and rivers in Squamish to determine gravel removal volumes that are necessary to ensure flood protection infrastructure is maintained.

Dyke Maintenance

11. An annual dyke maintenance program must be established to remove trees and shrubs that threaten the integrity of the District's dyking system.

Snow and Ice Control

12. No recommendations in this area.

Parks Section

13. The Parks Section should review current practices to ensure the optimum level of service is being provided at the lowest cost.

Vehicles and Equipment

14. There are no service level recommendations in this area.

Trails:

15. Full review of ownership, expectiatons and strategies once the Trail Master Plan is completed.
16. Operations - determine level of service.
17. Planning - Master Plan including access to private lands.

Summary of Key Findings - Organization

The main finding relative to the organization of staff is that the current organizational structure is cumbersome and inefficient. The proportion of supervisory positions to workers is too high, resulting in a lack of 'work on the ground' relative to the number of employees, and too many direct reports to the Manager of Operations. In addition, Foreman output and the expectations of employees are not consistent between areas. The delivery of duties varies with employees depending on training, ability and physical limitations. Employees are frustrated with these inconsistencies, and management recognizes that the Operational Services are not delivered as efficiently as possible. Employees are hungry for and appreciative of development and strong leadership.

Specific findings are as follows:

- There are Working Foreman (Supervisor) positions in the following areas: Waste Water Treatment Plant, Water, Roads & Drainage, Brennan Park Parks, Community Parks and Fleet.
- The jobs in each area are not currently cross-trained and unable to work in other areas if required. While there is a need for specialty training in each area, there are positions that could be cross-trained to work in a variety of areas.
- Communication is currently difficult to disseminate and often inconsistent.
- There is a succession gap in specialty positions such as Chief Operators of Waste Water Treatment Plant and Water Utility.
- Not all employees can meet the physical demands of some jobs (aging workforce, injury, not capable).
- Hours of work in Collective Agreement can be restrictive to run some areas efficiently.
- Water employees are spending a lot of time attending to contractors to assist them; this is redundant.
- Temporary summer positions are disruptive to the organization when filled by internal employees who transfer over. Inefficient to place unskilled labour in these positions.
- Not meeting requirements regarding maintenance of infrastructure.
- Janitorial services are inconsistent and difficult to schedule.

Recommendations - Organization

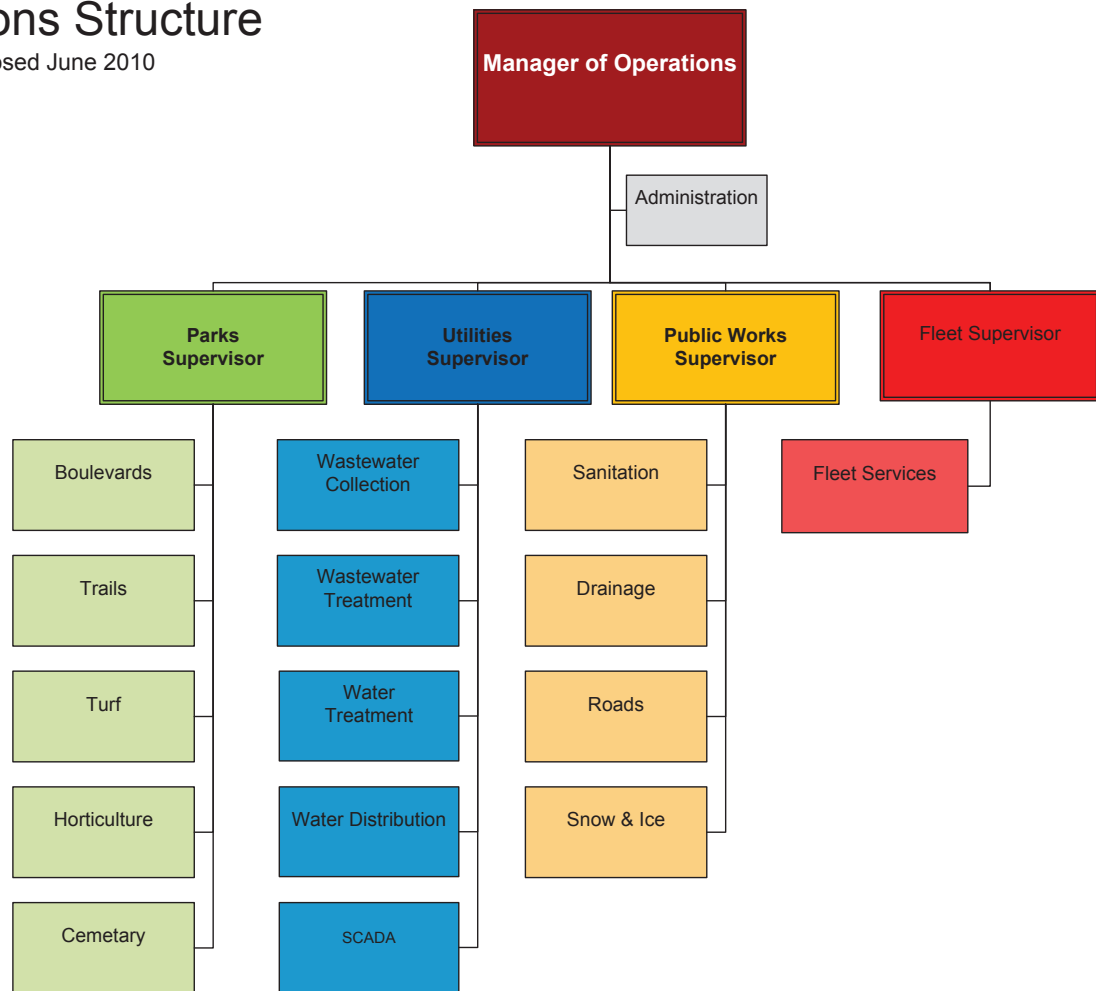
1. Align the current six areas into four key Operations Areas: Public Works, Parks, Utilities and Fleet. See proposed organization chart on the following page.
2. Increase the leadership capacity of the department with four supervisors in each area.
3. Provide mentorship and formal coaching to the supervisors.
4. Provide training in how to supervise, improve communication skills.
5. Provide professional development opportunities to employees including training, cross training, succession planning for specialty operations positions.
6. Ensure Labourers are trained and capable of labouring in all Operations areas to promote cross-functional teams, variety and growth for employees.
7. Budget in subsequent years for Operator training to ensure Utility Operators are in good standing with EOCP.
8. Include the SCADA function in the Utilities team versus Information Technology.
9. Assess the feasibility of light duty/accommodation plans to manage aging workforce and Return To Work programs for injured employees.

The following recommendations will be addressed in consultations with the Union (CUPE 2269)

10. Update job descriptions to reflect current public body requirements, operational needs and new structure.
11. Review wage scales commensurate with job descriptions to ensure adequate separation between Area supervisors and employees.
12. Create full-time Operations Labourer positions to work throughout the year, balancing workloads and eliminating the need for “summer Labourers”
13. Create a “Labourer – Generalist” classification, capable of working in all operations functions.

Operations Structure

Proposed June 2010



Further Study Required

1. Analyze if there is a need for Lead Hand positions in functional areas to assist the Supervisors.
2. Assess the cost benefit of creating full-time janitor positions to work on a building rotational basis.
3. Perform a cost benefit analysis of the current of water work.
4. Conduct an analysis of what is required to complete the programs we are currently not completing, e.g., Uni-directional Flushing Program (UDF).
5. Budget to properly fund trail maintenance and have that function report to the Parks area.
6. Review the duties and scope of Administrative Clerks to ensure valid and adequate support being provided to the Operations Department.
7. As part

Summary of Key Findings - Morale

Morale, although improving, is always needing attention and a system needs to be put in place to ensure that the District is aware of the current morale status and furthermore looking for methods to improve staff morale. Management and Foremen were cited as taking a step in the right direction in making the District a better place to work.

The main breakdown in morale was identified as poor communication. More and better communication with Managers and Foremen, clearly outlined expectations of employees, better feed back and responses were all identified as areas needing improvement.

Additonal areas that were clearly identified needing improvement were opportunities to learn, advance and train and employees want to be respected and have respect for their Supervisors and Managers.

Specific findings are as follows:

General

- More visits by the CAO and GM with the crew
- Morning talks
- Information sessions
- Uniforms
- Better direction given by Supervisors/Management
- Better (more) supervision
- More employees
- More and better equipment
- Trust
- Respect

Opportunities

- More opportunities for education
- More opportunities for training
- Succession planning
- Cross training

Communication

- Better communication
- Need to know what's expected of employees
- Better feedback
- Respond to suggestions/opinions more appropriately
- More briefings

Fun

- Shop parties

Recommendations - Morale

General

- Foremen need to spend time with their crews daily
- Include applicable employees in the process of selecting new equipment
- Celebrate Public Works week with an open house at the yard

Developmental

- Create a formal training program for staff
- Provide more education opportunities for staff
- Train staff to fill in for their supervisors for holiday relief

Communication

- Manager of Operations should have crew talks weekly
- General Manager should meet for crew talks every 2 or 3 weeks
- CAO should have crew talks every quarter
- Open and honest dialogue with the crews during these crew talks and follow up to build trust, understanding and respect from the crew.
- Need to provide clear expectation regarding hours of work, work required in accordance with Collective Agreement, and safety requirements in accordance with WorkSafe BC
- Create an ongoing method for employees to provide suggestions for improvements to the operation
- Engineering rep to attend foremen meeting monthly or more if required to update Operations staff on current projects
- Continue to get crews input on capital work and new developments
- Continue with inter department tours.

Team Building

- Working crew talk combined with barbecue lunches once a month during the summer
- Consider after hours sporting events such as golf, baseball, curling, mountain biking, with pot luck dinners
- Consider creating a formal social committee

Summary of Key Findings

The Core Services Review allowed the review team to understand, analyze and assess the existing services and day-to-day work programs and determine how efficient and effective the Operations Department was undertaking their work and providing services. This assessment included financial, human, equipment and technical resources and how they were assigned and used. Although staff are dedicated to their tasks and, in many cases, attempting to perform their duties effectively and efficiently, there are significant areas where improvements and efficiencies can be achieved.

Specific findings are as follows:

- Communication needs to improve inter-departmentally, between sections of operations, between supervisors and front line staff and with the community. Staff feel that if they understood the reasons for some of the work programs and were given more information, they would be more likely to buy-in to the work that needed to be completed. Also noted was a high need for improved communication between Engineering and Operations because of the lack of input between those installing in-ground works and those designing the same works.
- The issue of staff being trained in one area only and not being able to complete work in multiple sections of Operations was discovered. Specifically, labourer positions are “assigned” to either roads and drainage, parks or other specific sections and not effectively utilized in the other sections because they are not cross trained in those areas.
- The introduction of “Super Crews” (which are designed to go to an area with a significant number of labour staff to complete a specific job) has been an excellent step in achieving the cross training and use of labourers for multiple tasks.
- The issue of seasonal staff being hired from other areas in the District wide organization needs to be addressed. Although the Collective Agreement permits this, perception is that staff that are unable to perform the work are hired due to seniority only and negatively impacting the efficiency of the work crew.
- Although great inroads have been made in the reduction of overtime for better use of financial resources, further work is necessary. As well, the number of staff on standby also needs to be addressed. Presently there are 5 or 6 staff on standby on a daily basis which costs the District significant funds to resource. A reduction and more effective use of those on standby is needed to free financial resources for day to day work programs.

- Technology is a key area for improved efficiencies. Currently staff in Operations must travel to Municipal Hall to search out hard copy maps to find out where different types of infrastructure are located prior to undertaking work. The introduction of an effective G.I.S. system and access to that system by way of computer at the works yard would introduce a much more efficient process for achieving the same results. As well, although the SCADA system is installed at many locations within the District, it is not operating fully and effectively and has resulted in the current Operations staff not trusting the system.

Works Yard Administration

- The responsibilities and work program of the Secretary and Clerk IV needs to be reviewed. Work reassignment to the Foreman for efficiency and control.

Water Distribution

- Outside contractors are accessing the water system for repairs, tie-ins and turning water on and off without the knowledge or approval of the District. This eventually costs the District resources once those installations cause problems. The current system needs to be investigated and alternatives reviewed to find efficiencies in doing this work.

Waste Water Treatment Plant

- Concern has come to light on the effective operation of the Treatment Plant. Use of proper technology, limitations in design and other significant issues need to be reviewed to determine efficiency of the plant and cost effective use of resources.

Roads and Drainage

- Who is to effectively and efficiently handle the trail maintenance work needs to be reviewed. At present, the Trails Coordinator undertakes some work and Roads and Drainage as well as Parks staff undertake some of this work. A more efficient process to determine who is prioritizing and performing the work needs to be considered.

Parks

- The expansion of the Park network and introduction of new boulevards are continuing to place stress on the financial resources of the department as new funding rarely comes with the expansion of the new areas. Consideration needs to be given to having the development community contribute more to the maintenance of these areas, not accept them for District maintenance. Consider a system of funding when the new areas become part of Operations maintenance.

Recommendations

1. Develop systems and processes to increase communication between
 - Engineering and Operations
 - Finance and Operations
 - Supervisors/Foremen and Staff
2. Continue with the Super Crew concept and cross train staff to be functional in as many work areas as possible.
3. Reduce the overall number of staff on standby to two.
4. Continue to find efficiencies to reduce overtime.
5. Establish an up to date G.I.S. database for Operations staff at the Works Yard.
6. Finalize installation and proper operation and use of SCADA systems throughout the Municipality.
7. Undertake an operational audit of the Sewage Treatment Plant.
8. Transfer lift station maintenance to Waste Water Collection staff.
9. Develop a system for control and maintenance of trails.
10. Assess the work of the Clerk IV and Secretary and which functions should be assigned to Foremen.
11. Overall review of fleet make-up, service requirements and use of vehicles (driving and after work hours) completed.

Further Study Required

1. Undertake a detailed assessment of the Clerk IV and Secretary positions responsibilities and duties.
2. Work with Engineering and other Departments to implement a better communication system with outside contractors for those undertaking water system repairs, tie-ins and water on/off action.

Summary of Key Findings

The organization of the budget and processes for completing financial transactions are fundamentally flawed and do not provide appropriate controls or meet industry best practices.

Up to January 2010, staff were generally unaware of their effect on financial implications and had limited or no guidance on appropriate purchasing, payroll, and monitoring protocols. Policies and procedures were not followed and accountability was extremely limited. Since the January hiring of Bob Smith as Manager of Operations, significant improvements have been made but there still remains many areas which require specific attention.

It is noted that some of the significant areas requiring changes link directly to corporate budget and financial improvements that will be addressed through the Finance Department's Strategic Financial Plan.

Specific findings are as follows:

Fleet:

- Overall fleet costs are currently running 6% over budget, equating to \$30,000 on the \$500,000 budget.
- New vehicles do not have a budget while vehicles that have been decommissioned retain budgets.
- Historical yearly costs for vehicles do not match budgeted costs
- We currently under-fund the replacement costs of vehicles
- There is no budget for damages to vehicles. Past practice has been to charge to the budget of the operational area.

Budget

- The budget is extremely difficult to understand and manage.
- Some supervisors are spending considerable wasted effort in tracking individual costs
- Capital budgets do not match real budgets, due to the yearly cycle.
- The Works Yard does not have connectivity with the financial system to manage budgets.
- Operations budgets currently carry funding for other departments.
- The budget currently blends together wastewater treatment and collection, making it difficult to determine true costs.
- We utilize extensive outside contracting for instrumentation and electrical services.

Recommendations

1. The fleet budget requires a higher level of scrutiny and specific authorities. The Fleet Foreperson to take responsibility for the budget and to ensure that individual unit costing is appropriate, that charges are accurately related to vehicles, and that common purchases are considered strategically.
2. The Manager of Operations to sign off on all invoices processed through Operations.
3. Forepersons to be trained on District purchasing policies and procedures and to be held accountable for each budget area.
4. All Request For Proposals (RFP's) to be processed through Engineering
5. A high-speed connection to be provided to the Works Yard, allowing for financial system access.
6. The overall Operations budget to be reviewed by the Operations Manager on a monthly basis
7. Create a specific budget area for Sewage Collection.
8. The Finance Department to introduce a method to carry forward capital project budgets from year to year, allowing for accurate project management.
9. Finance to provide monthly downloads to Operations, in Excel format.
10. Move Airport and Operations' facilities budgets to Corporate Services -Real Estate.

Further Study Required

1. Currently, all vehicles, except Fire Rescue vehicles, are serviced by Operations. A business case is required to determine the potential for moving the Fires Rescue vehicle servicing to Operations.
2. The Fleet Long-Range Plan will be completed by the Fall. A review of costing mechanisms is required to ensure we are accurately funding the replacement of all vehicles, including Fire Rescue vehicles.
3. There may be a cost benefit to the District moving to a central authority for purchasing, with the authorities of a Purchasing Agent and with a central stores area. Overall purchasing is the responsibility of the Finance Department and this concern should be addressed through their strategic review.
4. Consideration should be given to completely restructuring the Operating budget to accurately reflect costing and controls.
5. Finance to review and explain all Pro Rata recoveries and methodologies for Journal Voucher transfers.
6. Business case required to determine most cost effective service provisions for electrical and instrumentation services, including facilities, street lighting, traffic signals, SCADA systems, pump stations, etc.

Recommendations Service Levels	Priority	Deliverable	Budget Implications
Wast Water Treatment Plan		<p>Review the WWTP permit, which has been issued by the Ministry of Environment, and confirm all testing and reporting is in-compliance provincial requirements.</p> <p>The budget for the WWTP is comprised of one line item in the District's Financial Plan. A more detailed breakdown of current and anticipated costs must be developed to more effectively allocate funds for items such as equipment maintenance, fuel, electrical, labour, effluent testing, etc</p>	
Water System		<p>The Water Utility must undertake a comprehensive review of its operating and maintenance procedures and compare with AWWA recommendations. Areas of serious concern include the lack of a unidirectional flushing program, hydrant maintenance and reservoir maintenance.</p> <p>A review of the SCADA system must be undertaken with the goal of addressing gaps in the online monitoring and control system for key elements of the water utility, such as disinfection and reservoir levels.</p>	
Sewer Collection		<p>Engineering must provide further support to the Water Utility by developing a Long-Term Water Supply Plan that examines source options, distribution & storage and capital improvements.</p> <p>As required by the Waste Management Act, the District must complete a Wastewater Management Plan. This Plan is required to examine a number of areas associated with sewer collection, wastewater treatment, Stormwater management and biosolids handling.</p>	
SCADA/Electrical		<p>As part of the service level improvements, the Utilities Department should be directly responsible for SCADA management including WWTP, WD, WWC, storm water and electrical maintenance. Staff requirements, job functions and work programs should be reviewed.</p>	
Road Maintenance		<p>A Pavement Management Program must be developed by the Engineering Department to reduce life cycle maintenance cost for the road reconstruction program.</p>	
Bridge Maintenance		<p>Operations must engage a certified expert to inspect all municipal bridges and to assess the condition and any maintenance requirements. A line item must be included in the municipal budget to ensure annual inspections and repairs are made to bridge infrastructure in a timely manner.</p>	
Drainage Control		<p>Pursuant to legislated requirements, the District must assess the cross-sectional area of creeks and rivers in Squamish to determine gravel removal volumes that are necessary to ensure flood protection infrastructure is maintained.</p>	
Dyke Maintenance		<p>An annual dyke maintenance program must be established to remove trees and shrubs that threaten the integrity of the District's dyking system.</p>	
Snow and Ice Control		<p>No recommendations in this area.</p>	
Parks Department		<p>The Parks Section should review current practices to ensure the optimum level of service is being provided at the lowest cost.</p>	
Vehicles and Equipment		<p>There are no service level recommendations in this area.</p>	
Trails		<p>Full review of ownership, expectations and strategies once the Trail Master Plan</p> <p>Operations - determine level of service.</p> <p>Planning - Master Plan including access to private lands.</p>	

Recommendations Service Levels	Priority	Deliverable	Budget Implications
Organization of Staff		<p>Align the current six areas into four key Operations Areas: Public Works, Parks, Utilities and Fleet. See proposed organization chart on the following page.</p> <p>Increase the leadership capacity of the department with four supervisors in each area.</p> <p>Provide mentorship and formal coaching to the supervisors.</p> <p>Provide training in how to supervise, improve communication skills</p> <p>Provide professional development opportunities to employees including training, cross training, succession planning for specialty operations positions.</p> <p>Ensure Labourers are trained and capable of labouring in all Operations areas to promote cross-functional teams, variety and growth for employees.</p> <p>Budget in subsequent years for Operator training to ensure Utility Operators are in good standing with EOCP.</p> <p>Include the SCADA function in the Utilities team versus Information Technology.</p> <p>Asses the feasibility of light duty/accommodation plans to manage aging workforce and Return To Work programs for injured employees.</p> <p>Update job descriptions to reflect current public body requirements, operational needs and new structure.</p>	
The following recommendations will be addressed in consultations with the Union (CUPE 2269)		<p>Review wage scales commensurate with job descriptions to ensure adequate separation between Area supervisors and employees.</p> <p>Create full-time Operations Labourer positions to work throughout the year, balancing workloads and eliminating the need for "summer Labourers"</p> <p>Create a "Labourer – Generalist" classification, capable of working in all operations functions.</p> <p>Foremen need to spend time with their crews daily</p> <p>Include applicable employees in the process of selecting new equipment</p>	
Morale		<p>Celebrate Public Works week with an open house at the yard</p> <p>Create a formal training program for staff</p> <p>Provide more education opportunities for staff</p> <p>Train staff to fill in for their supervisors for holiday relief</p> <p>Manager of Operations should have crew talks weekly</p> <p>General Manager should meet for crew talks every 2 or 3 weeks</p> <p>CAO should have crew talks every quarter</p> <p>Open and honest dialogue with the crews during these crew talks and follow up to build trust, understanding and respect from the crew.</p> <p>Need to provide clear expectation regarding hours of work, work required in accordance with Collective Agreement, and safety requirements in accordance with WorkSafe BC</p> <p>Create an ongoing method for employees to provide suggestions for improvements to the operation</p> <p>Engineering rep to attend foremen meeting monthly or more if</p>	

Recommendations Service Levels	Priority	Deliverable	Budget Implications
Process Improvements/Efficiencies		<p>Continue with inter department tours.</p> <p>Working crew talk combined with barbecue lunches once a month during the summer</p> <p>Consider after hours sporting events such as golf, baseball, curling, mountain biking, with pot luck dinners</p> <p>Consider creating a formal social committee</p> <p>Develop systems and processes to increase communication between Engineering and Operations, Finance and Operations and Supervisors/Foremen and Staff</p>	
		<p>Continue with the Super Crew concept and cross train staff to be functional in as many work areas as possible.</p> <p>Reduce the overall number of staff on standby to two.</p> <p>Continue to find efficiencies to reduce overtime.</p> <p>Establish an up to date G.I.S. database for Operations staff at the Works Yard.</p> <p>Finalize installation and proper operation and use of SCADA systems throughout the Municipality.</p> <p>Undertake an operational audit of the Sewage Treatment Plant.</p> <p>Transfer lift station maintenance to Waste Water Collection staff.</p> <p>Develop a system for control and maintenance of trails.</p> <p>Assess the work of the Clerk IV and Secretary and which functions should be assigned to Foremen</p> <p>Overall review of fleet make-up, service requirements and use of vehicles (driving and after work hours) completed.</p>	
Financial/Budgeting		<p>The fleet budget requires a higher level of scrutiny and specific authorities. The Fleet Foreperson to take responsibility for the budget and to ensure that individual unit costing is appropriate, that charges are accurately related to vehicles, and that common purchases are considered strategically.</p> <p>The Manager of Operations to sign off on all invoices processed through Operations.</p> <p>Forepersons to be trained on District purchasing policies and procedures and to be held accountable for each budget area.</p> <p>All Request For Proposals (RFP's) to be processed through Engineering</p> <p>A high-speed connection to be provided to the Works Yard, allowing for financial system access.</p> <p>The overall Operations budget to be reviewed by the Operations Manager on a monthly basis</p> <p>Create a specific budget area for Sewage Collection.</p> <p>The Finance Department to introduce a method to carry forward capital project budgets from year to year, allowing for accurate project management.</p> <p>Finance to provide monthly downloads to Operations, in Excel format.</p> <p>Move Airport and Operations' facilities budgets to Corporate Services -Real Estate.</p>	