



**DISTRICT OF WEST KELOWNA
ANNUAL REPORT
2013**

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OUR COMMUNITY

West Kelowna is a visually stunning community and a four seasons playground.

The community is located on the western shores and hillsides of Okanagan Lake and boasts:

- arenas and attractions
- beaches and parks, hiking, cross country skiing and mountain biking trails
- shops and restaurants
- vineyards and orchards
- wineries and resorts

The municipality is located at the junction of Highway 97 and 97C (Okanagan Connector) and is the primary gateway to the Okanagan from B.C.'s most populous region, the Lower Mainland.

The District of West Kelowna has a population of 31,925 (2013 Stats Canada estimate) and an area of 121.4 square kilometres. West Kelowna is the second most populous municipality in the Regional District of Central Okanagan, and fourth in the Okanagan Valley. West Kelowna is a rapidly growing community, recording a 13.5% increase in population between 2006 and 2011 (Statistics Canada).

The District of West Kelowna includes the neighbourhoods of Boucherie Centre, Casa Loma, Glenrosa, Lakeview Heights, Mission Hill, Rose Valley, Shannon Lake, Smith Creek, Westbank and West Kelowna Estates. West Kelowna surrounds two self-governing reserves of the Westbank First Nation.



*Mayor and Council, elected November 19, 2011.
From left: Councillor Duane Ophus, Councillor Bryden Winsby,
Councillor David Knowles, Mayor Doug Findlater, Councillor Carol Zanon,
Councillor Gord Milsom and Councillor Rick de Jong.*

Mission

To make informed decisions that meet community needs to protect, enhance and celebrate our West Kelowna home.

Vision

The District of West Kelowna is an innovative local government that will make informed decisions to benefit the community by welcoming input and giving consideration to fiscal responsibility, environmental stewardship, healthy living and economic enhancement.

✕

West Kelowna by the Numbers			
Residents	31,925	Grants approved (in millions)	\$4.5
Square kilometres in size	121.4	Building permits issued	606
Water systems	5	Twitter followers	454
Parks	129	Facebook likes	219
Recreational programs	227		
Participants	14,520		

Mayor Doug Findlater

As we found in the previous five years, West Kelowna Council's strategic planning process was extremely beneficial, providing the framework for countless accomplishments in 2013.

We set four primary goals: Economic Development, Westbank Centre, Wine Route-Waterfront and West Kelowna Industrial Park and, from there, directed staff to undertake numerous projects and initiatives to meet our objectives.

Perhaps the most complex and challenging initiative West Kelowna Council undertook in 2013 was the Business Case Analysis for the location and development of a new Municipal Hall/Civic Centre. On June 18, 2013, Council received a presentation from its consultant on the outcome of a Market Sounding exercise, which included extensive public consultation from March 13 through May 3. We directed staff to proceed with a feasibility implementation study for a District of West Kelowna Municipal Hall/Civic Center focusing on Westbank Centre. The decision was unanimous.

Council remains committed to enhancing the downtown core of Westbank Centre. Having previously agreed to discontinue our quest to see the couplet through Westbank realigned, hearing clearly from the Province that it was simply too expensive and complex a goal, we began work on improving Brown and Elliott Roads with the vision of establishing it as a vibrant, beautiful center that is accessible and functional for all traffic modes, but more importantly, an attractive public space for all to enjoy.



We completed our analysis and public consultation on CNR Wharf, a key aquatic feature on Gellatly Bay, and awarded the construction contract which would see the demolition of the aging wharf and reconstruction of an enhanced, new wharf with a three-meter jumping platform and a zip line, sure to be a hit with our younger residents.

Council was very pleased to open two new waterfront parks in our community, Paddle Wheeler and Osprey Parks, and one new neighbourhood playground, Springer Park.

West Kelowna Council assembled a diverse group of community members to sit on its Water Master Plan Public Outreach Steering Committee to gather input on the municipality's Draft Water Master Plan. The committee presented its findings to Council in November after hearing from Interior Health, Agricultural Advisory Committee,

the Urban Development Institute and the Westbank and District Chamber of Commerce and hosting two open houses and an online survey. West Kelowna Council was extremely pleased with the work of this dedicated group.

From completing Phase 3 of the well-used Gellatly Road Upgrade, to continuing our work with BC Transit in the establishment of two key RapidBus transit exchanges in the community, to adopting a Recreation Trails Master Plan for the community, West Kelowna Council continued to show in 2013 that it has the best interests of all residents in mind. ✘

TIMELINE

January 22 – Council approves the CNR Wharf Park Plan

February 20 – Mayor Findlater awarded Diamond Jubilee Medal

February 20 – DWK receives \$250,126 from the Federal Government
for Jim Lind Arena Renovation

March 14 – 100 people attend the Westbank Revitalization Open House



STRATEGIC PRIORITIES

As the District entered its fifth year of operation, West Kelowna Council adjusted its focus from yearly strategic planning to term planning with a three-year horizon. Council's strategic planning set long term goals and objectives for the community.

For 2013, Council prepared its 2013 Update to the 2012 – 2014 Strategic Priorities. These are not West Kelowna Council's only goals. Many considerations were put aside to sharpen the 2013 focus. With the help of regular public consultation, Council is dedicated to strategic planning each year to ensure goals are pursued that

reflect the community's needs and wishes. A comprehensive operational plan accompanies Council's 2013 Update 2012-2014 Strategic Priorities, details of which are shared in the Performance Measurements section of this Annual Report. ✕

Council determined four areas of focus for 2013

Category of Focus	2013 Priorities
 <p>Economic Development</p>	<ul style="list-style-type: none"> • Economic Development • Tourism • Business Support • Revenue Opportunities for West Kelowna • Efficient Municipal Operation
 <p>Westbank Centre</p>	<ul style="list-style-type: none"> • Health Care Presence • Municipal Hall • Street Level Improvements • Westbank Centre Couplet • Transit Exchange on Elliott Road • Music in the Park Enhancements
 <p>Wine Route/Waterfront</p>	<ul style="list-style-type: none"> • Boucherie Road Wine Route • Gellatly Road • Waterfront Acquisition • Waterfront Parking • CNR Wharf • Partnerships
 <p>West Kelowna Industrial Park</p>	<ul style="list-style-type: none"> • Public Communication • Manufacturers Support • Public Works • Capital Improvements • Transit Exchange



TIMELINE

April 27 & 28 – WKFR hosts Wildfire Preparation Open Houses

June 13 – Hundreds attend the first Your Community Open House

June 27 – Paddlewheeler Park opens on Pritchard Drive

July 5 – Music in the Park kicks off another season of free summer concerts

Province Commits to McDougall Creek Flood Protection

On July 29, West Kelowna's new MLA, Premier Christy Clark, announced the Province would help fund urgent flood control work along McDougall Creek. This very welcome announcement meant this flood-prone area would be fixed and the municipality would not be on the hook for the entire \$540,000 cost. The funding would be through the Province's Flood Protection Program (FPP). McDougall Creek was an area with high-hazard flood potential that had experienced several recent adverse flooding events, the latest in April 2012 that caused significant private property losses and undermined the District's nearby road infrastructure. As a result of the 2012 flooding, the Province allocated more than \$106,000 for recovery funding for families and the District. McDougall Creek flood protection had become one of Council's most urgent issues and was a topic of discussion with Premier Clark. Within days of securing a significant win in the Westside-Kelowna riding, Premier Clark announced the McDougall Creek funding commitment and helped Council find the much-needed solution to this pressing issue.

Your Community Open House

The District hosted its first "Your Community" Open House on June 13. The intent was to create a one-stop-shop and bring as many public consultation opportunities and informational displays about our current projects to one open house, rather than dispersing these throughout the year. It was held at Royal LePage Place and was a rousing success. Over 250 people



On July 29, 2013, West Kelowna's new MLA, Christy Clark announced funding support for McDougall Creek.

attended the event which included information on master plans, capital projects, recreation

programs and community services. The District (Continued on page 6)

TIMELINE

July 16 – Springer Park opens in Westbank Centre

July 23 – Council adopts the Cultural Development Plan

July 23 – Council supports the Memorial Park Plan



DEFINING MOMENTS 2013

(Cont'd from page 5)

had also invited the Regional District of Central Okanagan and the Okanagan Basin Water Board to set up informational displays on their programs and initiatives. To encourage families to come out, a supervised kids' play area was offered and, of course, refreshments were available. Based on the success of this event, the District intends to hold a "Your Community" open house every year.

Municipal Hall/Civic Centre

One of Council's strategic priorities for 2013 was to determine next steps towards an eventual Municipal Hall/Civic Centre for West Kelowna. To begin the process, Council embarked on a Market Sounding exercise and engaged the

community and stakeholders with a series of considerations including where the location should be for such a facility. After three months of public input, Council agreed that options for a future civic centre should be explored in the Westbank area of the municipality. Council wants the West Kelowna Municipal Hall/Civic Centre project to: provide interior workspace that promotes increased performance, efficiency and comfort in a cost effective and efficient way; promote a civic and commercial centre for West Kelowna; reinforce the land use, growth management and economic development goals of the municipality; communicate the civic nature of any new building, and underscore the appropriate role of government in the District of

West Kelowna; provide economic development opportunities for other commercial and residential development; and generally adhere to the design guidelines associated with the Official Community Plan and Westbank Centre Revitalization Plan.

Council finished out the year by launching a Request for Qualifications process inviting submissions from proponents interested in designing and building the West Kelowna Municipal Hall/Civic Centre Project.

The intent of this process was to create a shortlist of proponents who would then be invited to participate in a Request for Proposals process in 2014. ✕



Attendees at "Your Community" Open House, June 13, provided input on multiple plans and initiatives.



TIMELINE

August 14 – Phase 3 of Gellatly Road Upgrade officially opens

August 15 – Osprey Park opens on Green Bay Road

September 14 – Jim Lind reopens with free skate after \$1.1 million renovation project

After five years of operation, it was time for the District of West Kelowna organizational structure to undergo change to reflect its new mandate.

After incorporation in 2007, the municipal structure was linear with several departments reporting directly to the Chief Administrative Officer. This was necessary as we built a municipal organization from scratch, but as we've matured, the need for this structure no longer existed. Our organization had grown from a small organization with a narrow range of services to a service delivery focused, multi-faceted

organization. We reorganized ourselves to ensure our primary focus was on overall performance and strategic planning. The new organizational structure, introduced in November 2013, involved the creation of three new departments, Community Services, Development Services and Finance and Corporate Services with three General Managers named to head up these areas. Our Legislative Services department, led by our City Clerk, remained the same. This new model meant a net reduction of three full time director positions with no other staffing implications. This reorganization provided more capacity for the Chief Administrative Officer to concentrate on broad corporate matters and created a senior leadership team to support staff better and participate in corporate strategic planning.

On December 10, 2013, Council received notice from the municipality's first Chief Administrative Officer, Jason Johnson, that he had accepted the City Manager position with the City of Victoria. Although a fantastic opportunity for him,



Council and the organization accepted the news with heavy hearts. Jason shepherded this organization through its first five years of existence, taking on the challenge of building a municipal organization for a population of more than 30,000 that was transitioning from a rural to urban governance model. He fostered an excellent relationship with Mayor and Council, providing sound advice and strategic planning support. Jason created the foundation for an organization deeply rooted in respect and professionalism, and filled it with exceptionally talented staff. While the recruitment process was underway to fill Jason's shoes, Mayor and Council assigned me as Chief Administrative Officer for the interim.

The organization took on a significant role in 2013 with roads maintenance. As it was our first year of conducting the service ourselves, we faced a few challenges. Before

December 7, 2012, roads maintenance for West Kelowna was conducted by a contractor with the Province of BC. The District took the service over and hired its own contractor, one of the final pieces of the incorporation puzzle falling into place.

Within days of us taking over the contract, we were hit with several substantial snow storms and heard from residents that our snow removal service was lacking. Our Engineering and Operations department rolled with the punches and demonstrated an excellent response to the concerns. Although we are still in the learning curve, I know that, as with all the services we have taken over since incorporation, we will continue to excel thanks to a staff that strives always to do their very best.

As always, we welcome your feedback at info@districtofwestkelowna.ca.

- CAO Jim Zaffino

Executive Management Team:
Tracey Batten, *City Clerk*.
Tanya Garost, *General Manager, Finance & Corporate Services*.
Nancy Henderson, *General Manager, Development Services*.
Michael Trickey, *General Manager, Community Services*.
Wayne Schnitzler, *Fire Chief, West Kelowna Fire Rescue*

TIMELINE

October 26 – Community celebrates 25th Anniversary of JBMAC

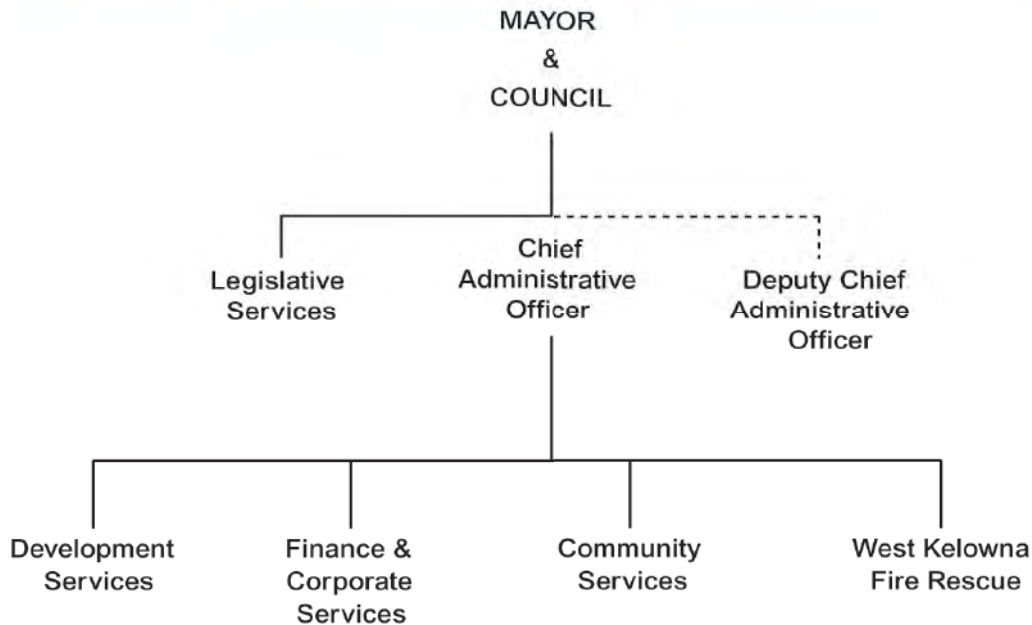
November 15 – Council hosts second annual Breakfast with West Kelowna Business

November 29 – Water Master Plan Public Outreach Steering Committee presents findings to Council

December 10 – Council adopts the Recreational Trails Master Plan



DEPARTMENTS



Master Plan Schedule

PLAN	COMPLETE IN 2010	COMPLETE IN 2011	COMPLETE IN 2012	COMPLETE IN 2013	IN PROGRESS
Parks & Recreation Master Plan	✓				
Anders Park and Lakeview Community Hall 10-Year Management Plan	✓				
Economic Development Plan	✓				
Official Community Pla		✓			
Waterfront Plan		✓			
Westbank Centre Plan		✓			
Agricultural Plan		✓			
Master Storm Water Management Plan		✓			
Sewer Servicing Strategy			✓		
Transit Service Review			✓		
Pritchard Park Plan			✓		
CNR Wharf Park Plan				✓	
Memorial Park Plan				✓	
Recreational Trails Master Plan				✓	
Cultural Plan				✓	
Master Transportation Plan					✓
Water Master Plan					✓
Asset Management Plan					✓
Property Acquisition Strategy					✓
Master Implementation Plan					✓



DEPARTMENTS

COMMUNITY SERVICES



ENGINEERING & PUBLIC WORKS DEPARTMENT

Oversees:

- Design and tendering of engineering works (roads, sewer, drainage, parks, water utility)
- Retaining and managing consultant assignments
- Construction management
- Transit
- Road Permits
- Water and sewer service utilities inspection, maintenance and repair
- Parks inspection, maintenance and repair
- Drainage facility inspections, maintenance and repair
- Road maintenance and repair
- Municipal sign maintenance
- Bus stop, traffic signal, streetlight maintenance
- Westbank Cemetery maintenance
- Vehicle fleet and mechanics shop

RECREATION & CULTURE DEPARTMENT

Oversees:

- Booking of all recreational facilities and parks
- Community partnerships and contracts
- Recreational, cultural and sport programming (Recreation Guide)
- Special events
- Museum liaison
- Music in the Park program
- Communities In Bloom program
- Gifts and Legacies program

The Community Services Division has 53 employees and includes the Engineering and Public Works and Recreation and Culture Departments. The Community Services Division is also the District of West Kelowna's liaison with West Kelowna RCMP and BC Transit.

ENGINEERING AND PUBLIC WORKS

The Department oversaw two significant road improvements in 2013. The Brown Road Streetscape project was substantially completed in late November. This main travel corridor saw an \$800,000 update this year with Phase 1 construction from Main Street to north of Gossett Road. The improvements will create a high priority cycling and walking route, establish a vibrant centre accessible and functional for all travel modes, and build a strong sense of place with attractive public places.

Phase 3 of the Gellatly Road and Trail Upgrade project was officially opened on August 14, 2013. Upgraded elements of this popular waterfront transportation corridor include benches, concrete curb and gutter, cycling lanes, ornamental street lights, parallel parking, and pedestrian outlooks.

Conceptual plans for Phase 4, from the intersection of Boucherie and Gellatly Roads to Highway 97, were presented to Council with staging options available.

Construction for the expansion of RapidBus to West Kelowna began September 11, with completion expected by September 2014. This 15-kilometre expansion includes two new transit exchanges in West Kelowna. This unique service is designed to provide passengers with faster, more frequent public transportation. Once the expansion is complete in September 2014, the entire RapidBus system will provide 30 kilometres of service between West Kelowna and the University of British Columbia-Okanagan (UBCO).

The 2013 Road Rehabilitation Program and Pedestrian Improvement Program saw \$1.25 million invested in local road upgrades. Portions of Shannon Lake Road, Elliott Road, Smith Creek Road, and Gellatly Road South got some much-needed attention. Pedestrian improvement projects were done on portions of Shannon Lake Road, Elliott Road, Gellatly Road South, and Whitworth Road. Since 2009, over 22 kilometres of roads and 11 kilometres of sidewalks and road widenings have been constructed under these two programs.

The Rosewood Sportsfield Project took shape this year. The first full-size sportsfield in the north end

Community Services by the Numbers	
Kilometres of roads	300
Kilometres of sidewalks	50
District-owned parks	129
Hectares of parkland	122
Water systems	5
Kilometres of water mains	277
Okanagan Lake pump stations	3
Booster stations	13
Kilometres of sanitary sewer mains	220
Sanitary pump stations	29
Attendees at Music in the Park	6,355
Recreation programs	227

of West Kelowna was constructed and included tiered bank seating, a washroom in the new Mar Jok Elementary School, pathways and picnic tables. The \$890,962 project was partly funded through the Province of BC's Community Recreation Program. The field will be ready for use in September 2014.

Three new parks were opened in 2013. Paddlewheeler Park was opened June 27, which features the District's first non-motorized boat launch facility. Springer Park was opened July 16, a Westbank Centre Park with a

new playground and landscaping. An opening at Osprey Park took place August 15, with a spectacular view, playground, and labyrinth. Traffic calming measures were implemented in the Shannon Lake Neighbourhood after a traffic study was conducted. Public consultation, including meetings with area residents and documentation of traffic speed, intersection activity and sightlines, confirmed there are problems with speeding in the Shannon Lake area.

The traffic calming that was undertaken involved various measures installed in six locations in the area, at an estimated total capital cost of \$64,700. Measures included a combination of speed cushions (humps), curb extensions and signage. A traffic calming study was undertaken for the South Boucherie area as well during 2013.

In February, Council reduced the posted speed limit on a portion of Boucherie Road—Wine Route from 60 to 50 km/hour. The affected portion of the road is between Stuart Road and Highway 97. The intent is to maximize the safety on the newly-upgraded section and ensure that vehicles, pedestrians and cyclists comfortably share the road.

Phase 2 of the Casa Loma Drainage Project was constructed in 2013 with ditching installed along Benedick Road and stormwater detention tanks for Campbell Road, Zdralek Cove and Casa Rio Drive.

A new geodesic dome was installed on the Sunnyside Upper Reservoir. This lightweight aluminum structure was assembled and placed over the reservoir with a crane.

Department staff liaised with Council's Water Master Plan Public Outreach Steering Committee, which presented findings and recommendations to Council November 12.

The committee, formed on May 29, was made up of six members of the community with experience or an interest in water service. The committee's preferred option included the construction of a new water treatment plant in Rose Valley and an interconnection with the Westbank Water Service Area's system.



Gellatly Road and Trail Upgrade Phase 3 was completed in 2013. Upgrades to this popular waterfront corridor now extend from the Cove Lakeside Resort to CNR Wharf.

Mayor Doug Findlater and West Kelowna Warriors representatives unveiled "Warriors Place," a section of roadway on the Mt. Boucherie Complex property named in honour of the community's own BCHL Junior Hockey Club.

RECREATION AND CULTURE

The Department oversaw the administration of the third annual Mayor's Youth Forum, held Nov. 20 at Mt. Boucherie Senior Secondary School. Council appreciated the ongoing frank and open discussion on topics of concern for youth in the community.

The 2013 Music in the Park program in Memorial Park was a great success, bringing over 5,700 attendees to take in the free summer concert series and the Global Music Fest. This year, food vendors were invited to participate in the events and Recreation staff entertained kids with games and activities.

A program aimed at ensuring all West Kelowna children have access to organized sports received a big boost, thanks to two fundraising events.

West Kelowna KidSport received a record \$5,486 thanks to \$2,800 raised during the annual Hockey Swap August 25 and a generous \$2,686 donation from the West Kelowna Warriors. The Hockey Swap, held at Ultimate Hockey and Skate in Westbank Centre provided parents and players the opportunity to sell used equipment with partial proceeds from each sale given to the local chapter of KidSport. During the swap, the West Kelowna Warriors also presented a cheque from proceeds of the first annual West Kelowna Warriors Alumni Weekend in June.

Many West Kelowna residents braved the wet and cold evening of Nov. 30 to help Mayor Findlater and special guests "light up" the Municipal Hall courtyard for the Holidays.

On August 27, Mayor and Council presented the 2013 Most Beautiful Contest awards. Each year, the contest provides an opportunity for residents to show off the hard work they put into their gardens, regardless of property size. ✕

DEVELOPMENT SERVICES

PLANNING DEPARTMENT

Oversees:

- Development application administration
- Committee coordination
- Fringe area planning
- Ministry and Westbank First Nation referrals

DEVELOPMENT ENGINEERING DEPARTMENT

Oversees:

- Development application reviews
- Subdivision approval

POLICY AND LONG RANGE PLANNING DEPARTMENT

Oversees:

- Municipal land use planning
- Long range land use policy and plans
- Parks planning and design
- Regional planning
- Heritage planning
- Zoning Bylaw administration
- Official Community Plan administration

BUILDING DEPARTMENT

Oversees:

- Building permit application administration and inspection
- Secondary suite application administration and inspection
- Safe Premises Bylaw inspection
- Blasting permit applications
- Technical review of development applications

Development Services Oversees the District's Property Inventory to:

- Identify and evaluate property acquisition opportunities
- Expand and maintain District land inventory
- Process free Crown grant and Crown land lease applications
- Respond to provincial and federal agencies referrals regarding mines permits, Crown tenures and foreshore leases

Development Services Oversees Economic Development for the District to:

- Implement the recommendations of West Kelowna Economic Development Strategy
- Enhance business, tourism and agriculture in the District of West Kelowna

The Development Services Division oversees 23.5 full-time employees whose work includes Current Planning, Long Range Planning, Development Engineering, Building Department, Land Agent and the Business Development Office.

In early 2013, the public was consulted regarding updates to the Westbank Centre Revitalization Plan. Approximately 100 people attended an open house March 14 at the Westbank Lions Hall to receive information on several District initiatives in Westbank Centre. The plans include creating a pedestrian-friendly roadway with formalized parking. The public was asked to comment on plans to improve Memorial Park, adjacent to Johnson Bentley Memorial Aquatic Centre. Attendees also viewed designs of the new RapidBus Transit exchanges on Elliott Road in Westbank Centre and on Westgate Road in Boucherie Centre.

Council directed staff to immediately tender the demolition and Phase 1 construction of the CNR Wharf Upgrade Project. Phase 1 will include construction of a three-metre platform, zipline, one-metre platform and swim raft and slide. Council requested that a second three-metre platform be included in the tender as optional work. The tender for demolition and construction occurred in the fall, with construction completion in spring 2014.

Three new parks were designed and constructed in 2013. Paddlewheeler Park on the waterfront on Pritchard Drive was opened June 27 and features the District's first non-motorized boat launch facility. Springer Park was opened July 16 in Westbank Centre Park with a new playground and landscaping. Osprey Park in Green Bay took place August 15, with a spectacular waterfront view, playground and labyrinth.

The Department continued its work on the review of the District's Zoning Bylaw. The Zoning Bylaw review was launched in 2012 to implement the objectives of West Kelowna's Official Community Plan, adopted in July 2011. The current Zoning Bylaw was inherited from the Regional District of Central Okanagan at time of incorporation and was last substantially reviewed in 2000. The draft Zoning Bylaw incorporated zoning related items stemming from the Official Community Plan and other recently-adopted master plans and addressed technical issues. The bylaw was provided for public input including technical referrals to the Advisory Planning Commission and Agricultural Advisory Committee, the Urban Development Institute,



105 business community members attended the 2013 Breakfast with Business November 15.

DEVELOPMENT SERVICES

home-based business operators and the Special Needs Advisory Council. The draft Zoning Bylaw was taken to public hearing on November 26.

On July 23, Council adopted the Memorial Park Plan, which provides recommendations for improvements to the park adjacent to Johnson Bentley Memorial Aquatic Centre. In fall 2013, Phase 1 work began on one of the recommendations to upgrade the south parking lot, in time for Music in the Park in 2013. The upgrade will double the lot's size to 40 stalls. Extra parking is needed for key community events such as Westside Daze, Canada Day and Music in the Park.

A new Sign Bylaw was adopted November 26 in order to regulate current signage and identify what type of signage requires a permit.

The Division designed the new Rosewood Sportsfield Project, the first full-size sports field in the north end of West Kelowna.

Council adopted the Recreational Trails Master Plan December 10. Five public consultation events, including two workshops, two surveys and an open house, helped shape the plan, which recommends short and long term trail improvements and construction.

District tourism marketing activities focused on supporting the development of agri-tourism clusters, enhanced social media presence and interaction, and supporting the growth of events and activities.

As part of the Central Okanagan Economic Development Office's May Business Walk, 15 manufacturing businesses in West Kelowna were visited with 90% reporting that their outlook is stable or growing. 2013 Breakfast with Business was held November 15 with 105 attendees. Feedback indicated that businesses and their staff use public facilities and want an enhanced experience. Work that has already been done is beginning to show results. Statistics show that the number of West Kelowna business licences has grown from 1,375 in 2012 to 1,516 in 2013.

Mayor Doug Findlater spoke at the September 9th Westside Wine Trail Society Launch at the Cove Lakeside Resort. After 4 years of cooperative work to develop the Westside Wine Trail brand, host events and co-market their products, the member wineries incorporated as a Society in the spring of 2013. The District

of West Kelowna initially supported the society with program funds and staff time, and in 2013 the group agreed to begin operation as an independent society in 2014. ✕

Development Services by the Numbers		
Planning Statistics	2013	2012
Zoning Amendment	11	13
Official Community Plan Amendments	6	5
Land Use Contract Amendment	2	4
Development Permit	38	34
Variance Permit	22	17
Agricultural Land Reserve	3	4
Temporary Exemption	6	1
Floodplain Exemption	2	1
Subdivision Application	28	24

Building Permits by the Numbers				
Building Permits	Permits		Construction Value	
	2013	2012	2013	2012
Single Family Dwellings	142	103	\$37,578,810	\$37,139,825
Foundations Only	35	0	\$280,000	0
Mobile Homes	1	0	\$21,250	0
Two Family Dwellings	6	5	\$2,350,000	\$1,900,000
Multiple Family Dwellings	4	1	\$1,300,000	\$900,000
Residential Additions	154	205	\$3,801,882	\$6,169,622
Detached Accessory Buildings	21	15	\$432,200	\$324,600
Retaining Walls	7	0	\$335,000	0
Signs	2	0	\$19,700	0
Swimming Pools	31	35	\$976,100	\$1,217,480
Sewer Connections	139	192	\$140,000	\$193,000
Wood Burning Appliances	7	14	\$18,837	\$36,076
Farm & Agriculture	0	0	0	0
Commercial, Industrial, Institutional – New	8	6	\$15,386,000	\$4,165,000
Commercial, Industrial, Institutional – Additions	35	58	\$3,195,057	\$3,047,830
Demolitions	14	16	\$54,000	\$5,500
TOTAL	606	650	\$65,888,836	\$55,098,933

FINANCE & CORPORATE SERVICES

FINANCE DEPARTMENT

Oversees:

- Property tax invoicing, collection and management
- Utility billing, collection and management
- All payables and receivables
- Investments
- Bank account reconciliation
- Financial bylaws
- 10 year capital plan
- 10 year operational budget
- Annual Financial Report

PAYROLL/BENEFITS DEPARTMENT

Oversees:

- Employee payroll
- Employee benefit management
- Canada Revenue Agency remittance
- Pension administration
- New employee orientation

INFORMATION SERVICES DEPARTMENT

Oversees:

- All computer, software and telephone services for District operations
- Help Desk support
- Computer network maintenance
- Inter-facility communication
- Geographical Information Systems administration
- Website maintenance

FACILITIES DEPARTMENT

Oversees:

- Facility maintenance and repairs
- Arenas operations
- Custodial service
- Event support
- Facility safety inspections
- Facility security
- Preventative maintenance program for facilities

HUMAN RESOURCES DEPARTMENT

Oversees:

- Recruitment and staffing
- Collective bargaining
- Labour and employee relations
- Job classification and compensation planning
- Occupational Health and Safety
- Disability management and return to work programs
- Staff training and development
- Staff policy development
- Succession planning
- Corporate Visions and Values

The Finance & Corporate Services Division has 34 full-time employees within the Finance, Purchasing, Information Services, Human Resources, Payroll/Benefits, and Facilities Departments.

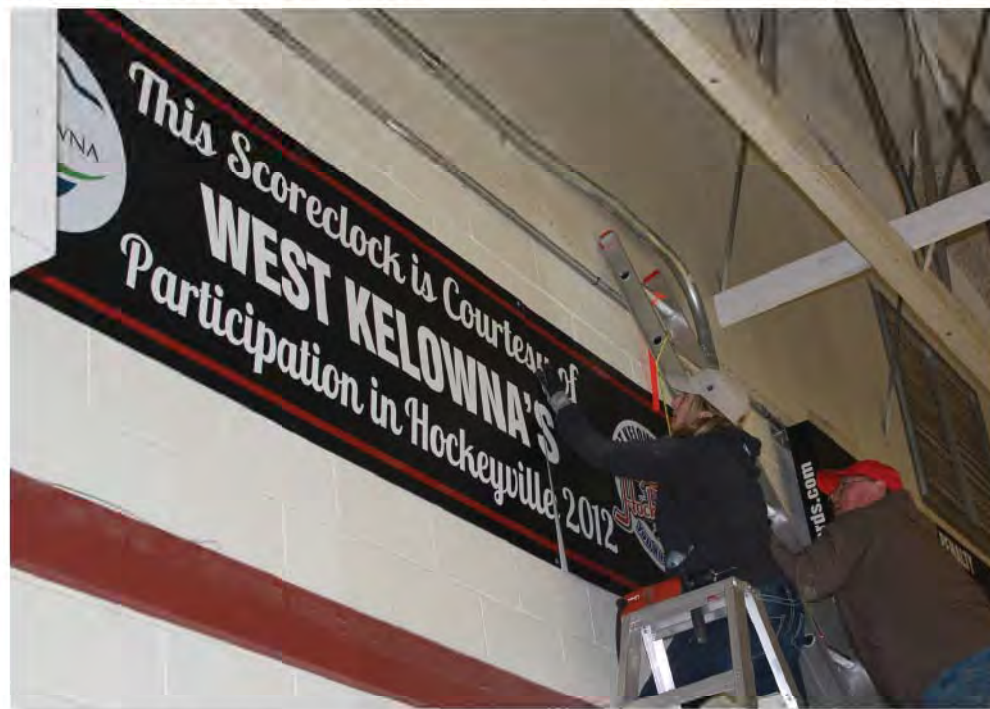
2013 Citizen Survey results were presented and posted on the website. It was the sixth annual statistically-accurate survey of residents. The survey's primary objective is to determine how the taxpayers of West Kelowna evaluate the services that are provided and to identify services that are desired but not currently available.

Council adopted its 2013 Financial Plan

on May 14 with a tax increase of 2.95%.

The plan included \$10.5 million in Capital Projects and \$4.6 million was budgeted to put into Reserves. An open house was held on February 20 regarding West Kelowna's Draft 2013 Budget. The event was sparsely attended with only eight residents taking part.

The Division oversaw the public process for consideration of a new Municipal Hall/Civic Centre. From March 13 to May 3, stakeholders including West Kelowna landowners, the development community, taxpayers, and community organizations were engaged in a market sounding exercise. This was to determine the market place interest in a new West Kelowna Municipal Hall/Civic Centre. Potential partnerships



West Kelowna's participation in Hockeyville 2012 netted \$25,000 which went toward the purchase of a new score clock in Jim Lind Arena in 2013.

Human Resources by the Numbers

Total number of District employees	156.1
Positions filled in 2013	47
Resumes received and reviewed	937
Interviews conducted	149

FINANCE & CORPORATE SERVICES

were explored in an open and non-binding manner, under the direction of a consultant. On June 18, Council made the decision to pursue Westbank Centre as the location where acceptable options for a Municipal Hall/Civic Centre will be investigated. Many submissions were received from private citizens as well as business owners. In order to move to the next steps in the process, Council agreed to focus on Westbank Centre for the feasibility/implementation study phase of the project. A financial feasibility report was prepared outlining the financial requirements and options for the project. A Request for Qualifications was issued from proponents interested in designing and building the new location.

Council agreed to spend the \$25,000 prize money earned from West Kelowna's second-place finish in the Kraft Hockeyville 2012 competition on a new score clock and washroom upgrades in Jim Lind Arena.

Phase Two of the Johnson Bentley Memorial Aquatic Centre Structural Upgrades was completed in 2013. It had a budget of \$414,444 and included a new front entrance, patio, and landscaping improvements.

West Kelowna Council and honoured members of the Johnson and Bentley families took part in a 25th Anniversary Celebration of the Johnson Bentley Memorial Aquatic Centre October 26. Young and old



Members of the Johnson and Bentley families were joined by supporters to celebrate the aquatic centre's 25th anniversary.

alike took part in activities and crafts at the event, enjoyed birthday cupcakes, and viewed the newly-constructed foyer and patio. A new plaque commemorating the donors who contributed to the facility construction 25 years ago was unveiled.

Newly-renovated Jim Lind Arena was officially reopened with a free public skate on September 14. The \$1.1 million project was partly funded by the Government of Canada with a contribution of \$250,126 through the Community Infrastructure Improvement Fund. The project involved 220 cubic metres of concrete poured over approximately 16 kilometres of refrigeration piping to replace the aging, failing rink floor. The process included hand and power-trowelling and took about 10 hours to complete.

In November an organizational restructuring of West Kelowna staff took place. As a result of moving from a linear structure to a General Manager Model, the organization will see savings of \$395,579 per budget cycle by 2015. ✕



New foyer and pergola at JBMAC.

Financial Services by the Numbers

Tax notices distributed	13,995
Utility bills issued	54,645
Purchase orders issued	360
Projects tendered	76
Average website visitors per month	8,882
Invoices paid	7,193
Invoices issued	584
Paycheques prepared	6,051
Municipal facilities maintained	15

LEGISLATIVE SERVICES

BYLAW ENFORCEMENT/BUSINESS LICENCE DEPARTMENT

Oversees:

- Business licence administration
- Bylaw complaints
- Investigation and monitoring of complaints/infractions
- Issuing of Municipal Ticket Information (MTI) and Bylaw Notices
- Administration of ticket prosecution/adjudication
- Contract for property clean-ups
- Liaison with RCMP

CITY CLERK/RISK MANAGEMENT DEPARTMENT

Oversees:

- Administration of Council meetings, minutes, public hearings and bylaw preparation
- Administration of statutory functions
- Freedom of Information requests
- Election administration
- Risk management
- Claims management
- Records management

COMMUNICATIONS

Oversees:

- Internal and external communications
- Council correspondence administration
- Grant administration
- Website administration/social media
- Event planning

The Legislative Services Division has 9 full-time employees within the Bylaw Enforcement/Business License, City Clerk/Risk Management and Communications Departments.

Communications enhancements for the District were approved by Council. This included dedicated print advertising space in a local newspaper, a one-year local radio advertising campaign, and website enhancements.

After receiving the Assessment of Medical Services in West Kelowna: Final Report in May 2013, Council agreed to establish a Health Care Advisory Committee. Gaps were identified for some basic community services such as mental health, addictions, and chronic disease management. The committee will include five members and will advise Council. Terms of Reference were also developed.

The Be a Snow Star initiative was established to recognize and celebrate great neighbours who assist their fellow residents with snow shoveling.

Social Media presence continues to grow on Facebook and Twitter. It is governed through the Social Media Policy and aims to effectively distribute news and events. As of December 31, 2013, the District had 219 Facebook “Likes” and 454 Twitter “Followers.”

The Department supported 56 meetings of West Kelowna Council as well as meetings of Council’s Committees, Advisory Planning

Business Licences

	2013	2012
Municipal Only	1,545	1,039
Inter-Community	415	403
Home-based	699	682

Bylaw Enforcement by the Numbers

Complaints	2013	2012
Animal Control	50	31
Business Licensing	98	44
Miscellaneous	115	64
Noise	103	71
Parks	48	19
Parking/Traffic	687	570
Sign	68	84
Smoke Control	9	9
Unsanitary Premises	189	171
Waste Management	78	192
Zoning	124	89

Commission, and the Agricultural Advisory Committee. Agendas and webcasts for 31 meetings in 2013 are posted online. ✖

Corporate Services by the Numbers

Council policies developed	4
Bylaws drafted	64
Freedom of Information requests	42
Average calls per day	69
News releases	105



WEST KELOWNA FIRE RESCUE

West Kelowna Fire Rescue has 35.6 full time employees within the Administration, Fire Suppression, Fire Prevention and Fire and Life Safety Education Divisions. The Department also oversees 60 paid on call members working out of four fire stations.

On February 20, 2013, West Kelowna Fire Chief Wayne Schnitzler was honoured with a Queen's Diamond Jubilee Medal. Chief Schnitzler was nominated by the Canadian Association of Fire Chiefs for his dedication to the fire service in BC.

The department hosted two Wildfire Preparation Open Houses at fire stations in West Kelowna. Fire Prevention personnel provided FireSmart information to residents about how to make their homes and property safer from wildfire threat.

The department raised a whopping \$2,225 in cash and 13,000 pounds of food donations for the Westside Community Food Bank during its 2013 Firefighter Food Drive - the most donations the department has raised in the 16 years it has been conducting the food drive. ✕



Wildfire Preparedness Open Houses were held to teach residents how to protect their properties.

ADMINISTRATION

Oversees:

- Administration of full-time and paid on call firefighters
- Annual recruitment for paid on call
- Training
- Fuel modification program
- Financial services
- Burning permit administration

FIRE SUPPRESSION

Oversees:

- Medical first response
- Commercial and residential fire alarms
- Motor vehicle accidents
- Rope and ice rescue
- Wildfire and brush fires
- Carbon monoxide, gas and miscellaneous calls
- Maintenance of response mapping
- Equipment maintenance

FIRE PREVENTION

Oversees:

- Plan reviews for new development
- Fire Prevention Bylaw and code enforcement
- Inspection of permits, private property
- Fire investigations
- Fire Commissioner reports

FIRE AND LIFE SAFETY EDUCATION

Oversees:

- Education of all age groups
- Fire Smart education
- Critical incident stress program

Fire Rescue by the Numbers

Category	2013	2012
Alarms	159	143
Burning Complaints	124	108
Fire – Minor	33	42
Fire – Bush	13	41
Fire – Structural	14	21
Fire – Vehicle	17	18
First Response	1,358	1,393
Motor Vehicle Accident	252	248
Public Service	179	212

P E R F O R M A N C E



ECONOMIC DEVELOPMENT

Goal:

To continue to diversify the tax base in the District of West Kelowna by investing in economic development, small business support, new revenue opportunities and efficient municipal operations.

Objectives

- Recognize the economic assets of the region and capitalize on unique opportunities
- Pursue community catalyst projects
- Enhance Tourism in West Kelowna
- Continue to create appropriate capital reserves
- Consider alternate ways to secure financing
- Ensure the District has cost-effective operations for all functions
- Pursue public projects as revenue generators or revenue neutral
- Provide a diverse tax base and supportive climate for business and industry
- Ensure that taxation levels foster continued development in the community
- Support the development industry, West Kelowna's largest single industry
- West Kelowna business focus

ACCOMPLISHMENTS

PRIORITIES	2013 2014 2015		
	2013	2014	2015
1. ECONOMIC DEVELOPMENT FOCUS			
Enhanced Business Development Office presence	✓	✓	✓
2. TOURISM			
Stakeholders Forum (postponed)		✓	
Tourism Strategy	✓	✓	
3. BUSINESS SUPPORT			
Breakfast with West Kelowna Business	✓	✓	✓
Produce Business Licence Directory		✓	
Produce Doing Business With DWK Guide	✓		
4. REVENUE OPPORTUNITIES FOR DWK			
Revenue Generation Council Workshop	✓		
Westbank Cemetery Strategy implementation	✓	✓	
5. ECONOMIC ENHANCEMENTS TO MUNICIPAL OPERATIONS			
Conclude service review with RDCO	✓		
Communicate internal service review process to the public	✓		
Business case analysis for location of Municipal Hall	✓		

*2013 – Completed or Initiated

MEASUREMENTS

<ul style="list-style-type: none"> • Enhance Business Development Office presence and increased networking with community • Host Tourism Stakeholders Forum in 2013 • Host West Kelowna Business Round Table • Produce Business Licence Directory • Produce "Doing Business with DWK" guide • Revenue generation Council workshop bring forward innovative revenue opportunities 	<ul style="list-style-type: none"> • Westbank Cemetery Strategy Implementation Phase 1 & 2 • Conclude service reviews with Regional District of Central Okanagan • Communicate internal service review process to the public throughout the year • Reduce duplication between Regional District of Central Okanagan and District of West Kelowna • Business Case Analysis for location of City Hall
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WESTBANK CENTRE

Goal:

To accelerate development of the Westbank Centre and provide vitalization opportunities through investment.

Objectives:

- Establish Westbank Centre as the social, cultural and civic heart of the community.
- Create a connected, high quality and green open space network to make Westbank Centre more walkable and attractive.
- Link the town centre to the waterfront and surrounding areas.
- Re-establish Main Street as Westbank Centre's High Street by

reversing the one-way couplet.

- Encourage mixed use projects and higher residential densities in Westbank Centre.
- Support the development of a new RapidBus transit exchange in Westbank Centre.
- Celebrate and reference the area's agricultural history in the design of buildings, open spaces and public art.
- Encourage a diversity of housing types and tenures to attract a mix of residents with different ages, income levels and lifestyles.
- Create streets for all modes of travel prioritizing pedestrians, transit and cyclists.

ACCOMPLISHMENTS

PRIORITIES	2013 2014 2015		
	1. HEALTH CARE PRESENCE		
Investigate feasibility, and public interest in, health facility	✓		
2. MUNICIPAL HALL			
Presentation to Council on Municipal Hall facility next steps	✓		
3. STREET-LEVEL IMPROVEMENTS			
Identify future improvements to Westbank Centre infrastructure and amenities	✓		
Brown Road improvements	✓	✓	
4. COUPLET			
Consider options for Couplet realignment; seek final resolution	✓		
5. TRANSIT EXCHANGE ON ELLIOTT			
Work with BC Transit and stakeholders on design and construction of transit exchanges in 2013	✓		
BC Transit to ensure communication regarding project with businesses in area	✓		
6. MUSIC IN THE PARK ENHANCEMENTS			
Develop Memorial Park Plan	✓		
Program Enhancements	✓		

*2013 – Completed or Initiated

MEASUREMENTS

- Investigate feasibility, and public interest in, a health services facility located in Westbank Centre
- Presentation to Council on Municipal Hall facility next steps including market sounding
- Invest in improvements to Westbank Centre infrastructure and amenities
- Start construction on Brown Road improvements
- Consider options for Couplet realignment; seek a final resolution

- Work with BC Transit and stakeholders through design and construction of transit exchange in 2013
- BC Transit to ensure communication regarding project with businesses in the area
- Improve facilities through capital investment
- Memorial Park Plan 1st Phase
- Program enhancements

WINE ROUTE/WATERFRONT

Goal:

To meet the community's vision for an enhanced waterfront experience in West Kelowna.

Objectives:

- Improvements to the waterfront will respect and build upon its existing character, including recognition of the area's history.
- Enhance community connectivity by increasing and improving waterfront access and linkages to the greater community.
- Ensure waterfront improvements respect shoreline ecology and

- sensitive natural areas.
- Support waterfront development that generates economic vigour throughout the entire community.
- Encourage a diverse range of land uses that harmoniously support public safety and enjoyment of the waterfront.
- Consider partnerships and other opportunities for waterfront improvements.
- Continue with the re-development of Boucherie Road to the Wine Route standard.

ACCOMPLISHMENTS

PRIORITIES			
	*2013	2014	2015
1. BOUCHERIE ROAD WINE ROUTE			
Consider future phasing of Boucherie Road – Wine Route upgrades	✓	✓	
Wine Route signage	✓		
2. GELLATLY ROAD			
Complete Gellatly Road & Walkway Phase 3 improvement by spring	✓		
3. WATERFRONT ACQUISITION			
Develop a master strategy for acquisition to expand public amenities on the waterfront		✓	
4. WATERFRONT PARKING			
Develop a plan for waterfront parking including improvements to Gellatly Road and CNR Wharf		✓	
5. CNR WHARF			
Complete design for improvements, communicate with the public	✓		
Improvements – Phase 1		✓	
6. PARTNERSHIPS			
Explore improvement opportunities with waterfront stakeholders and partnerships		✓	

*2013 – Completed or Initiated

MEASUREMENTS	
<ul style="list-style-type: none"> • Consider future phasing of Boucherie Road – Wine Route upgrades to the new wine route standard including next steps and location • Complete Gellatly Road/Waterfront Phase 3 improvement design by Spring 2013; tender project early for Council's consideration 	<ul style="list-style-type: none"> • Develop a master strategy for acquisition to expand public amenities on the waterfront • Develop plan for waterfront parking including improvements to Gellatly Road and CNR Wharf • Complete design for improvement opportunities with waterfront stakeholders and partnerships



WEST KELOWNA INDUSTRIAL PARK

Goal:

To support and enhance the West Kelowna Industrial Park and nurture and encourage its manufacturing industries.

Objectives:

- Encourage the continuing success of West Kelowna's industrial area, unique in this immediate market.
- Support the Manufacturing Industries that make West Kelowna home.

- Consider location of municipal facility in West Kelowna Industrial Park
- Help businesses in the West Kelowna Industrial Park through wayfinding signage.
- Consider streetscape improvements for the area.
- Share information with the public on this thriving business area.
- Working with businesses in the area, consider branding and marketing initiatives to promote the area.

ACCOMPLISHMENTS

PRIORITIES	2013 2014 2015		
	2013	2014	2015
1. PUBLIC COMMUNICATION			
Brand and market the industrial area in West Kelowna in consultation with property owners		✓	
Wine Route signage	✓		
2. MANUFACTURERS SUPPORT			
Engage with manufacturing industries in West Kelowna	✓		
Manufacturers' Round table with Council	✓		
3. PUBLIC WORKS			
Completion of Crown Land request – Bartley Road	✓	✓	
4. CAPITAL IMPROVEMENTS			
Consider improved signage	✓	✓	
Streetscape improvements strategy to Council		✓	
5. TRANSIT EXCHANGE			
Work with BC Transit and stakeholders on design and construction of transit exchange in 2013	✓		
BC Transit to ensure communication regarding project with businesses in the area	✓		

*2013 – Completed or Initiated

MEASUREMENTS

- Brand and market the industrial area in West Kelowna in consultation with property owners
- Engage with manufacturing industries in West Kelowna
- Manufacturers Round Table with Council
- Investigate feasibility of public works yard Bartley Road Crown Land Request to Province

- Install improved signage
- Streetscape improvements plan to Council
- Work with BC Transit and stakeholders through design and construction of transit exchange in 2013 at Highway 97 and Westgate Road



CONTINUING PRIORITIES

Goal: To implement the continuing priorities set by Council during the strategic planning process.

ACCOMPLISHMENTS

PRIORITIES	*2013 2014 2015		
CHIEF ADMINISTRATIVE OFFICER			
Review all servicing agreements – ongoing	✓	✓	✓
Customer Service – provide a high level of customer service to citizens	✓	✓	✓
2012 Strategic Priorities	✓		
2013 Strategic Planning	✓	✓	
Consultation with residents – ensure a high degree of engagement	✓	✓	✓
Facilities Master Plan	✓	✓	
Jim Lind Arena Upgrade	✓		
ADMINISTRATION			
Cultural Master Plan	✓		
Mayor's Youth Forum	✓	✓	✓
Memorial Park improvements	✓		
Music in the Park	✓		
CORPORATE SERVICES			
Residents Associations presentations to Council	✓	✓	✓
Communications Enhancements report to Council	✓		
Travel to Conferences Policy	✓		
Communications support for projects and initiatives	✓	✓	✓
DEVELOPMENT SERVICES			
Westbank Centre – Zoning Bylaw provisions		✓	
Westbank Centre – Create a higher profile through presentation and promotion of vision document	✓	✓	✓
Westbank Centre – Consider Community Amenity Contribution	✓		
Westbank Centre – Redevelop Springer Park	✓		
Waterfront – Develop waterfront development guidelines		✓	
Complete improvements to two lake accesses	✓		
Marjorie Pritchard Park improvements	✓		
Subdivision Servicing Bylaw review	✓	✓	
Zoning Bylaw	✓	✓	
Complete review of development application fee structure	✓		
Urban Development Institute – continue relationship	✓	✓	✓
Complete design of athletic field adjacent to Mar Jok School	✓		
Recreational Trails Master Plan	✓		

ACCOMPLISHMENTS

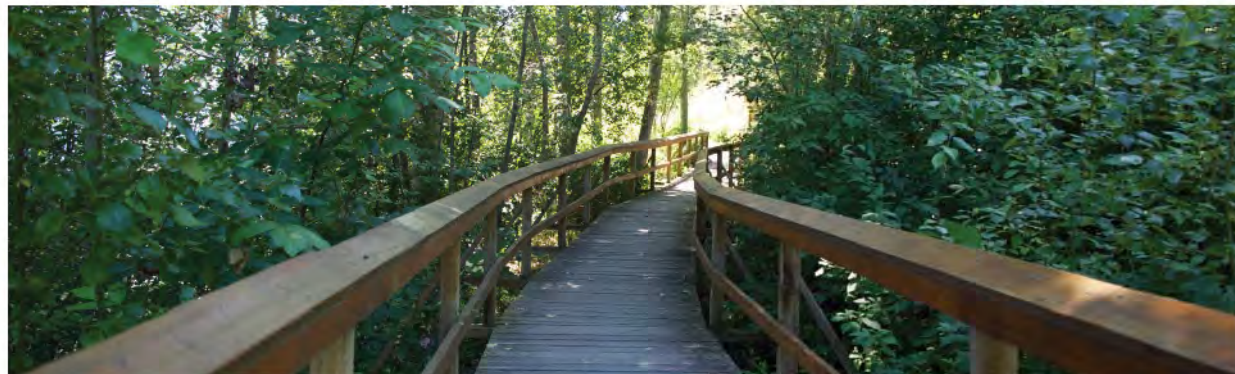
PRIORITIES	*2013 2014 2015		
DEVELOPMENT SERVICES CONTINUED			
Develop Hillside Development design guide	✓		
Sign Bylaw review	✓		
Carriage Homes		✓	
Develop medical marijuana grow-op strategy	✓		
Glenrosa neighbourhood plan		✓	
ENGINEERING & OPERATIONS			
Green Bay drainage – report to Council		✓	
Sewer – develop Sewer Servicing Strategy		✓	
Complete Sewer Utility Master Plan	✓	✓	
Complete Horizon Lift Station upgrade	✓		
Complete installation of bulk water station	✓		
Complete Water Master Plan	✓	✓	
Construction of Sunnyside Reservoir	✓		
Asset Management Plan	✓		
Master Transportation Plan	✓		
Gellatly Dog Park fencing	✓		
Traffic calming report to Council	✓		
FINANCIAL SERVICES			
Development Cost Charge review	✓	✓	
Fees and Charges – RDCO	✓	✓	
Create discount system for utility billings		✓	
Water rate structure		✓	
Utility service charge review		✓	
Utility service policy review		✓	
Prisoner cell business plan	✓		
Develop Addition to Reserve Policy	✓		
FIRE DEPARTMENT			
Pursue funding to address Pine Beetle	✓	✓	✓
Firehall options – develop business plan		✓	
Opticom installation	✓	✓	✓
Develop plan for emergency back-up infrastructure for municipal operations		✓	

*2013 – Completed or Initiated

PERMISSIVE TAX EXEMPTIONS 2013

2013 Permissive Tax Exemptions

Public Worship	Amount Exempted
Westbank United Church	\$2,764.72
St. George's Anglican Church	\$6,558.01
Westbank Bible Chapel	\$1,267.17
Redeemer Lutheran Church of Westbank	\$1,888.34
Our Lady of Lourdes Catholic Church	\$10,540.54
Highway Gospel Hall	\$1,709.16
Church of Jesus Christ of Latter Day Saints	\$12,582.20
Sunridge Community Church	\$11,439.34
Lakeview Heights Baptist Church	\$3,782.99
Grace Lutheran Church of Westbank	\$6,643.42
Westside Alliance Church	\$3,184.39
Glenrosa Congregation of Jehovah's Witnesses	\$1,201.35
Powers Creek Community Church	\$1,637.44
Westbank Seventh-Day Adventist Church	\$1,012.08
Emmanuel Assembly	\$2,822.33
Private Schools	
Our Lady of Lourdes Catholic Church	\$408.93
Westbank Seventh-Day Adventist Church	\$8,108.12
Non Profit	
Green Bay Bible Camp	\$92,113.06
Westbank Lions Community Development Society	\$10,796.96
Westside Community Foodbank Society	\$7,568.60
Morning Star Bible Camp	\$35,839.86
Okanagan Boys and Girls Club	\$33,793.48
Westbank & District Chamber of Commerce	\$16,371.32
Nature Trust of BC	\$1,545.50
Total Permissive Tax Exemptions	\$275,579.31



GRANTS IN AID 2013

Cash Grants In Aid

909 Peregrine Royal Canadian Air Cadets	\$1,500
Westside Canadian Red Cross	\$12,000
Gellatly Bay Trails & Parks	\$2,000
Kelowna Rowing Club	\$1,500
Liquid Lightning Swim Club	\$11,500
Okanagan Boys and Girls Club (Restorative Justice)	\$3,500
Westside Scouts	\$1,500
Telemark Cross Country Ski Club	\$1,500
West Kelowna Community Policing Society	\$6,000
West Kelowna Yacht Club	\$5,000
Westside Celebration Society	\$16,000
Central Okanagan Bursary & Scholarship Society	\$1,000
Westside Community Food Bank	\$3,000
Westside Health Network Society	\$8,000
CNIB Kelowna	\$1,500
Casa Loma Residents' Association	\$1,500
Bridge Youth and Family Services	\$3,000
Cash Grants	\$80,000

Non cash Grants In Aid

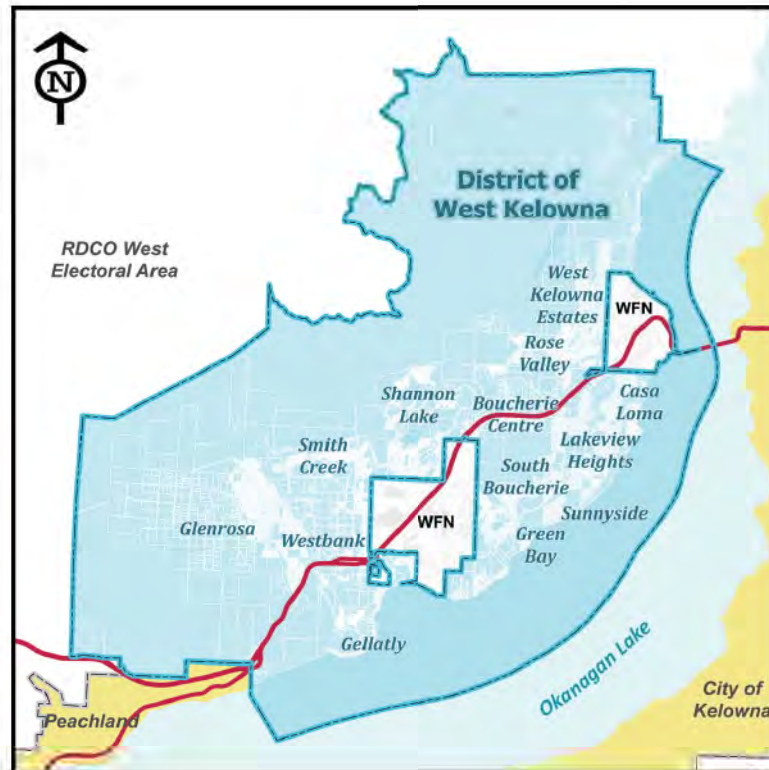
Girl Guides of Canada	\$1,663
Kinsmen Club	\$1,221
Lakeview Heights Community Association	\$391
Lakeview Heights Thursday Niters' AA Group	\$1,648
Mt. Boucherie Figure Skating Club	46,762
Royal Canadian Legion	\$1,648
Westside Girls Softball	\$474
Westside Minor Baseball	\$8,235
Westside Minor Football	\$1,869
Westside Minor Hockey	\$160,783
Westside Ringette	\$27,295
Westside Youth Soccer	\$1,236
Non-Cash Grants	\$253,225

CONTACT INFORMATION

District of West Kelowna
2760 Cameron Road
West Kelowna, BC V1Z 2T6

General Inquiry
Phone: (778) 797-1000
Fax: (778) 797-1001
Email: info@districtofwestkelowna.ca
www.districtofwestkelowna.ca

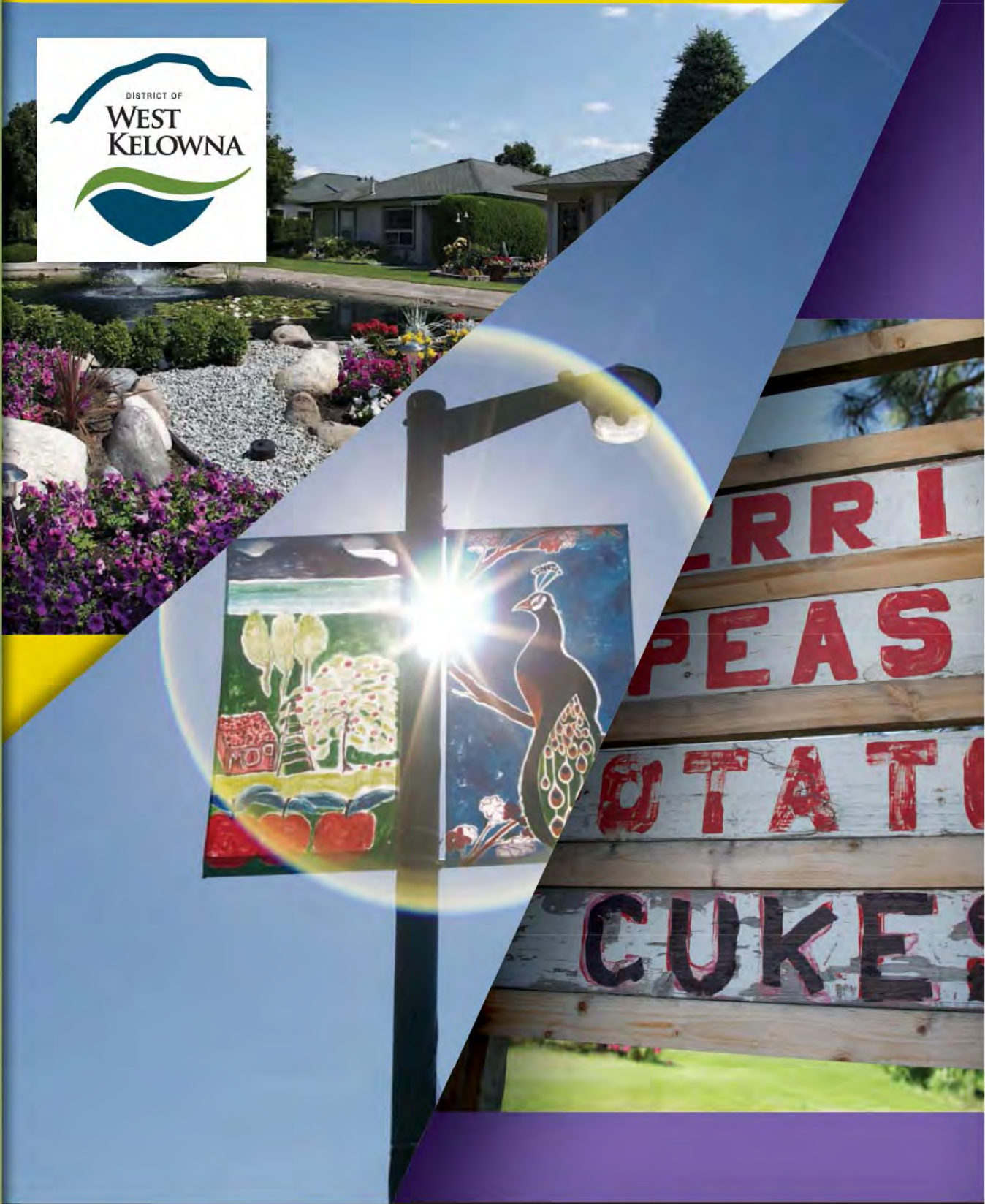
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2760 Cameron Road, West Kelowna, BC V1Z 2T6
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www.districtofwestkelowna.ca

2013 FINANCIAL STATEMENTS



DISTRICT OF WEST KELOWNA
ANNUAL REPORT
2013



**Consolidated Financial Statements
December 31, 2013**

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Independent auditors' report

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To the Mayor and Council of the District of West Kelowna

We have audited the accompanying consolidated financial statements of the District of West Kelowna ("the District"), which comprise the consolidated statement of financial position as at December 31, 2013, and the consolidated statements of operations and accumulated surplus, consolidated statement of changes in net financial liabilities and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the District of West Kelowna as at December 31, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Kelowna, BC
May 13, 2014

Grant Thornton LLP
Chartered Accountants

Audit • Tax • Advisory
Grant Thornton LLP A Canadian Member of Grant Thornton International Ltd

**District of West Kelowna
Consolidated statement of financial position
December 31, 2013**

	2013	2012
Financial assets		
Cash and temporary investments (Note 4)	\$ 33,380,807	\$ 31,160,222
Accounts receivable (Note 4)	<u>16,698,139</u>	<u>23,035,543</u>
	<u>50,078,946</u>	<u>54,195,765</u>
Financial liabilities		
Accounts payable and accrued liabilities (Note 4)	7,741,574	5,668,773
Security deposits	3,647,209	3,839,407
Deferred revenue (Note 4)	1,796,624	1,538,087
Deferred development cost charges (Note 4)	11,454,041	11,511,833
Long-term debt (Note 4)	<u>29,888,883</u>	<u>32,055,028</u>
	<u>54,528,331</u>	<u>54,613,128</u>
Net financial liabilities	<u>(4,449,385)</u>	<u>(417,363)</u>
Non-financial assets		
Prepaid expenses and inventory	447,728	689,059
Work in progress (Note 5)	290,807	1,878
Tangible capital assets (Note 5)	<u>352,364,816</u>	<u>348,908,800</u>
	<u>353,103,351</u>	<u>349,599,737</u>
Accumulated surplus (Schedule 2)	<u>\$ 348,653,966</u>	<u>\$ 349,182,374</u>

Contingent liabilities and commitments (Note 9 and 10)

On behalf of the Mayor and Council:



Chief Financial Officer

District of West Kelowna**Consolidated statement of operations and accumulated surplus****Year ended December 31, 2013**

	2013 Actual	2013 Budget	2012 Actual
Revenue			
Taxation - net (Note 6)	\$ 26,192,792	\$ 24,719,944	\$ 24,774,842
Sales of service and regulatory fees	15,261,591	23,046,434	15,126,827
Transfers from other governments (Note 7)	1,872,035	1,465,876	7,291,618
Other revenue from own sources (Note 8)	4,979,319	2,477,154	10,855,529
Total revenues	48,305,737	51,709,408	58,048,816
Expenses			
General government services	13,405,695	7,799,843	13,167,937
Protective services	10,126,960	10,836,131	9,481,897
Transportation services	4,884,786	6,353,261	4,584,839
Environmental & health development services	4,255,422	5,586,433	4,230,655
Recreation and cultural services	5,657,874	5,535,182	5,382,642
Water services	5,388,508	4,819,119	4,909,206
Sewer services	4,936,661	5,348,043	4,814,996
Storm drainage	178,239	145,887	185,275
Total expenses	48,834,145	46,423,899	46,757,447
Annual (deficit) surplus	(528,408)	5,285,509	11,291,369
Accumulated surplus, beginning of year	349,182,374	349,182,374	337,891,005
Accumulated surplus, end of year	\$ 348,653,966	\$ 354,467,883	\$ 349,182,374

District of West Kelowna

Consolidated statement of changes in net financial liabilities

Year ended December 31, 2013

	2013 Actual	2013 Budget	2012 Actual
Annual (deficit) surplus	\$ (528,408)	\$ 5,285,509	\$ 11,291,369
Acquisition of tangible capital assets	(13,909,028)	-	(17,178,207)
Amortization of tangible capital assets	10,437,495	-	9,963,001
Proceeds from disposal of tangible capital assets	2,058	-	-
Loss on disposal of tangible capital assets	13,459	-	122,600
Change in prepaid expenses and inventory	241,331	-	(166,928)
Change in work in progress	(288,929)	-	(1,878)
(Increase) decrease in net financial liabilities	(4,032,022)	5,285,509	4,029,957
Net financial liabilities, beginning of year	(417,363)	(417,363)	(4,447,320)
Net financial (liabilities) assets, end of year	\$ (4,449,385)	\$ 4,868,146	\$ (417,363)

District of West Kelowna
Consolidated statement of cash flows
Year ended December 31, 2013

	2013	2012
Cash provided by (used for)		
Operating activities		
Annual (deficit) surplus	\$ (528,408)	\$ 11,291,369
Adjustment for non cash items		
Loss on disposal of tangible capital assets	13,459	122,600
Amortization of tangible capital assets	10,437,495	9,963,001
Developer and donor contribution of tangible capital assets	(225,000)	(24,817)
Actuarial adjustment on long-term debt	(476,224)	(389,876)
 (Increase) decrease in		
Accounts receivable	6,337,404	(7,289,895)
Prepaid expenses and inventory	241,331	(166,928)
Work in progress	(288,929)	(1,878)
Increase (decrease) in		
Accounts payable and accrued liabilities	2,072,801	(647,605)
Security deposits	(192,198)	880,723
Deferred revenue	258,537	458,238
	<u>17,650,268</u>	<u>14,194,932</u>
Financing activities		
Deferred development cost charges	(57,792)	(72,117)
Repayment of long-term debt	(1,689,921)	(1,669,087)
	<u>(1,747,713)</u>	<u>(1,741,204)</u>
Capital Activities		
Acquisition of tangible capital assets	(13,684,028)	(17,153,390)
Proceeds from disposal of tangible capital assets	2,058	-
	<u>(13,681,970)</u>	<u>(17,153,390)</u>
 Increase (decrease) in cash and temporary investments	 2,220,585	 (4,699,662)
Cash and temporary investments, beginning of year	<u>31,160,222</u>	<u>35,859,884</u>
 Cash and temporary investments, end of year	 \$ 33,380,807	 \$ 31,160,222
Supplementary cash flow information		
Interest paid	\$ 1,806,723	\$ 1,929,787
Non-cash capital activities		
Acquisition of tangible capital assets through developer and donor contributions	\$ 225,000	\$ 24,817

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

The notes to the consolidated financial statements are an integral part of the statements. They explain the significant accounting and reporting policies and principles underlying these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the consolidated financial statements.

1. Nature of business

The District is incorporated under the laws of British Columbia and is engaged in the operation of a Municipality.

2. Summary of significant accounting policies

The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards.

The following is a summary of the District's significant accounting policies:

Basis of presentation and principles of consolidation

The District's resources and operations are segregated into General, Water, Sewer, Statutory Reserve and Non-statutory Reserve Funds for accounting and financial reporting purposes. The consolidated financial statements include all of the accounts of these funds. All inter-fund transactions and balances have been eliminated on consolidation.

Accrual accounting

The consolidated financial statements are prepared using the accrual basis of accounting.

Cash and cash equivalents

Management classifies all highly liquid investments with maturity dates of three months or less or that are cashable on demand as cash equivalents.

Work in progress

Work in progress represents capital projects under construction but not yet completed and are valued at cost.

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

2. Summary of significant accounting policies (continued)

Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives according to an estimated useful life as follows:

Asset class	Estimated useful life
Buildings	25-50 years
Building improvements	5-30 years
Computer	3-25 years
Infrastructure	3-20 years
Machinery	10-20 years
Office furniture and equipment	10-25 years
Roads	40 years
Sewer infrastructure	20-100 years
Sidewalks	50 years
Small tools and equipment	5-25 years
Solid waste carts	25 years
Storm drain	10-50 years
Vehicles	10-20 years
Water infrastructure	25-100 years

Work in progress is not amortized.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are also recorded as revenue.

The District has numerous works of art located throughout the District which are not reflected in these consolidated financial statements due to the subjectivity as to their value.

Long-term debt

Outstanding debenture debt is reported net of applicable sinking fund balances.

Interest on debt is charged to current operations. Interest charges are accrued for the period from the date of the latest interest payment to the end of the year.

Contributions by developers

Tangible capital assets constructed and contributed by developers are recorded at their fair value and are capitalized into tangible capital assets and reflected in the consolidated statement of operations and accumulated surplus as income.

**District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013**

2. Summary of significant accounting policies (continued)

Municipal Finance Authority debt reserve deposits

The District issues its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are withheld by the Municipal Finance Authority as a debt reserve fund. The District also executes demand notes in connection with each debenture whereby the District may be required to loan certain amounts to the Municipal Finance Authority. The details of the cash deposits and demand notes at year end are as follows:

	Demand notes	Cash deposits	2013	2012
General Fund	\$ 522,903	\$ 185,549	\$ 708,452	\$ 699,827
Water Funds	11,423	4,848	16,271	16,046
Sewer Fund	593,788	284,423	878,211	886,854
	<u>\$ 1,128,114</u>	<u>\$ 474,820</u>	<u>\$ 1,602,934</u>	<u>\$ 1,602,727</u>

Reserve funds

Non-statutory reserves represent an appropriation of surplus for specific purposes. Reserves for future expenses represent funds to finance incomplete capital projects. Statutory reserves are restricted by the Community Charter and the associated municipal bylaws that established the reserves.

Revenue recognition

Taxation revenues are recorded on the accrual basis and recognized in the year they are levied. Sale of services and regulatory fees are recognized when the service or product is provided by the District. Transfers from other governments are recognized as revenue in the period that the transfer is authorized, eligibility criteria, if any, have been met by the District, and a reasonable estimate of the amount to be received can be made. Other revenue is recorded as it is earned and measurable. Amounts that have been received in advance of services being rendered are recorded as deferred revenue until the District discharges the obligation that led to the collection of funds.

Expenses

Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the creation of a legal obligation to pay.

Budget figures

The budget figures are from the 10-Year Financial Plan Bylaw, adopted before May 15th of each year. Subsequent amendments have been made by Council to reflect changes in the budget as required by law.

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

2. Summary of significant accounting policies (continued)**Use of estimates**

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of employee benefit accrual, allowance for doubtful accounts receivable, provision for contingencies and tangible capital asset estimated useful life and related amortization expense. Actual results could differ from management's best estimates as additional information becomes available. Adjustments, if any, will be reflected in the consolidated financial statements in the period that the change in estimate is made, as well as the period of settlement if the amount is different.

3. Future accounting change**PS 3260 – Liability for contaminated sites**

This section establishes the recognition, measurement and disclosure requirements for reporting liabilities associated with remediation of contaminated sites. The section does not deal with tangible capital asset retirement obligations, liabilities associated with the disposal or sale of a tangible capital asset and acquisition/betterment costs for tangible capital assets that are less than the future economic benefits. This section applies to fiscal years beginning on or after April 1, 2014, with early adoption permitted.

PS 1201 – Financial statement presentation

This section revises and replaces the existing Section PS 1200 Financial statement presentation. This section applies to fiscal years beginning on or after April 1, 2016, with early adoption permitted.

PS 2601 – Foreign currency translation

This section revises and replaces the existing Section PS 2600 Foreign currency translation. This section applies to fiscal years beginning on or after April 1, 2016, with early adoption permitted.

PS 3450 – Financial instruments

This section establishes standards for recognizing and measuring financial assets, financial liabilities and non-financial derivatives. This section applies to fiscal years beginning on or after April 1, 2016, with early adoption permitted.

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

4. Financial assets and liabilities
Cash and temporary investments

Temporary investments are recorded at cost. Cash and temporary investments are comprised of the following:

	2013	2012
Cash and cash equivalents	\$ 27,888,986	\$ 16,007,874
Temporary investments	<u>5,491,821</u>	<u>15,152,348</u>
	<u>\$ 33,380,807</u>	<u>\$ 31,160,222</u>

Temporary investments held by the District include a cashable term deposit with a maturity date within three months of year end and an interest rate of 1.40%.

Accounts receivable

Accounts receivable are recorded net of allowance and are comprised of the following:

	2013	2012
Current and arrears taxes	\$ 3,301,862	\$ 3,607,440
Due from Federal government	1,047,544	1,123,593
Due from Provincial government	151,528	-
Due from other governments	8,294	24,946
Sewer funds receivable	8,711,869	14,806,316
Utilities receivable	2,454,735	2,467,631
Other	1,022,307	1,005,617
	<u>\$ 16,698,139</u>	<u>\$ 23,035,543</u>

Accounts payable and accrued liabilities

Accounts payable and accrued liabilities are comprised of the following:

	2013	2012
Trade payables	\$ 2,877,012	\$ 3,117,324
Wages and payroll benefits	1,681,664	1,692,096
Accruals	2,535,539	830,551
Due to other governments	621,607	-
Other	25,752	28,802
	<u>\$ 7,741,574</u>	<u>\$ 5,668,773</u>

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

4. Financial assets and liabilities (continued)

Deferred Revenue

The District records deferred revenue for funds received in advance on services not yet rendered and is recognized into revenue during the period in which the services are provided. Because these funds are restricted in nature, they are shown as a liability.

Deferred revenue is comprised of the following:

	2013	2012
Prepaid property taxes	\$ 1,533,280	\$ 1,261,460
Prepaid recreation program fees	47,384	43,947
Cemetery perpetual care fund	87,737	84,270
Tourism contributions	30,000	30,000
Sewer commuted payments	-	8,400
Prepaid utility fees	33,798	83,848
Other	64,425	26,162
	<u>\$ 1,796,624</u>	<u>\$ 1,538,087</u>

Deferred development cost charges ("DCC's")

Pursuant to the provisions of the Local Government Act, DCC's are held in statutory reserve funds for the purpose for which the charges have been imposed. When the related costs are incurred, the DCC's are recognized as revenue. Because these funds are restricted in nature they are shown as a liability.

	2013	2012
Balance, beginning of year	\$ 11,511,833	\$ 11,534,455
Contributions from developers	1,378,419	1,106,672
Interest on investments	114,257	184,220
Bylaw expenses	(1,550,468)	(1,313,514)
Balance, end of year	<u>\$ 11,454,041</u>	<u>\$ 11,511,833</u>

DCC's are comprised of the following:

	2013	2012
Roads DCC's	\$ 5,481,793	\$ 5,406,508
Water DCC's	4,639,202	4,564,395
Parks DCC's	1,333,046	1,540,930
	<u>\$ 11,454,041</u>	<u>\$ 11,511,833</u>

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

4. Financial assets and liabilities (continued)

Long-term debt

	Year of Maturity	Balance, beginning of year	Additions	Sinking fund payments	Actuarial adjustment	Balance, end of year	Current interest rate (%)
General fund							
MFA issue #95	2025	\$ 2,416,359	\$ -	\$ 110,438	\$ 34,891	\$ 2,271,030	4.17
MFA issue #95	2015	568,083	-	138,954	41,185	387,944	4.17
MFA issue #99	2017	706,543	-	131,496	34,888	540,159	4.43
MFA issue #105	2028	7,394,883	-	277,414	34,639	7,082,830	4.90
		<u>11,085,868</u>	<u>-</u>	<u>658,302</u>	<u>145,603</u>	<u>10,281,963</u>	
Water funds							
MFA issue #101	2027	200,437	-	8,228	1,782	190,427	4.52
MFA issue #103	2028	120,501	-	4,720	801	114,980	4.65
Province of BC	2027	8,958,995	-	434,123	-	8,524,872	4.95
		<u>9,279,933</u>	<u>-</u>	<u>447,071</u>	<u>2,583</u>	<u>8,830,279</u>	
Sewer fund							
MFA issue #59	2014	35,311	-	7,157	28,154	-	5.00
MFA issue #61	2015	5,112	-	708	913	3,491	8.00
MFA issue #64	2016	40,546	-	4,310	5,097	31,139	4.43
MFA issue #66	2017	238,501	-	20,762	22,401	195,338	4.82
MFA issue #66	2017	12,506	-	1,089	1,174	10,243	4.82
MFA issue #70	2019	77,084	-	5,536	4,069	67,479	3.15
MFA issue #71	2019	235,405	-	16,906	12,426	206,073	3.15
MFA issue #71	2019	503,122	-	36,133	26,558	440,431	3.15
MFA issue #73	2020	39,125	-	2,516	1,656	34,953	3.15
MFA issue #73	2020	815,192	-	52,425	34,482	728,285	3.15
MFA issue #74	2021	363,883	-	19,295	13,705	330,883	5.93
MFA issue #74	2021	95,648	-	5,072	3,603	86,973	5.93
MFA issue #74	2021	112,358	-	5,958	4,231	102,169	5.93
MFA issue #74	2021	39,925	-	2,117	1,504	36,304	5.93
MFA issue #74	2021	43,062	-	2,283	1,623	39,156	5.93
MFA issue #74	2021	80,305	-	4,258	3,025	73,022	5.93
MFA issue #75	2021	14,829	-	786	559	13,484	5.69
MFA issue #75	2021	541,834	-	28,730	20,410	492,694	5.69
MFA issue #75	2021	217,874	-	11,553	8,206	198,115	5.69
MFA issue #77	2022	1,186,556	-	57,915	36,421	1,092,220	6.05
MFA issue #79	2023	1,306,157	-	59,265	32,673	1,214,219	5.49
MFA issue #85	2024	677,161	-	28,795	13,748	634,618	4.98

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

4. Financial assets and liabilities (continued)

Long-term debt (continued)

MFA issue #85	2024	\$ 42,672	\$ -	\$ 1,815	\$ 865	\$ 39,992	4.98
MFA issue #95	2025	677,818	-	30,979	9,788	637,051	4.17
MFA issue #99	2027	15,267	-	660	174	14,433	4.43
MFA issue #99	2027	1,005,260	-	43,433	11,523	950,304	4.43
MFA issue #101	2027	2,124,632	-	87,212	18,894	2,018,526	4.52
MFA issue #101	2027	497,656	-	20,428	4,425	472,803	4.52
MFA issue #101	2027	644,426	-	26,452	5,731	612,243	4.52
		<u>11,689,227</u>	<u>-</u>	<u>584,548</u>	<u>328,038</u>	<u>10,776,641</u>	
Total long-term debt		<u>\$ 32,055,028</u>	<u>\$ -</u>	<u>\$ 1,689,921</u>	<u>\$ 476,224</u>	<u>\$ 29,888,883</u>	

The requirements for future repayments of principal on existing debt for the next five years are as follows:

	2014	2015	2016	2017	2018
General Fund	\$ 658,302	\$ 658,302	\$ 519,348	\$ 387,852	\$ 387,852
Water Funds	468,952	491,938	516,082	541,442	568,082
Sewer Fund	577,388	577,388	576,680	572,370	550,520
	<u>\$ 1,704,642</u>	<u>\$ 1,727,628</u>	<u>\$ 1,612,110</u>	<u>\$ 1,501,664</u>	<u>\$ 1,506,454</u>

5. Tangible capital assets and work in progress

Tangible capital assets and work in progress are comprised of the following:

	2013	2012
	Net book value	Net book value
General		
Land	\$ 92,265,336	\$ 91,859,024
Buildings	27,618,230	26,669,946
Equipment	7,001,189	6,844,247
Engineering structures	<u>108,599,177</u>	<u>105,563,619</u>
	<u>235,483,932</u>	<u>230,936,836</u>
Water infrastructure	<u>63,434,122</u>	<u>64,149,399</u>
Sewer infrastructure	<u>53,446,762</u>	<u>53,822,565</u>
Tangible capital assets	<u>\$ 352,364,816</u>	<u>\$ 348,908,800</u>
Work in progress	<u>\$ 290,807</u>	<u>\$ 1,878</u>
Tangible capital assets and work in progress (Schedule 1)	<u>\$ 352,655,623</u>	<u>\$ 348,910,678</u>

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

6. Taxation - net

Taxation revenue comprises the following amounts collected less transfers to other governments:

	2013	2012
General municipal purposes	\$ 26,192,792	\$ 24,774,842
Collections for other governments		
Provincial Government - Schools	14,463,422	14,379,053
Central Okanagan Regional Hospital District	2,483,021	2,416,043
Regional District of the Central Okanagan	2,542,946	2,490,611
British Columbia Assessment Authority	441,031	444,703
Municipal Finance Authority	1,383	1,411
	<u>46,124,595</u>	<u>44,506,663</u>
Transfers to other governments		
Provincial Government - Schools	(14,463,422)	(14,379,053)
Central Okanagan Regional Hospital District	(2,483,021)	(2,416,043)
Regional District of the Central Okanagan	(2,542,946)	(2,490,611)
British Columbia Assessment Authority	(441,031)	(444,703)
Municipal Finance Authority	(1,383)	(1,411)
	<u>(19,931,803)</u>	<u>(19,731,821)</u>
	<u>\$ 26,192,792</u>	<u>\$ 24,774,842</u>

7. Transfers from other governments

	2013	2012
Cost sharing - Ministry of Transportation	\$ 540,701	\$ 960,000
Okanagan Basin Water Board grant	69,295	131,267
Provincial per capita grant	-	1,425,000
Sewer grants	-	1,506,737
Gas tax community works fund	1,165,632	779,938
Provincial Community Recreation grant	-	400,000
RCMP	-	2,000,000
Other	96,407	88,676
	<u>\$ 1,872,035</u>	<u>\$ 7,291,618</u>

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

8. Other revenue from own services

	2013	2012
Cost recoveries	\$ 1,849,139	\$ 8,104,495
Development permits	848,892	813,303
Interest earned	313,486	97,966
Actuarial adjustment on long-term debt	476,224	389,876
Licenses and permits	171,301	186,053
Penalties and interest on taxes	450,762	448,169
Rentals	450,878	450,878
Donations	236,525	31,477
Traffic fine revenue	54,303	265,225
Other	127,809	68,087
	<u>\$ 4,979,319</u>	<u>\$ 10,855,529</u>

9. Contingent liabilities

Regional District of Central Okanagan

Regional District debt is, under the provisions of the Local Government Act, a direct, joint and several liability of the District and each member municipality within the Regional District including the District of West Kelowna. The loan agreements with the Regional District of Central Okanagan and the Municipal Finance Authority provide that if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Authority's obligation with respect to such borrowing, the resulting deficiency becomes a liability of the member municipalities.

Legal actions

The District is currently engaged in certain legal actions, the outcome of which is not determinable at this time. Accordingly, no provision has been made in the accounts for these actions. The amount of loss, if any, arising from these actions will be recorded in the accounts in the period in which the loss is realized.

Pension liability

The District and its employees contribute to the Municipal Pension Plan ("the Plan"), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 179,000 active members and approximately 71,000 retired members. Active members include approximately 39,000 contributors from local governments.

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

9. Contingent liabilities (continued)

Pension liability (continued)

The most recent actuarial valuation as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The District paid \$1,020,734 (2012 - \$945,040) for employer contributions while employees contributed \$915,538 (2012 - \$816,532) to the Plan in fiscal 2013.

10. Commitments

Leases

The District has entered into various operating leases for equipment and services with terms varying from one to five years. The total lease commitments payable in each of the next five years are as follows:

2014	\$ 2,707,489
2015	\$ 2,461,365
2016	\$ 2,336,856
2017	\$ 1,778,332
2018	\$ 12,044

Vacation pay and sick leave

Vacation pay, which may be accumulated up to two weeks, is charged to expense in the year earned. Sick leave, which has a maximum accumulation of 100 days, is charged to expense in the year it is accumulated. Earned sick leave vests after 10 years of employment and is paid to a maximum of 50 days.

11. Letters of Credit

The District is holding letters of credit in the amount of \$8,033,997 (2012 - \$6,746,416), which are received as security related to performance deposits.

District of West Kelowna
Notes to the consolidated financial statement
December 31, 2013

12. Expenses by object

Total consolidated expenses by object are itemized in Schedule 3.

13. Segmented information

The District of West Kelowna is a diversified municipal government that provides a wide range of services to its citizens. The District's operations and activities are organized and reported by funds and departments. The General Fund reports on operations, funded primarily by property taxes, which include services provided by the District such as general government services, protective services, transportation services, environmental health and developmental services, and recreation and cultural services. The utility operations are comprised of the water, sewer and storm drainage systems, each accounting for its own operations and programs within their own funds. Operating results reported by the following segments are included in Schedule 3.

General government services

General government services are comprised of a number of different functions including Legislative services, Administration, Finance and information services. Legislative services involves staff working closely with Council and community partners to coordinate the delivery of a wide range of functions and services. Administration is responsible for the Human Resources function, which oversees the recruitment and retention of superior quality staff, management of labour relations, administration of collective agreements, employee compensation and benefit programs, staff training and development, employee health and safety and Work Safe BC regulations. Finance is responsible for the requisition of tax revenues from the Province and other taxing authorities and all treasury and accounting functions. Information Services includes an all-encompassing computer database and mapping system for properties in the District, which is used by District departments, other government agencies and members of the public.

Protective services

Protective services consists of all the various services provided by the RCMP, Fire Services and Animal Control designed to protect the lives and property of both citizens and visitors with a focus on emergency response, law enforcement, search and rescue, education and prevention.

Transportation services

Transportation services include roads and maintenance, street lighting, traffic management and transit system.

District of West Kelowna
Notes to the consolidated financial statements
December 31, 2013

13. Segmented information (continued)**Environmental health and development services**

Environmental health and development services, which also include cemetery operations, are responsible for delivering health, planning and development services to the District. The specific functions include planning, building permits and inspections, business licensing, design and engineering services as well as tourism and economic development.

Recreation and cultural services

Recreation and cultural services include recreational program design, delivery and management, municipal facilities/parks development and maintenance and the museum operation, as well as coordination of many recreational/sporting activities and groups.

Water services

Water services is responsible for the operation and maintenance of the five water systems that provide water services to the residents and businesses within the municipal boundaries of the District.

Sewer services

Sewer services deals with the operation and maintenance of the sewer collection system within the municipal boundaries of the District.

Storm drainage

Storm drainage is responsible for the operation and maintenance of the storm drainage collection system within the municipal boundaries of the District.

14. Comparative figures

Certain comparative figures have been reclassified to conform with the current year presentation.

District of West Kelowna

Schedule 1 - Consolidated schedule of tangible capital assets and work in progress

December 31, 2013

	Equipment							Engineering structures							Total
	Land	Buildings	Computer	Machinery	Office furniture & equipment	Small tools & equipment	Vehicles	Solid waste carts	Infrastructure	Roads	Sidewalks	Storm drains	Water Infrastructure	Sewer Infrastructure	
Cost, beginning of year	\$ 91,859,024	\$ 34,477,559	\$ 2,274,168	\$ 1,154,388	\$ 888,099	\$ 841,664	\$ 6,387,344	\$ 1,504,592	\$ 1,309,577	\$ 215,481,061	\$ 5,353,374	\$ 909,539	\$ 85,942,267	\$ 63,340,826	\$ 511,723,482
Additions	406,312	1,778,383	333,880	428,987	10,900	140,423	233,622	32,553	1,888,884	6,658,813	250,000	239,835	877,712	634,724	13,909,028
Disposals	-	-	-	-	(26,087)	-	-	-	-	-	-	-	-	-	(26,087)
Cost, end of year	92,265,336	36,255,942	2,608,048	1,583,375	872,932	982,087	6,620,966	1,537,145	3,198,461	222,139,874	5,603,374	1,143,374	86,819,979	63,975,550	525,606,443
Accumulated amortization, beginning of year	-	7,807,613	1,502,298	280,028	512,877	407,019	3,265,401	238,385	219,814	115,683,446	1,456,360	130,312	21,792,868	9,518,261	162,814,682
Amortization	-	830,099	288,552	128,846	26,995	95,343	406,684	61,486	217,812	5,553,497	112,067	112,598	1,592,989	1,010,527	10,437,495
Disposals	-	-	-	-	(10,550)	-	-	-	-	-	-	-	-	-	(10,550)
Accumulated amortization, end of year	-	8,637,712	1,790,850	408,874	529,322	502,362	3,672,085	299,871	437,626	121,236,943	1,568,427	242,910	23,385,857	10,528,788	173,241,627
Net book value, end of year	\$ 92,265,336	\$ 27,618,230	\$ 817,198	\$ 1,174,501	\$ 343,610	\$ 479,725	\$ 2,948,881	\$ 1,237,274	\$ 2,760,835	\$ 100,902,931	\$ 4,034,947	\$ 900,464	\$ 63,434,122	\$ 53,446,762	\$ 352,364,816
Work In progress	\$ -	\$ 53,726	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 161,679	\$ 73,472	\$ -	\$ 1,930	\$ -	\$ -	\$ 290,807
Tangible capital assets and work in progress	\$ 92,265,336	\$ 27,671,956	\$ 817,198	\$ 1,174,501	\$ 343,610	\$ 479,725	\$ 2,948,881	\$ 1,237,274	\$ 2,922,514	\$ 100,976,403	\$ 4,034,947	\$ 902,394	\$ 63,434,122	\$ 53,446,762	\$ 352,655,623

**District of West Kelowna
Schedule 2 - Consolidated schedule of accumulated surplus
December 31, 2013**

	Balance, beginning of year	Transfer to	Transfer from	Interest	Balance, end of year
Statutory reserves					
Capital	\$ 8,239,523	\$ 996,545	\$ (3,048,702)	\$ 72,134	\$ 6,259,500
Equipment replacement	4,003,960	744,864	(1,069,601)	38,416	3,717,639
Water capital	4,060,844	158,400	(1,002,137)	36,390	3,253,497
Sewer capital	3,748,423	-	(423,648)	35,367	3,360,142
	<u>20,052,750</u>	<u>1,899,809</u>	<u>(5,544,088)</u>	<u>182,307</u>	<u>16,590,778</u>
Non-statutory reserves					
City Hall/Community Hall	253,884	85,192	-	2,965	342,041
Community projects	2,099,369	-	(425,852)	18,864	1,692,381
Future expenses	4,172,055	776,834	(3,500,068)	28,104	1,476,925
Insurance claims	122,679	-	-	1,227	123,906
Lakeview Hall	37,843	-	-	-	37,843
Land acquisition	1,517,763	-	-	15,178	1,532,941
Municipal yards	303,553	-	-	3,036	306,589
New City Hall	1,011,842	-	-	10,118	1,021,960
Operating general	(1,253,812)	10,899,022	(9,640,832)	-	4,378
Other	95,852	30,045	-	555	126,452
Parks capital	413,188	-	-	4,132	417,320
Policing	1,420,924	-	(729,345)	10,563	702,142
Rate stabilization	279,951	-	-	2,800	282,751
Road maintenance	406,941	-	-	4,069	411,010
Snow control	178,168	-	-	1,782	179,950
Solid waste	81,394	14,310	-	885	96,589
Storm drainage	510,500	-	(179,095)	4,105	335,510
Transit	623,759	-	(285,406)	4,811	343,164
Wildfire	-	152,640	-	763	153,403
	<u>12,275,853</u>	<u>11,958,043</u>	<u>(14,760,598)</u>	<u>113,957</u>	<u>9,587,255</u>
Investment in non-financial assets					
Investment in tangible capital assets	<u>316,853,771</u>	<u>16,075,174</u>	<u>(10,453,012)</u>	<u>-</u>	<u>322,475,933</u>
Accumulated surplus	<u>\$ 349,182,374</u>	<u>\$ 29,933,026</u>	<u>\$ (30,757,698)</u>	<u>\$ 296,264</u>	<u>\$ 348,653,966</u>

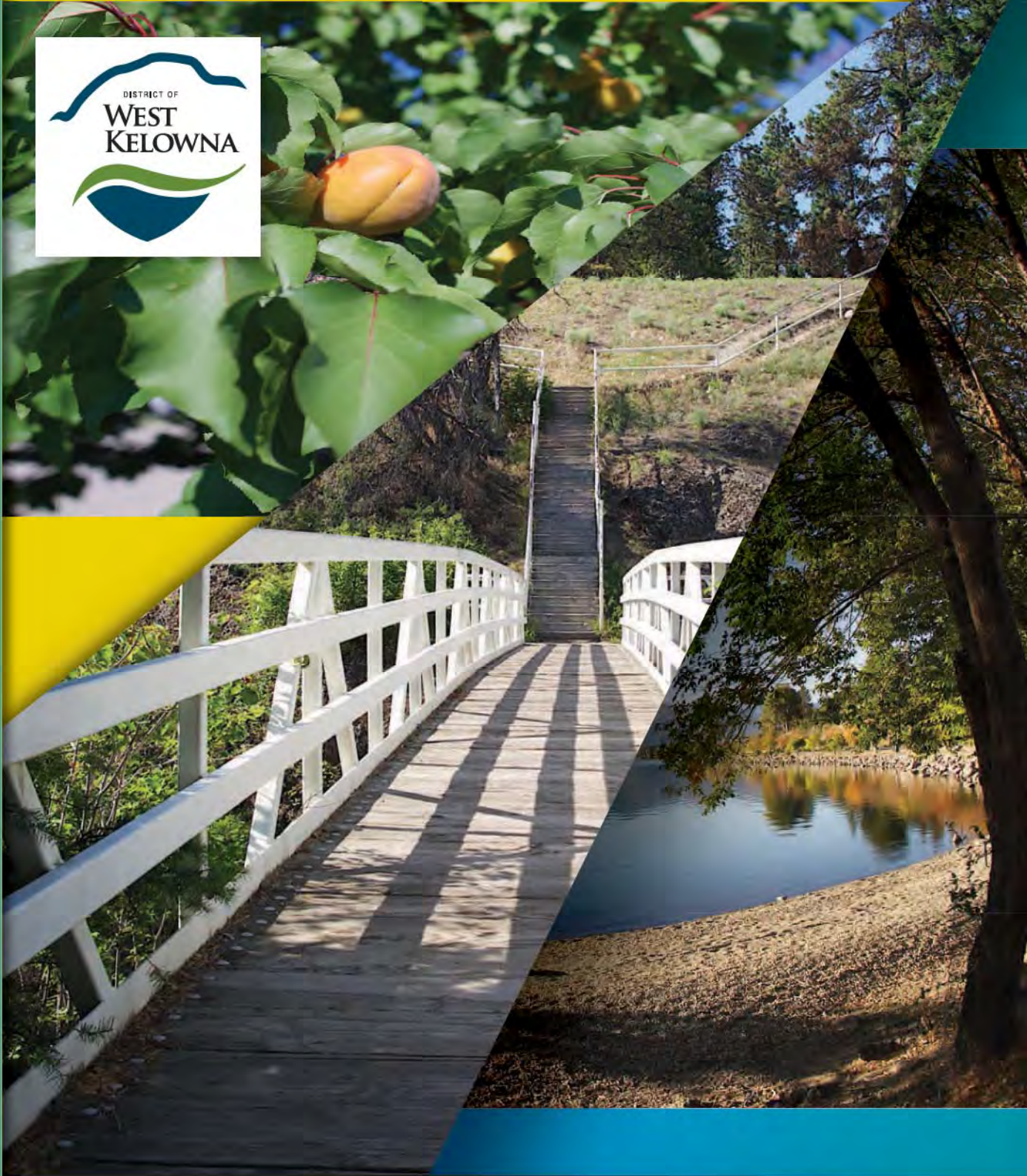
District of West Kelowna
Schedule 3 - Consolidated schedule of segment disclosure
December 31, 2013

	General Fund								2013 Totals	2012 Totals
	General government services	Protective services	Transportation services	Environmental health & development services	Recreation & cultural services	Water services	Sewer services	Storm drainage		
Revenue										
Taxation-net	\$ 9,862,282	\$ 8,310,566	\$ 3,064,927	\$ 814,885	\$ 4,017,230	\$ -	\$ -	\$ 122,902	\$ 26,192,792	\$ 24,774,842
Sale of services and regulatory fees	296,107	1,127,987	797,088	2,550,358	1,446,092	5,476,612	3,567,347	-	15,261,591	15,126,827
Transfers from other governments	1,791,292	-	5,198	-	6,250	15,000	54,295	-	1,872,035	7,291,618
Other revenue from own sources	1,460,996	692,605	1,019,121	890,590	190,331	2,584	723,092	-	4,979,319	10,855,529
Total revenue	13,410,677	10,131,158	4,886,334	4,255,833	5,659,903	5,494,196	4,344,734	122,902	48,305,737	58,048,816
Expenses										
Amortization	7,754,103	-	-	6,433	-	1,666,433	1,010,526	-	10,437,495	9,963,001
Building and grounds maintenance	205,662	116,482	-	-	238,348	162,046	728	-	723,266	702,879
Civic grants	314,788	-	-	-	-	-	-	-	314,788	319,176
Contract services	327,546	382,134	2,033,448	2,535,396	1,322,188	449,105	2,837,041	109,695	9,996,553	9,379,848
Interest on long-term debt	681,425	-	-	-	-	422,767	702,531	-	1,806,723	1,929,787
Equipment maintenance and fuel	465,293	326,844	66,695	7,275	179,843	486,333	23,045	5,243	1,560,571	1,348,527
Library	-	-	-	-	1,236,496	-	-	-	1,236,496	1,176,092
Loss on disposal of tangible capital assets	13,459	-	-	-	-	-	-	-	13,459	122,600
RCMP E-Division Contract	-	3,164,356	-	-	-	-	-	-	3,164,356	2,846,865
Supplies, small tools and equipment	327,041	371,858	138,994	55,133	188,068	241,048	21,560	5,368	1,349,070	1,407,626
Transit	-	-	1,959,474	-	-	-	-	-	1,959,474	2,405,786
Utilities	151,580	138,665	186,067	5,140	534,208	270,240	64,912	-	1,350,812	1,324,873
Wages, salaries & professional development	3,164,798	5,626,621	500,108	1,646,045	1,958,723	1,690,536	276,318	57,933	14,921,082	13,830,387
Total expenses	13,405,695	10,126,960	4,884,786	4,255,422	5,657,874	5,388,508	4,936,661	178,239	48,834,145	46,757,447
Annual (deficit) surplus for the year	\$ 4,982	\$ 4,198	\$ 1,548	\$ 411	\$ 2,029	\$ 105,688	\$ (591,927)	\$ (55,337)	\$ (528,408)	\$ 11,291,369



District of West Kelowna
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2013 CITIZENS' SURVEY RESULTS



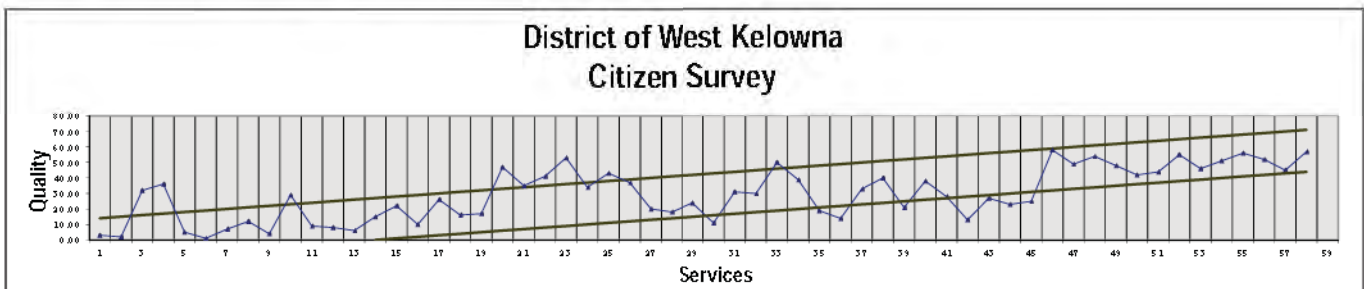
DISTRICT OF WEST KELOWNA
ANNUAL REPORT

2013



In July 2013, one thousand surveys were mailed out to randomly selected West Kelowna taxpayers with 297 returned. The amount of surveys returned was sufficient to calculate scientifically accurate results.

The survey's primary objective is to determine how the taxpayers of West Kelowna evaluate current services and to identify services that are desired but not provided. Residents were asked to comment on quality and importance on a variety of services. The data was then broken down into a graph (see below) that clearly indicated when a larger than normal discrepancy existed between service level and importance. Discrepancies determine if a service exceeds, meets, or falls short of taxpayers' expectations.



More Emphasis Required

The following services appeared above the upper limit line, meaning the importance placed on the service was higher than the quality. This can be interpreted to mean that more emphasis is required on this service.

Service	Importance (%)	Quality (%)
Roads	96.97	37.04
Road Maintenance	96.97	34.68
Snow Clearing/Removal	95.96	39.39
Illegal Dumping, Cleaning Program	90.91	18.86
Street Lighting	90.57	36.03
Growth and Development Planning	90.24	29.29
Bylaw Enforcement	90.24	11.11
Sidewalks	89.90	26.60
Building Inspection	81.48	16.16

CITIZEN'S SURVEY 2013 RESULTS

The 2012 Citizens' Survey indicated more emphasis may be required for:

1. Roads
2. Road Maintenance
3. Growth and Development Planning
4. Street Lighting
5. Sidewalks
6. Economic Development
7. Bylaw Enforcement
8. Illegal Dumping, Cleaning Program
9. Building Inspection

Less Emphasis Required

The following services appeared below the lower limit line, meaning the importance placed on the service was lower than the quality. This can be interpreted to mean that less emphasis is required on this service.

Service	Importance (%)	Quality (%)
Swimming Pool (Johnson Bentley)	83.84	62.63
Online Services (West Kelowna Website)	79.46	51.52
Public Library	79.12	57.24
Playgrounds	76.77	44.78
Arenas (Jim Lind and Royal LePage)	73.74	57.58
Arena Maintenance	71.72	40.74
Sports Field - Baseball/Softball	71.72	43.43
Sports Field - Soccer	71.72	42.09

The 2012 Citizens' Survey indicated less emphasis may be required for:

1. Yard Waste/Bulk Item Collection
2. Sewage Treatment Collection
3. Swimming Pool (Johnson Bentley)
4. Public Library
5. Arenas (Jim Lind and Royal LePage)
6. Sports Field – Maintenance
7. Sports Field – Baseball/Softball
8. Sports Field – Soccer
9. Online Services (West Kelowna website)

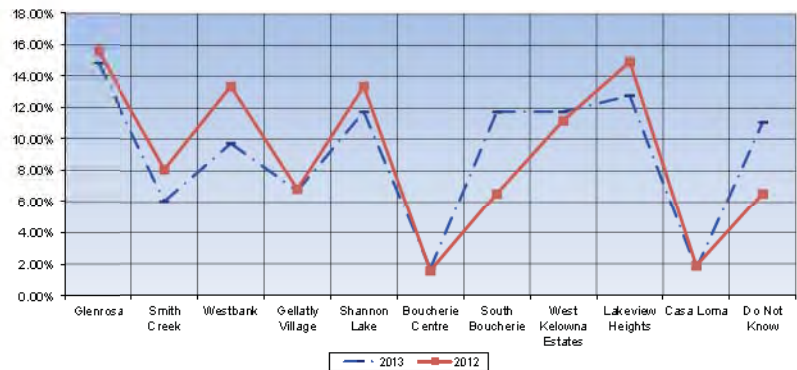
The remaining District services were ranked within the upper and lower limit lines, which can be interpreted to mean that the service quality matches the service importance and no change is required to the service level.

Service	Importance (%)	Quality (%)
Drinking Water Quality	98.13	87.74
Fire Fighting	97.51	60.75
Fire Department/First Responder	96.88	78.19
Trash Collection	96.26	68.54
Fire Prevention	96.26	63.86
Emergency 911	95.95	58.26
Residential Recycling	95.64	87.54
Police Enforcement	95.64	88.16
Ease of Travel by Car	95.33	73.21
Air Quality	94.70	50.16
Parks (Open Space)	94.70	73.52
Protection of Green Space	94.08	66.04
Yard Waste/Bulky Item Collection	93.77	52.65
Protection of Lakes, Rivers & Streams	93.15	45.48
Beaches	91.90	44.55
Water Conservation Efforts	91.28	47.04
Noise Control	90.97	56.70
Bylaw Enforcement	90.34	37.69
Personal Customer Service	89.72	56.39
Sewage Treatment Collection	89.41	40.50
Walking/Jogging/Biking Trails	85.98	35.83
Recreation Programs Overall	83.49	45.79
Tourism Promotion	82.87	25.23
Animal Control	82.24	44.55
Community Centre/Hall	81.62	27.41
Recreation Programs for Seniors	79.75	44.24
Recreation Programs for Adults	79.13	30.84
Sports Field – Maintenance	76.64	6.23
Dedicated Bicycle Lane	67.91	10.28
Argi Irrigation System	67.91	20.56
Recreation Programs for Teenagers	66.04	12.46
Recreation Programs for Children	65.73	17.76
Museum	64.80	22.43
Boat Launch with Parking Facilities	62.93	31.78
Ease of Travel by Bus	61.06	21.18
Marina	58.88	14.33
Recreation Programs for Pre-school	51.09	22.12
Cemetery	50.47	12.77
Skateboard Park/Bike Parks	46.42	7.79
Tennis/Pickleball Courts	41.43	4.36

CITIZEN'S SURVEY 2013 RESULTS

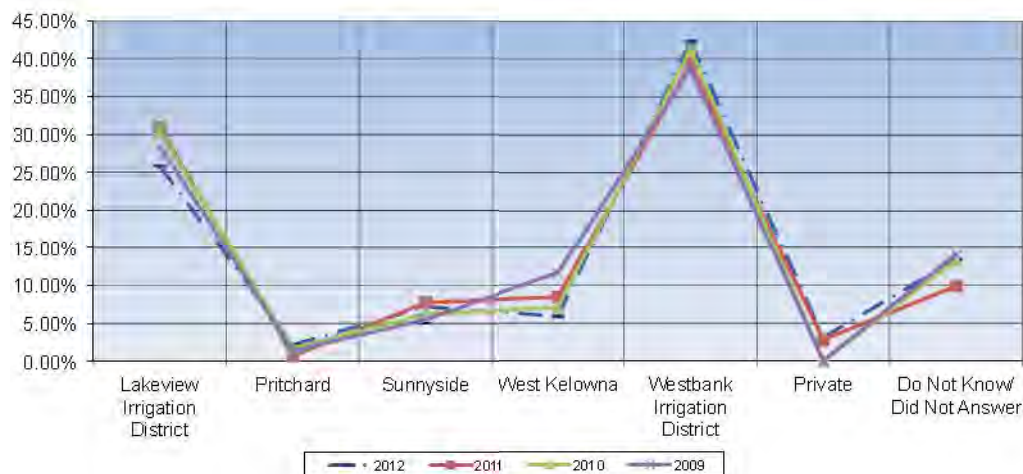
1. In which zone of West Kelowna do you live or own property?

	2013	2012
Glenrosa	14.81%	15.58%
Smith Creek	6.06%	8.10%
Westbank	9.76%	13.40%
Gellatly Village	6.73%	6.85%
Shannon Lake	11.78%	13.40%
Boucherie Centre	1.68%	1.56%
South Boucherie	11.78%	6.54%
West Kelowna Estates	11.78%	11.21%
Lakeview Heights	12.79%	14.95%
Casa Loma	1.68%	1.87%
Do not Know	11.11%	6.54%



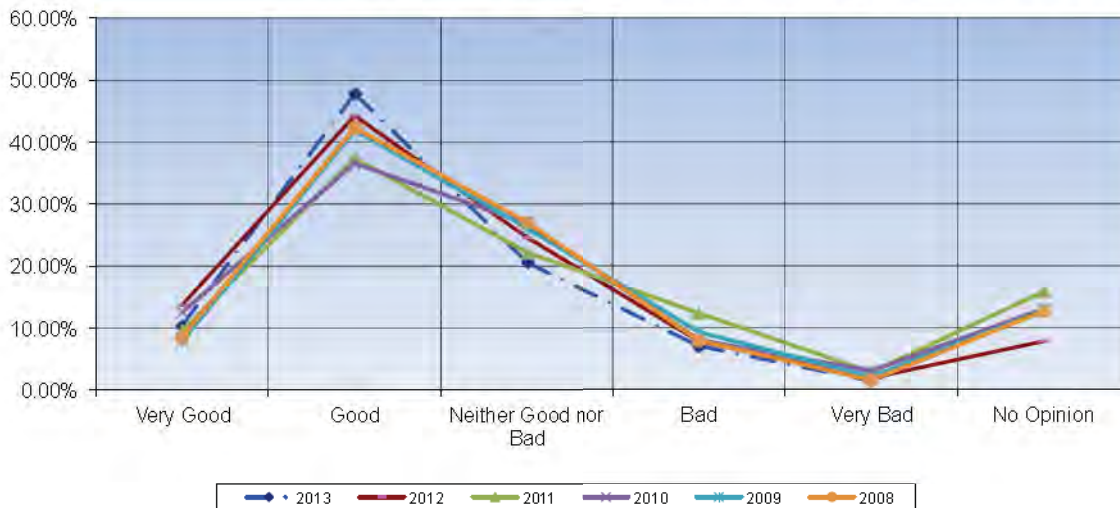
1.01. Which water system serves your property? (This is noted on your water bill or can be found by going to West Kelowna's website - choose maps at the very top of page, then choose water systems on the left).

	2013	2012	2011	2010	2009
Lakeview Irrigation District	21.55%	25.86%	30.99%	30.33%	28.52%
Pritchard	1.35%	2.18%	0.70%	1.75%	1.37%
Sunnyside	9.09%	7.17%	7.75%	6.27%	5.50%
West Kelowna	9.09%	5.92%	8.45%	7.02%	11.68%
Westbank Irrigation District	35.35%	42.37%	39.44%	41.35%	38.83%
Private	2.69%	3.12%	2.82%	NA	NA
Do Not Know/Did Not Answer	20.88%	13.40%	9.86%	13.28%	14.09%



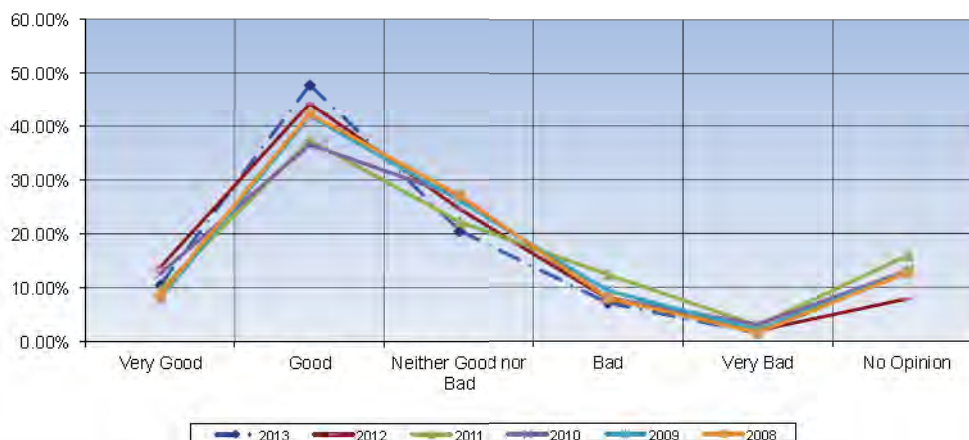
4. How do you rate the quality of special and seasonal family events in your community? (for example: Winterfest, Easter Extravaganza, etc.)?

	2013	2012	2011	2010	2009	2008
Very Good	11.78%	8.41%	7.75%	8.27%	7.22%	2.94%
Good	36.03%	39.56%	29.93%	28.82%	34.36%	35.59%
Neither Good nor Bad	20.20%	20.56%	17.96%	23.56%	30.58%	32.06%
Bad	1.68%	3.12%	6.69%	3.01%	3.44%	5.29%
Very Bad	0.67%	1.25%	2.46%	2.01%	0.69%	0.88%
No Opinion	29.63%	27.10%	34.51%	34.34%	23.71%	23.24%



4.1. How do you rate your Recreation and Culture Department in keeping you informed and updated about the programs available?

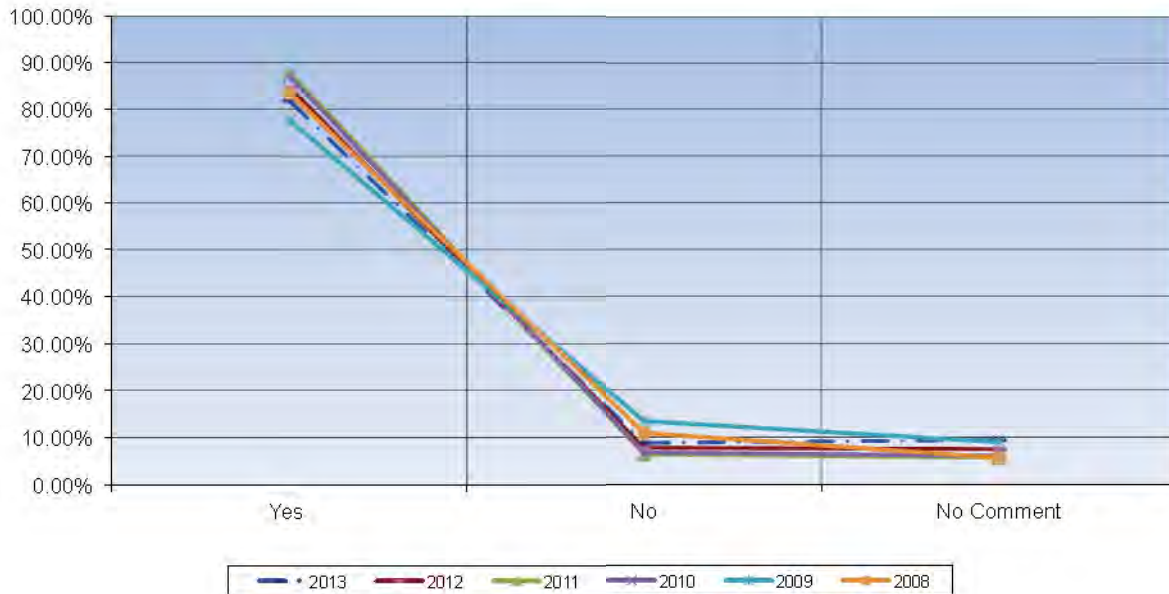
	2013	2012	2011	2010	2009	2008
Very Good	10.44%	13.71%	9.51%	12.53%	7.90%	8.53%
Good	47.81%	44.24%	37.32%	36.59%	41.92%	42.35%
Neither Good nor Bad	20.54%	24.61%	22.18%	26.82%	26.12%	27.06%
Bad	7.07%	7.79%	12.32%	8.02%	9.28%	7.94%
Very Bad	1.35%	1.87%	2.82%	3.01%	2.06%	1.47%
No Opinion	12.79%	7.79%	15.85%	13.03%	12.71%	12.65%



CITIZEN'S SURVEY 2013 RESULTS

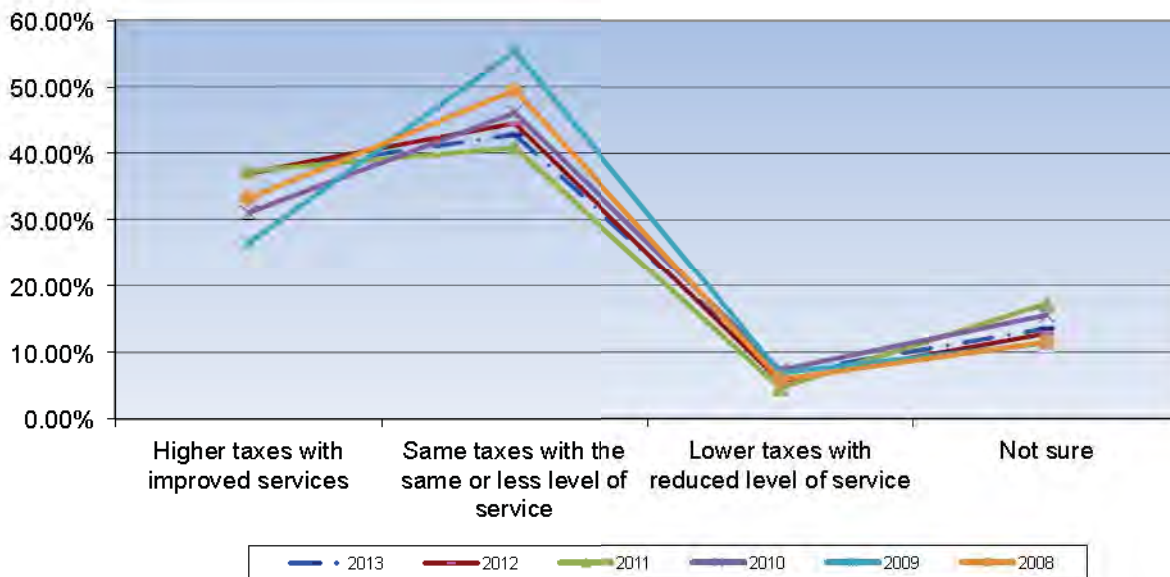
4.2. Are you interested in having a community trail along the waterfront?

	2013	2012	2011	2010	2009	2008
Yes	81.82%	84.74%	88.03%	87.22%	77.66%	83.53%
No	8.75%	7.79%	6.34%	6.77%	13.40%	10.88%
No Comment	9.43%	7.48%	5.63%	6.02%	8.93%	5.59%



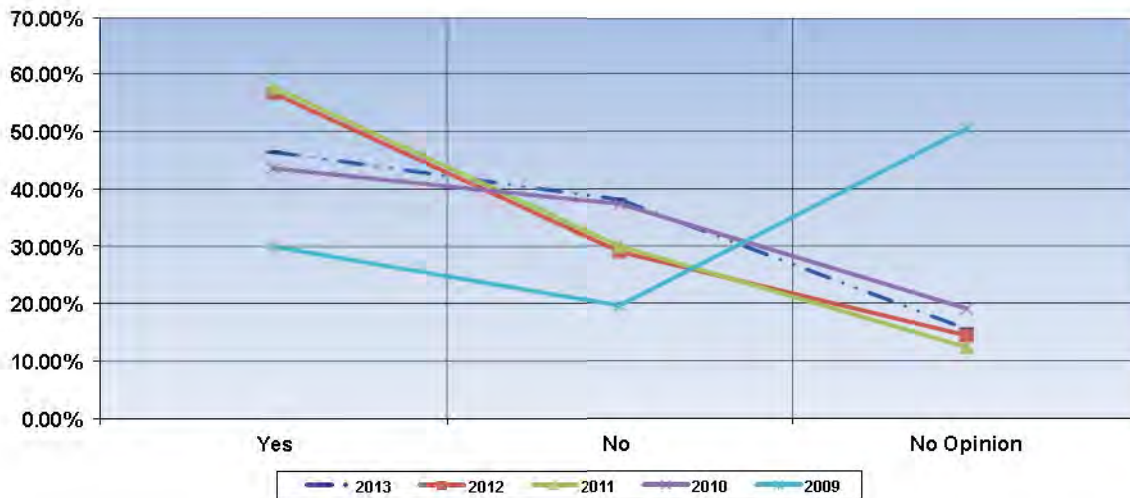
5.2. If faced with the following choices, what would you advise your Council to do?

	2013	2012	2011	2010	2009	2008
Higher taxes with improved services	37.04%	37.07%	37.32%	31.08%	26.46%	33.24%
Same taxes with the same or less level of service	42.76%	44.55%	40.85%	46.12%	55.33%	49.41%
Lower taxes with reduced level of service	6.73%	5.61%	4.58%	7.27%	6.87%	5.88%
Not sure	13.47%	12.77%	17.25%	15.54%	11.34%	11.47%



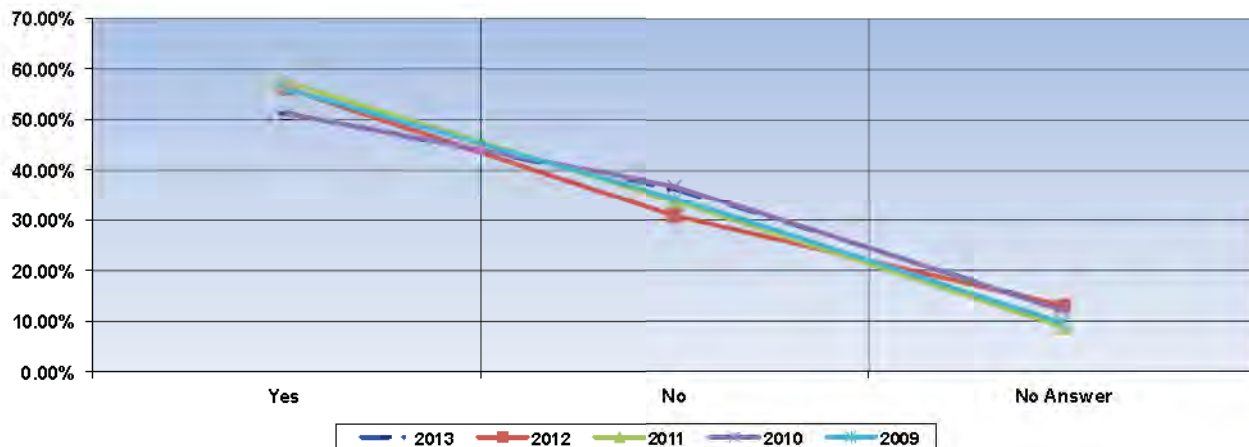
5.3. Do you think that West Kelowna should continue to pursue, on a priority basis, the removal of the Couplet (one-way streets through Westbank Centre), in favour of moving highway traffic to Dobbin Road and returning Main Street into a more traditional main street?

	2013	2012	2011	2010	2009
Yes	46.46%	56.70%	57.75%	43.61%	29.90%
No	38.05%	28.97%	29.93%	37.34%	19.59%
No Opinion	15.49%	14.33%	12.32%	19.05%	50.52%



5.4. Do you think that the beautification of Westbank Centre should be a West Kelowna priority?

	2013	2012	2011	2010	2009
Yes	51.18%	56.07%	57.39%	51.13%	56.01%
No	36.36%	30.84%	33.80%	36.84%	34.36%
No Answer	12.46%	13.08%	8.80%	12.03%	9.62%

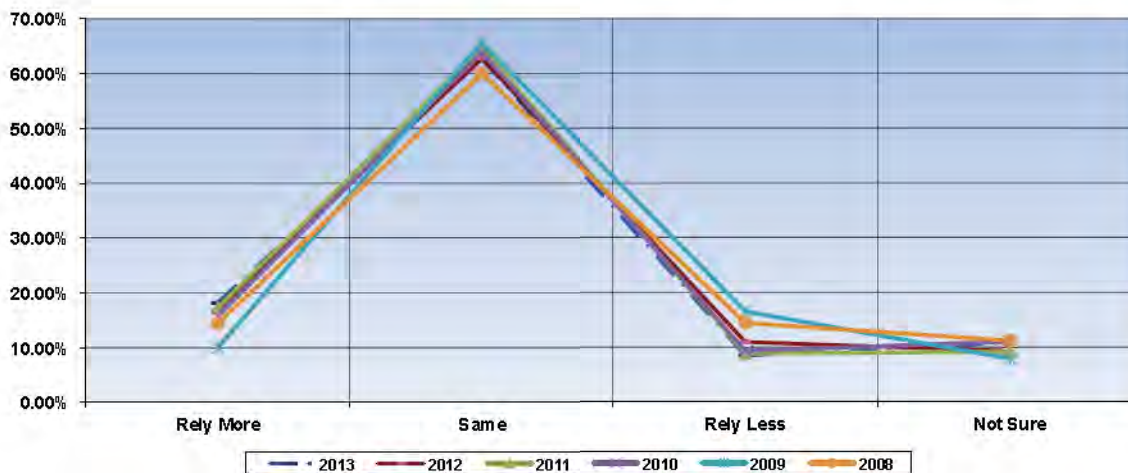


CITIZEN'S SURVEY 2013 RESULTS

6. In the past, West Kelowna has relied on the following sources of revenue: property taxes, user fees and charges; long-term borrowing; reserves or savings and government grants. In the future, what revenue sources do you feel the municipality should rely on?

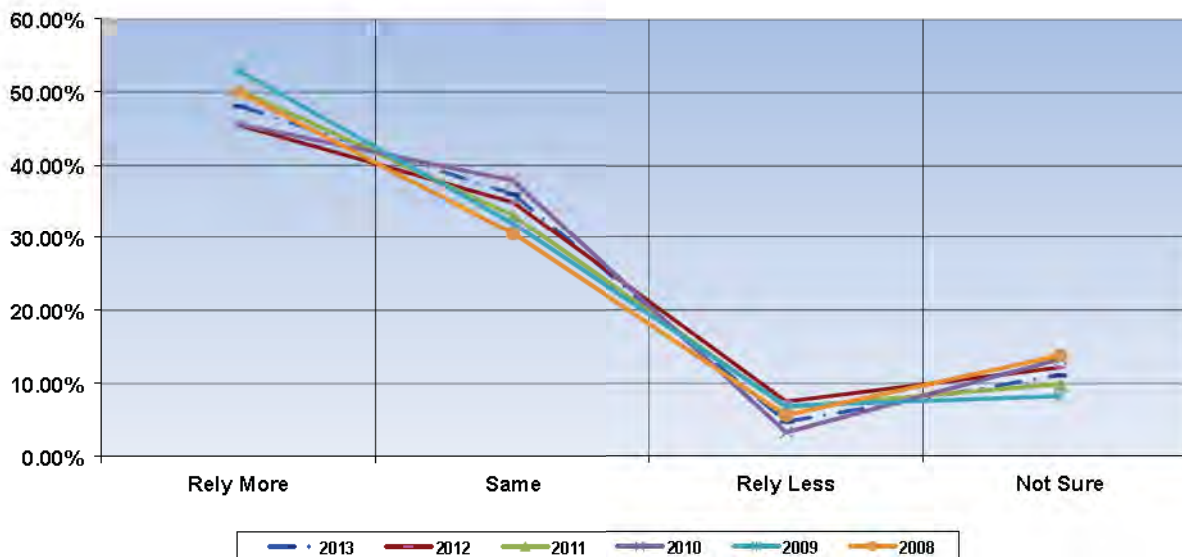
Property Taxes.

	2013	2012	2011	2010	2009	2008
Rely More	18.18%	16.99%	17.25%	15.79%	9.97%	14.41%
Same	62.63%	62.82%	64.79%	63.91%	65.64%	60.00%
Rely Less	8.42%	10.90%	8.80%	9.27%	16.49%	14.41%
Not Sure	10.77%	9.29%	9.15%	11.03%	7.90%	11.18%



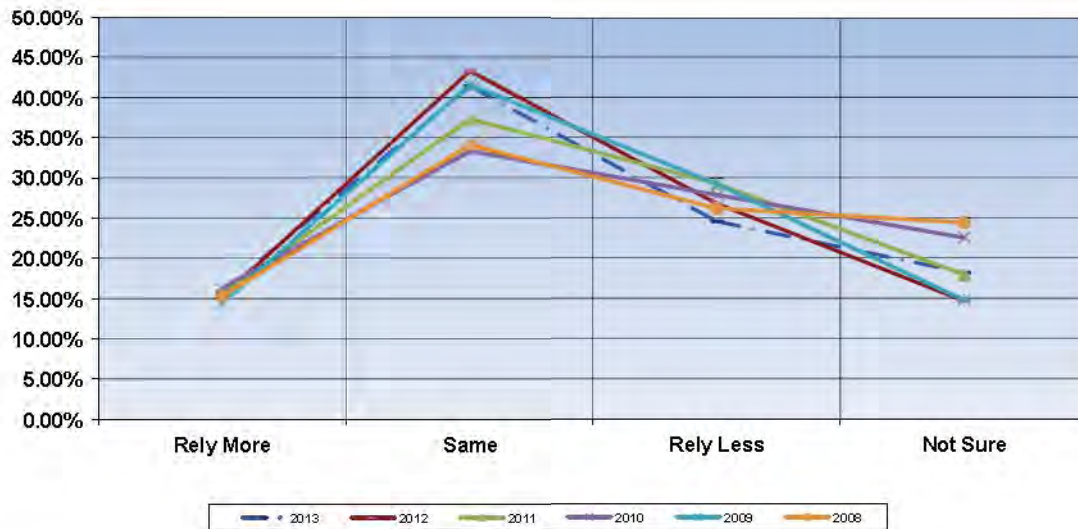
6.2. User Fees and Charges.

	2013	2012	2011	2010	2009	2008
Rely More	48.15%	45.48%	50.35%	45.61%	52.92%	50.00%
Same	36.03%	34.89%	33.10%	37.84%	31.96%	30.59%
Rely Less	4.71%	7.48%	6.69%	3.26%	6.87%	5.59%
Not Sure	11.11%	12.15%	9.86%	13.28%	8.25%	13.83%



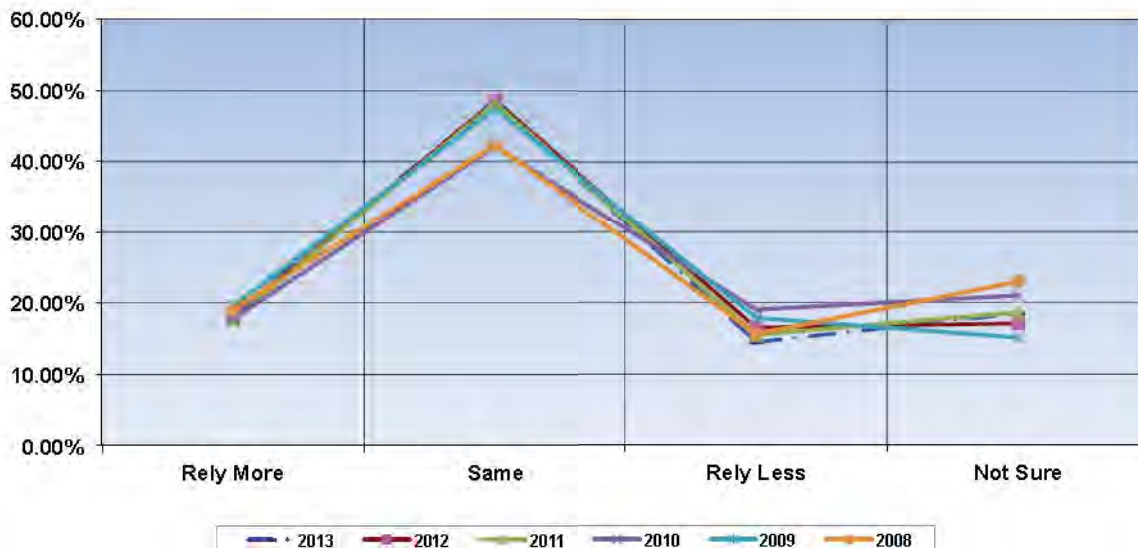
6.3. Long-term Borrowing.

	2013	2012	2011	2010	2009	2008
Rely More	15.82%	15.26%	15.49%	16.29%	14.43%	15.29%
Same	41.41%	43.30%	37.32%	33.33%	41.58%	34.12%
Rely Less	24.58%	26.79%	29.23%	27.82%	29.21%	26.18%
Not Sure	18.18%	14.64%	17.96%	22.56%	14.78%	24.41%



6.2. Reserves/Savings.

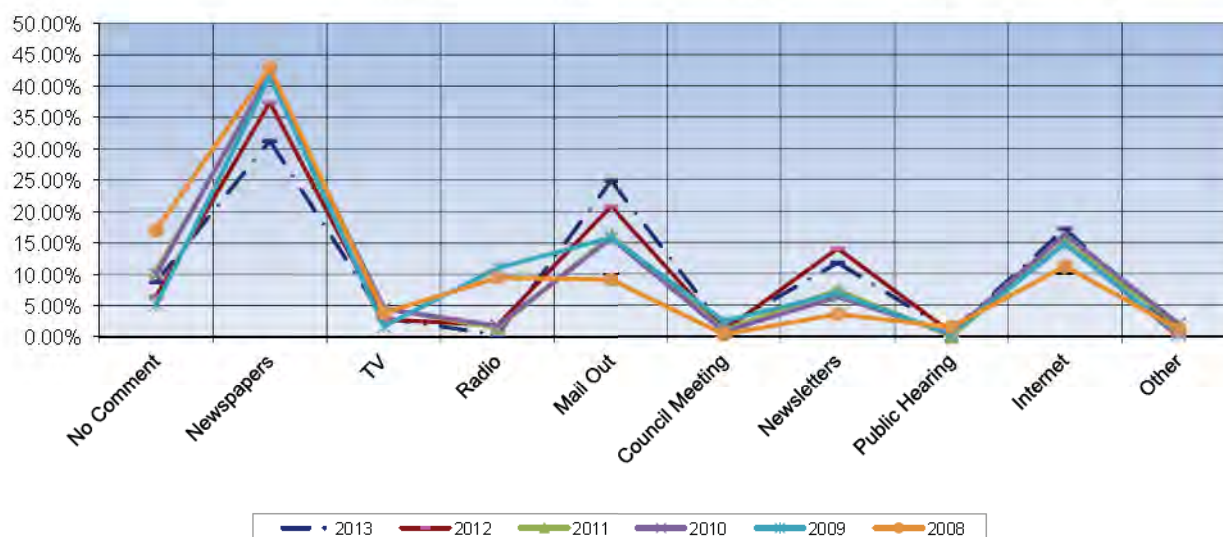
	2013	2012	2011	2010	2009	2008
Rely More	18.52%	17.76%	17.61%	17.79%	19.59%	19.12%
Same	48.48%	48.60%	48.24%	42.11%	47.42%	42.35%
Rely Less	14.48%	16.51%	15.49%	19.05%	17.87%	15.59%
Not Sure	18.52%	17.13%	18.66%	21.05%	15.12%	22.94%



CITIZEN'S SURVEY 2013 RESULTS

6.6. What is the single most important way you learn about the municipal budget each year?

	2013	2012	2011	2010	2009	2008
No Comment	8.75%	6.54%	10.56%	10.02%	5.15%	17.06%
Newspapers	31.31%	37.38%	41.55%	42.11%	41.58%	42.94%
TV	3.03%	2.80%	4.58%	4.51%	1.72%	3.82%
Radio	0.34%	1.87%	1.41%	1.75%	11.00%	9.41%
Mail Out	24.92%	20.87%	16.20%	15.79%	15.81%	9.12%
Council Meeting	1.35%	0.93%	1.06%	0.75%	2.41%	0.29%
Newsletters	11.78%	14.02%	7.39%	6.27%	6.87%	3.53%
Public Hearing	0.67%	0.62%	0.00%	0.50%	0.34%	1.47%
Internet	17.17%	14.95%	15.14%	16.29%	14.78%	11.18%
Other	0.67%	0.00%	1.76%	2.01%	0.34%	1.18%



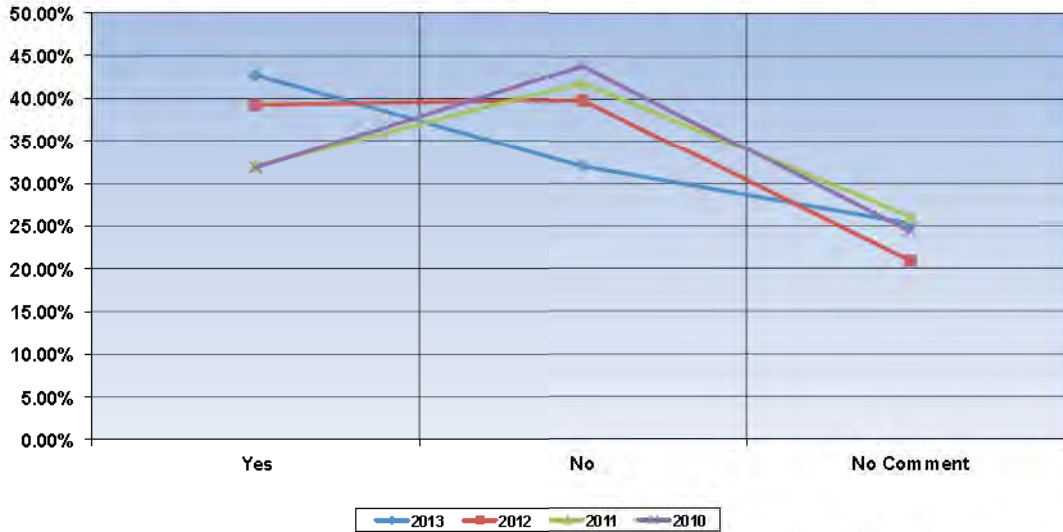
6.7. Would you like to have more involvement in municipal budget decisions?

	2013	2012	2011	2010	2009	2008
Yes	26.26%	28.04%	24.65%	30.08%	41.24%	39.12%
No	27.95%	27.10%	24.65%	22.81%	23.37%	27.94%
Not Sure	34.34%	30.53%	31.34%	34.59%	28.18%	29.71%
No Answer	11.45%	14.33%	19.37%	12.53%	7.22%	3.24%



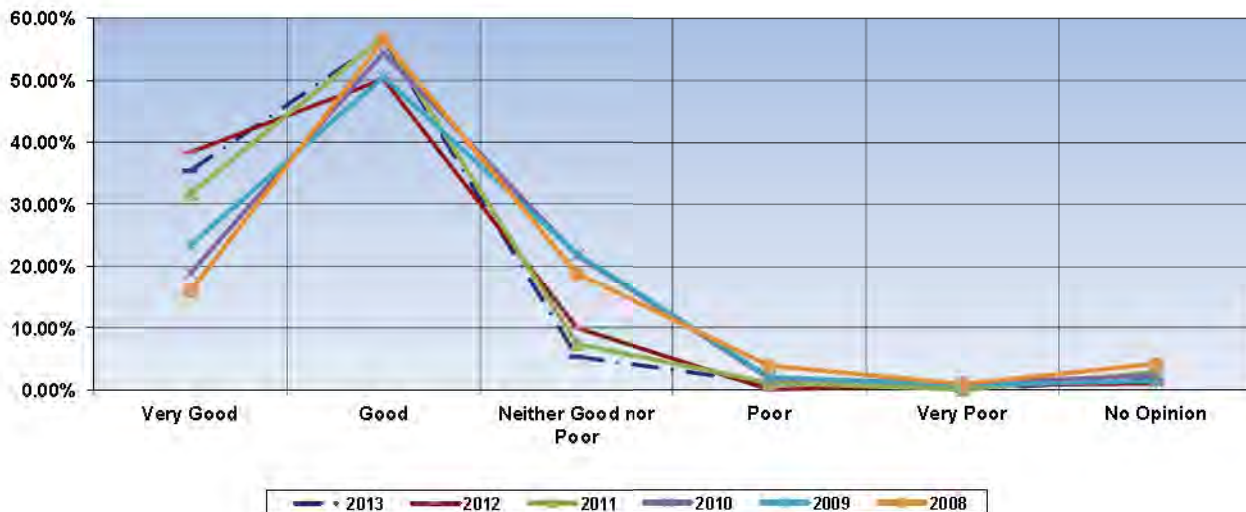
7.0. Do you believe there is enough entry level housing in West Kelowna?

	2013	2012	2011	2010
Yes	42.76%	39.25%	32.04%	31.83%
No	31.99%	39.88%	41.90%	43.86%
No Comment	25.25%	20.87%	26.06%	24.31%



7.20. Taking all things into consideration, how would you rate your overall quality of life in West Kelowna?

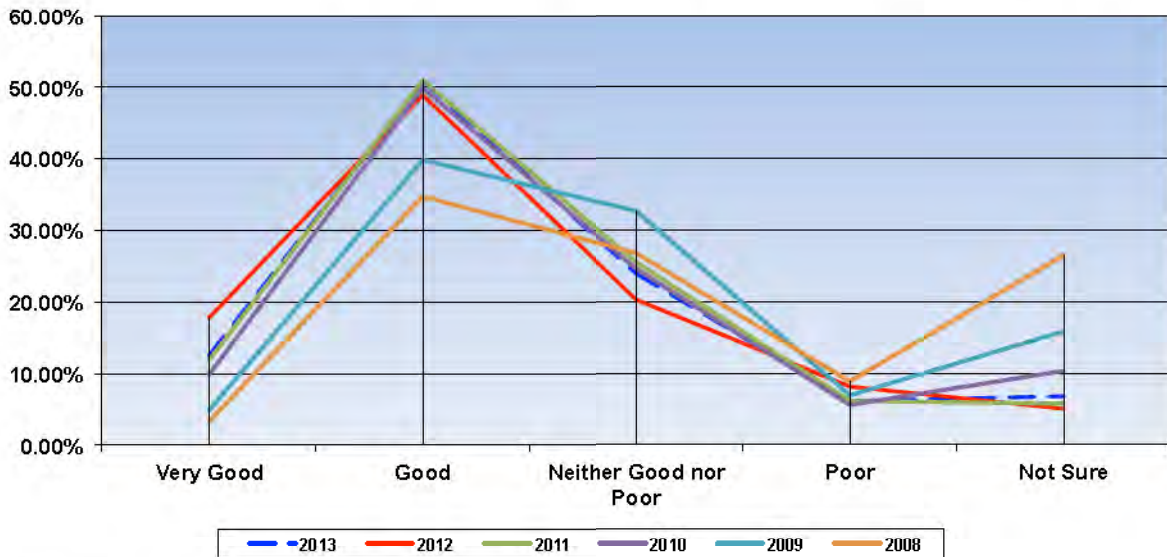
	2013	2012	2011	2010	2009	2008
Very Good	35.35%	38.32%	31.69%	18.80%	23.37%	15.88%
Good	56.57%	50.16%	57.04%	54.39%	50.52%	56.47%
Neither Good nor Poor	5.39%	9.97%	7.39%	21.80%	21.99%	18.82%
Poor	1.01%	0.00%	1.06%	1.75%	2.06%	3.82%
Very Poor	0.00%	0.62%	0.00%	1.00%	0.69%	0.88%
No Opinion	1.68%	0.93%	2.82%	2.26%	1.37%	4.12%



CITIZEN'S SURVEY 2013 RESULTS

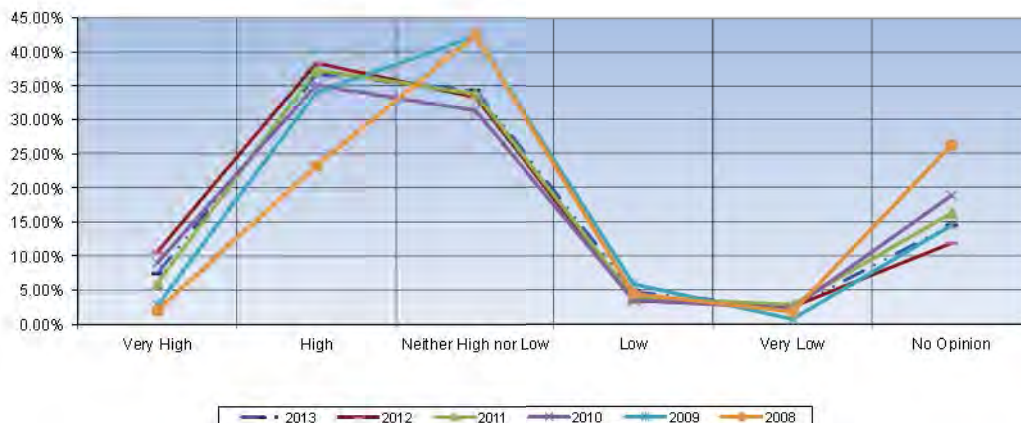
8. In general, how would you rate the performance of the West Kelowna government?

	2013	2012	2011	2010	2009	2008
Very Good	12.46%	17.76%	11.79%	9.77%	4.81%	3.24%
Good	50.84%	48.91%	50.95%	49.87%	39.86%	34.71%
Neither Good nor Poor	23.91%	20.25%	25.48%	24.56%	32.65%	26.76%
Poor	6.06%	8.10%	6.08%	5.51%	6.87%	8.82%
Not Sure	6.73%	4.98%	5.70%	10.28%	15.81%	26.47%



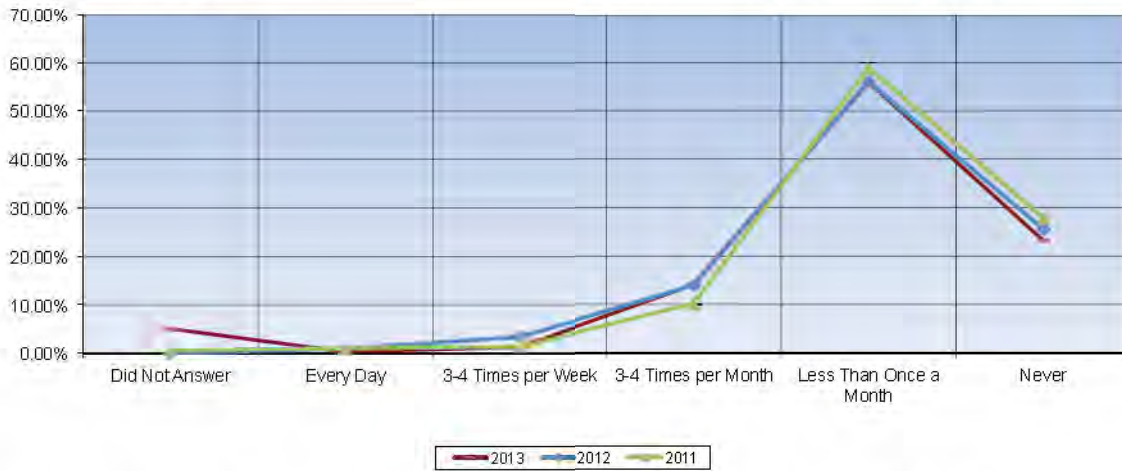
8.1. Taking all things into consideration, how would you rate the level of service provided by the staff of West Kelowna?

	2013	2012	2011	2010	2009	2008
Very High	7.41%	10.59%	5.99%	9.02%	2.75%	2.06%
High	36.70%	38.32%	37.32%	35.09%	34.02%	23.24%
Neither High nor Low	34.34%	33.33%	33.80%	31.33%	42.27%	42.35%
Low	4.71%	3.43%	3.87%	3.51%	5.84%	4.41%
Very Low	2.36%	2.49%	2.82%	2.26%	0.69%	1.76%
No Opinion	14.48%	11.84%	16.20%	18.80%	14.43%	26.18%



8.2. How often do you access West Kelowna's website (www.districtofwestkelowna.ca)?

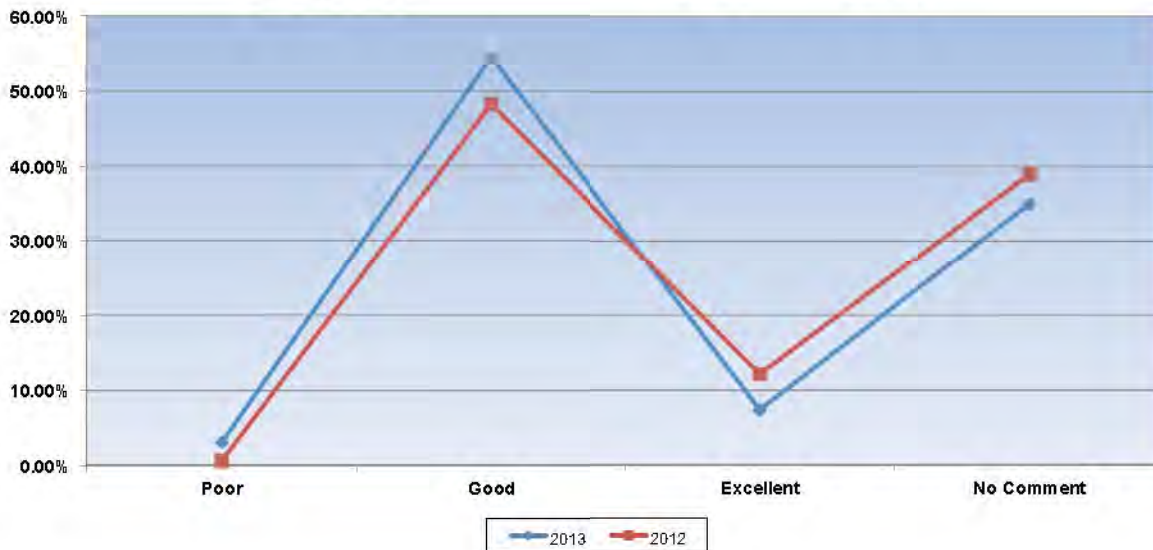
	2013	2012	2011
Did Not Answer	5.05%	0.00%	0.70%
Every Day	0.34%	0.93%	1.06%
3-4 Times per Week	1.35%	3.43%	1.41%
3-4 Times per Month	14.14%	14.02%	10.21%
Less Than Once a Month	55.89%	56.07%	58.80%
Never	23.23%	25.55%	27.82%



8.3. If you have accessed the District of West Kelowna website, how would you rate it for:

8.31. Visual appearance.

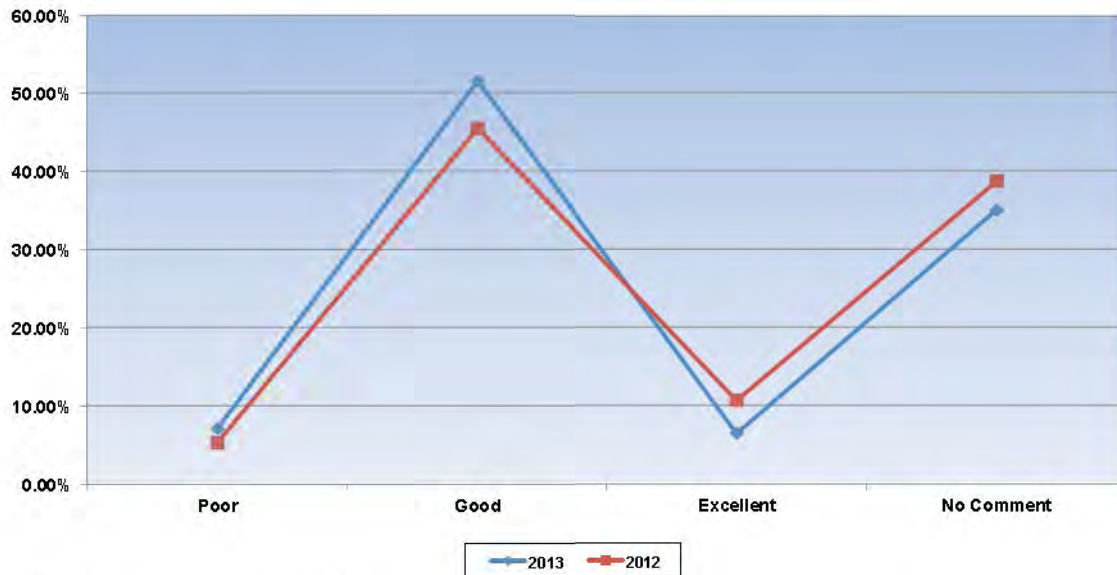
	2013	2012
Poor	3.03%	0.62%
Good	54.55%	48.29%
Excellent	7.41%	12.15%
No Comment	35.02%	38.94%



CITIZEN'S SURVEY 2013 RESULTS

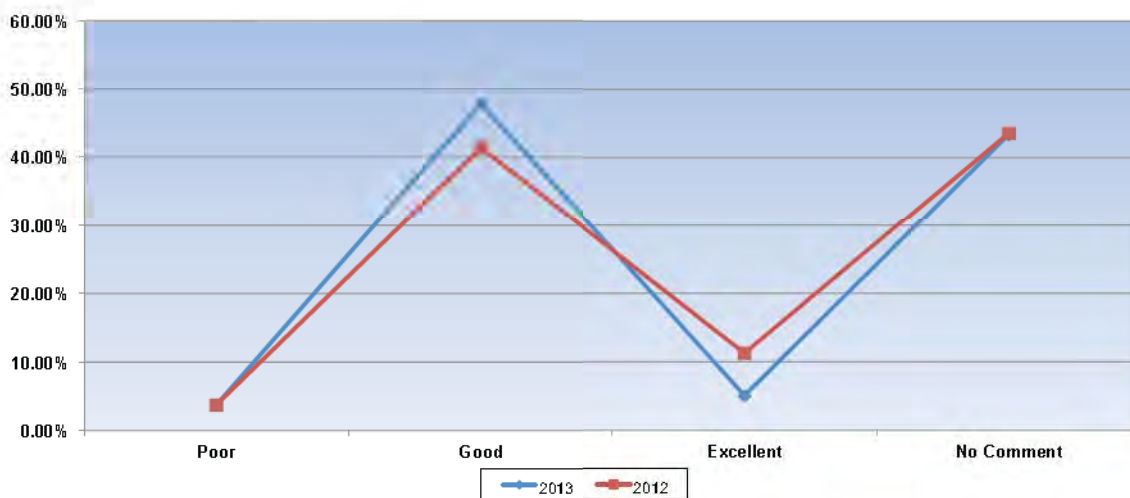
8.32. Ease of use.

	2013	2012
Poor	7.07%	5.30%
Good	51.52%	45.48%
Excellent	6.40%	10.59%
No Comment	35.02%	38.63%



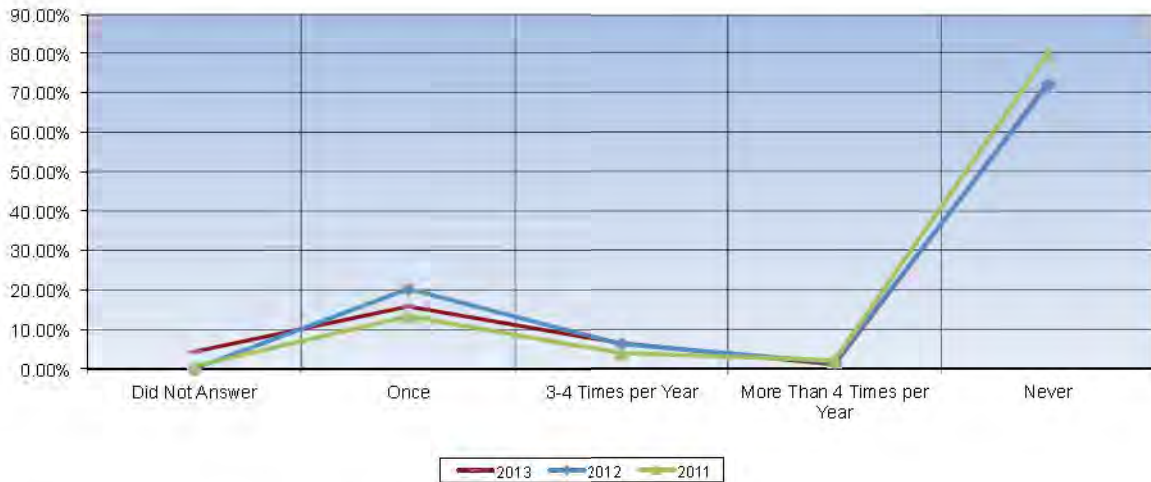
8.33. Does it meet your requirements?

	2013	2012
Poor	3.70%	3.74%
Good	47.81%	41.43%
Excellent	5.05%	11.21%
No Comment	43.43%	43.61%



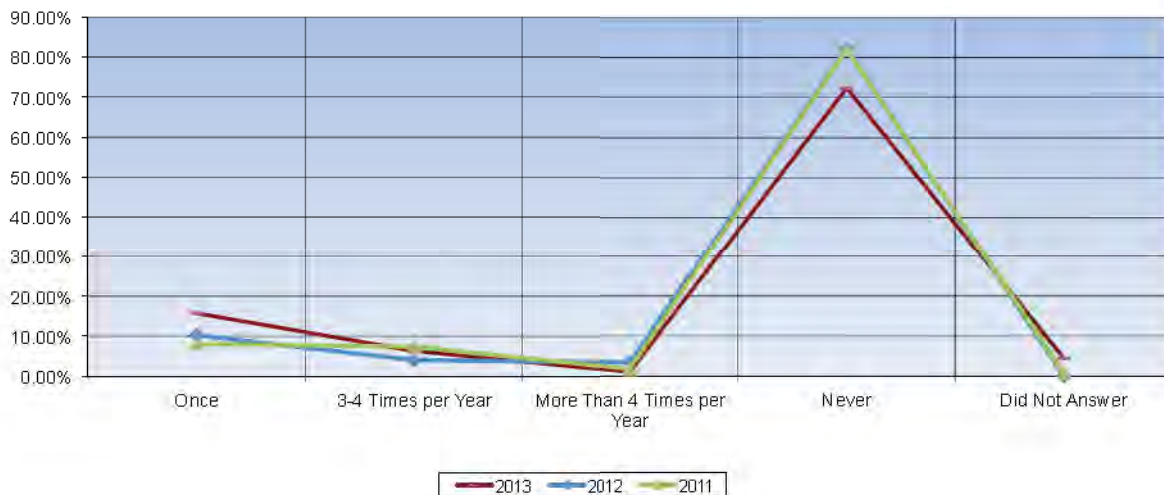
8.4. How often have you attended a West Kelowna Council Meeting?

	2013	2012	2011
Did Not Answer	4.38%	0.00%	0.70%
Once	15.82%	20.25%	13.38%
3-4 Times per Year	6.40%	6.23%	3.87%
More Than 4 Times per Year	1.01%	1.56%	2.11%
Never	72.39%	71.96%	79.93%



8.5. How often have you watched a West Kelowna Council webcast?

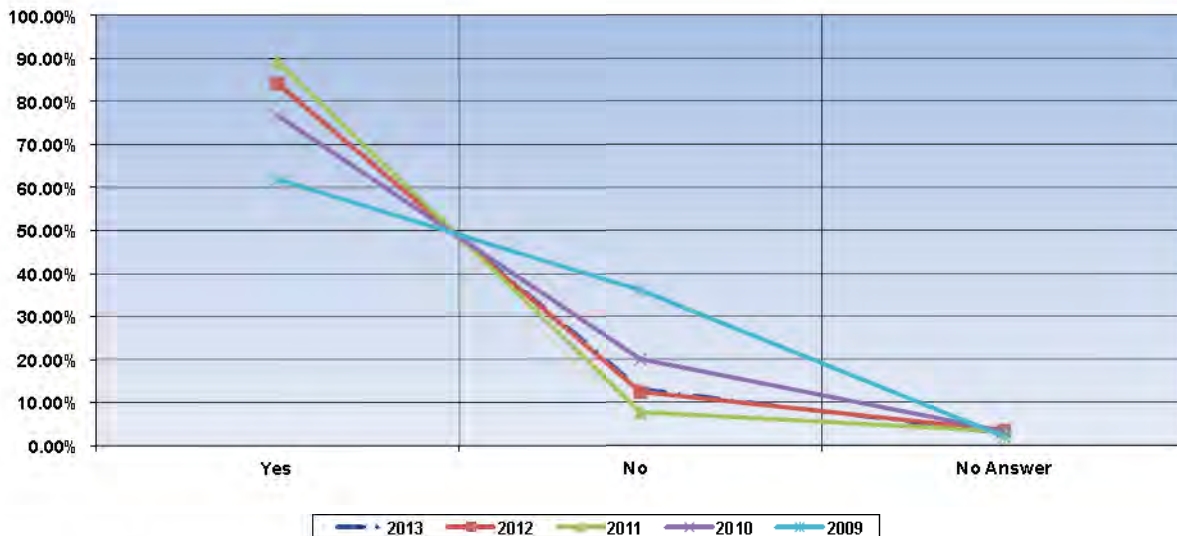
	2013	2012	2011
Once	15.82%	10.28%	8.10%
3-4 Time per Year	6.40%	4.05%	7.39%
More Than 4 Times per Year	1.01%	3.43%	1.76%
Never	72.39%	82.24%	82.04%
Did Not Answer	4.38%	0.00%	0.70%



CITIZEN'S SURVEY 2013 RESULTS

9. The landfill in West Kelowna, that is owned and operated by the Central Okanagan Regional District, stopped burying solid waste (garbage) in August 2010. This waste is now processed by the City of Kelowna at its Glenmore Landfill. Were you aware that the Regional District has continued to operate the site as a temporary transfer station that is open to the public for residential waste and recycling?

	2013	2012	2011	2010	2009
Yes	84.18%	84.11%	89.08%	76.69%	61.86%
No	13.13%	12.46%	7.75%	20.05%	36.08%
No Answer	2.69%	3.43%	3.17%	3.26%	2.06%



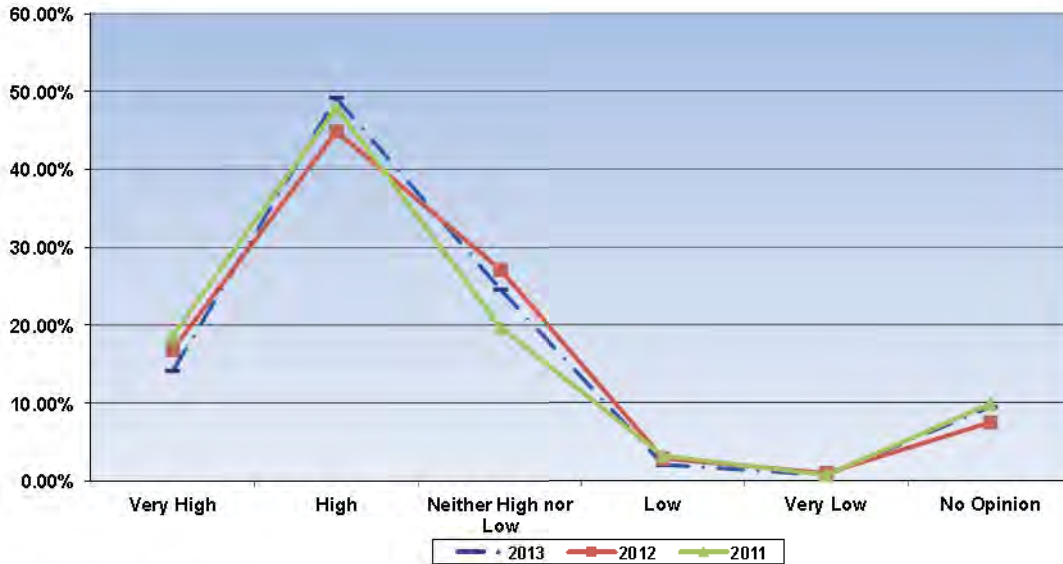
9.1. Should West Kelowna have its own transfer station (for solid waste disposal) within its boundaries?

	2013	2012	2011	2010	2009
Yes	47.81%	59.81%	53.52%	66.42%	64.26%
No	17.85%	18.07%	19.72%	8.77%	12.37%
No Answer	34.34%	22.12%	26.76%	24.81%	23.37%



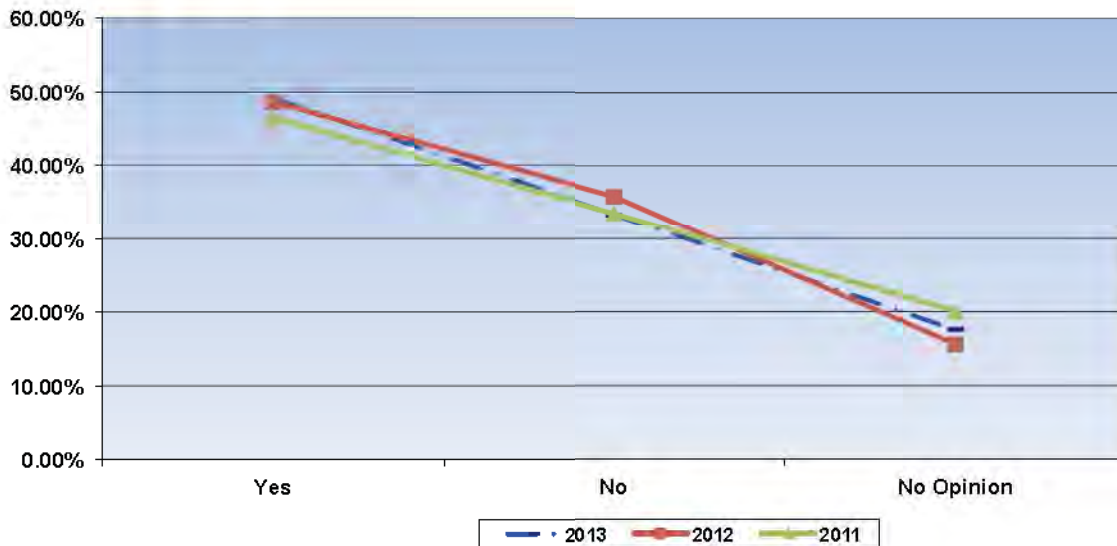
9.2. What is your level of satisfaction with the current solid waste collection service?

	2013	2012	2011
Very High	14.14%	16.82%	18.66%
High	49.16%	44.86%	47.89%
Neither High nor Low	24.58%	27.10%	19.72%
Low	2.02%	2.80%	3.17%
Very Low	0.67%	0.93%	0.70%
No Opinion	9.43%	7.48%	9.86%



9.3. Are you prepared to help finance programs to reduce the dumping of garbage in the bush?

	2013	2012	2011
Yes	49.16%	48.60%	46.48%
No	33.33%	35.83%	33.45%
No Opinion	17.51%	15.58%	20.07%



CITIZEN'S SURVEY 2013 RESULTS

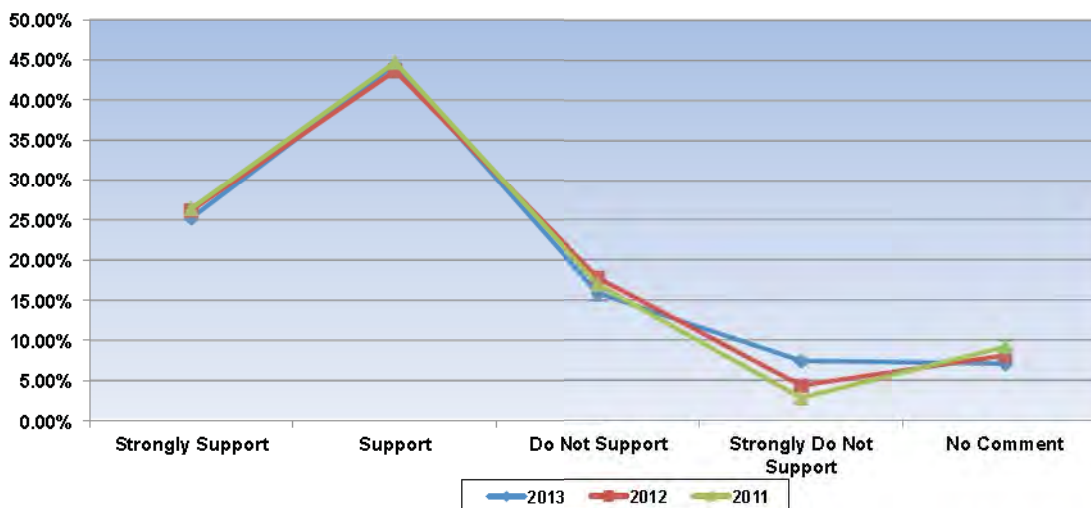
9.4. If "Yes", what increase in taxes are you prepared to pay to reduce the dumping?

	2013	2012	2011
Did Not Answer	52.19%	49.22%	51.76%
\$ 5/year/household	21.21%	25.23%	25.00%
\$10/year/household	14.14%	16.20%	12.32%
\$15/year/household	4.04%	2.49%	2.82%
\$20/year/household	8.42%	6.85%	8.10%



10. Do you support the use of West Kelowna funds for acquisition of waterfront property for public use?

	2013	2012	2011
Strongly Support	25.25%	26.17%	26.41%
Support	44.44%	43.61%	44.72%
Do Not Support	15.82%	17.76%	16.90%
Strongly Do Not Support	7.41%	4.36%	2.82%
No Comment	7.07%	8.10%	9.15%



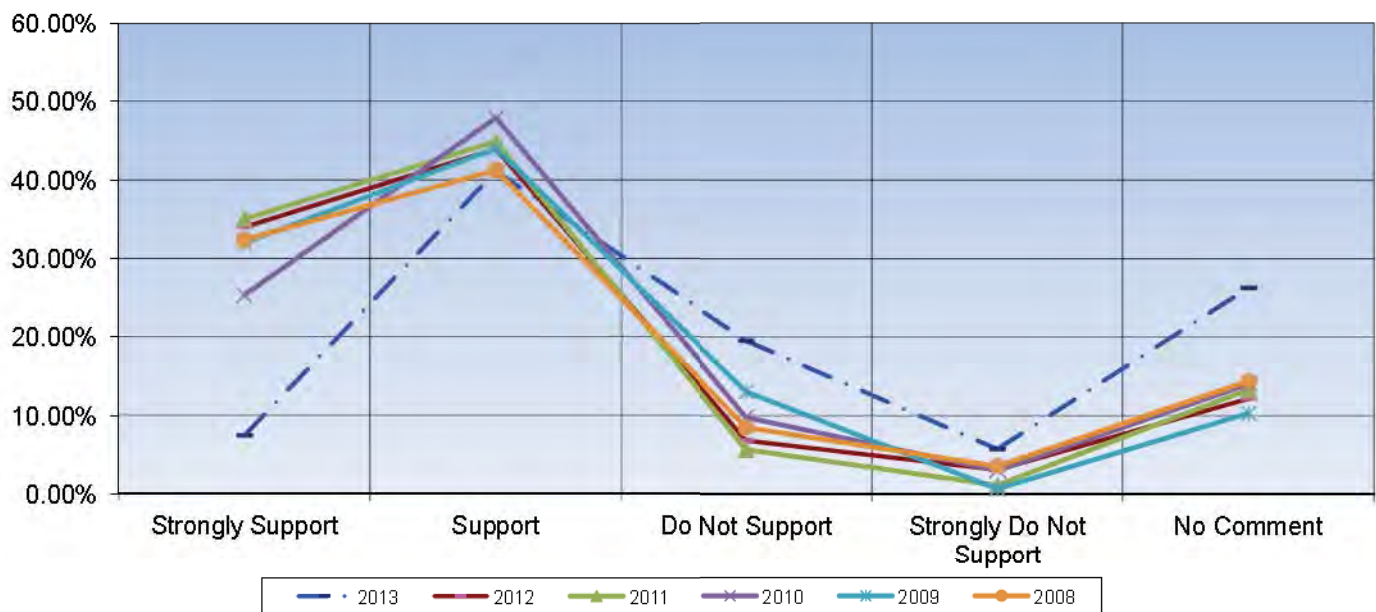
11. Currently, the District of West Kelowna supports local business through funding the two cooperative economic development functions:

District of West Kelowna Business Development Office: Focusing on servicing West Kelowna businesses navigate City Hall, connect with West Kelowna and Regional Support Services, manage Tourism, and provide a variety of West Kelowna community outreach information.

Regional District of the Central Okanagan's Economic Development Commission: Focusing on supporting Central Okanagan (including West Kelowna) Businesses with support services and information including increasing the number of young professionals, assisting businesses with workforce development, attracting foreign workers, supporting local businesses to export, investigate national and international investment attraction and provide a variety of Central Okanagan economic research information.

11.1. Do you support West Kelowna continuing to fund (in addition to West Kelowna funding our own Economic Development activities) the Regional District of Central Okanagan economic development operations?

	2013	2012	2011	2010	2009	2008
Strongly Support	7.41%	33.96%	34.98%	25.31%	31.96%	32.35%
Support	41.08%	43.93%	44.87%	47.87%	43.99%	41.18%
Do Not Support	19.53%	6.85%	5.70%	9.77%	13.06%	8.53%
Strongly Do Not Support	5.72%	3.12%	1.14%	3.01%	0.69%	3.53%
No Comment	26.26%	12.15%	13.31%	14.04%	10.31%	14.41%

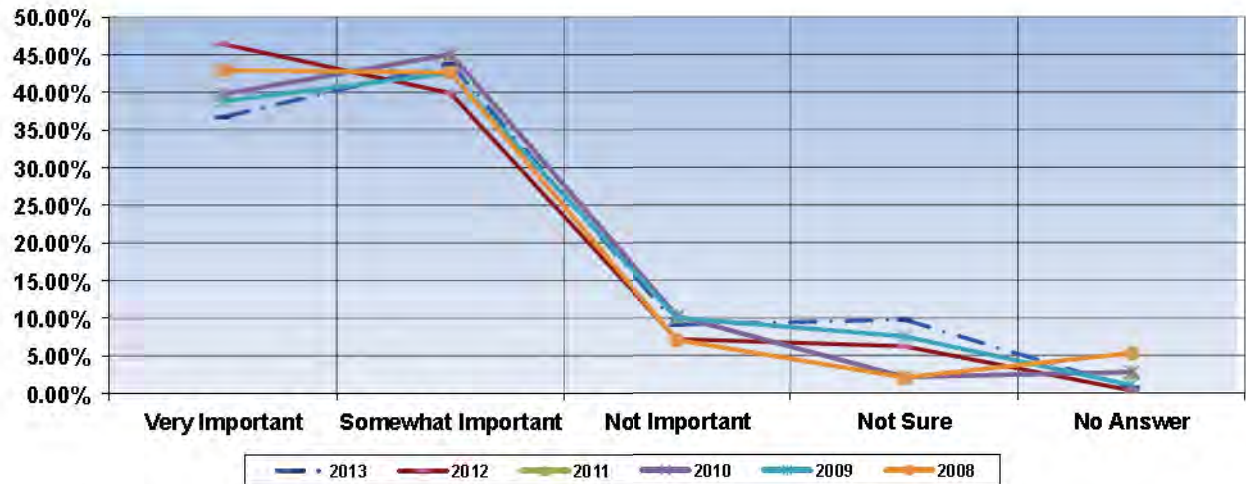


CITIZEN'S SURVEY 2013 RESULTS

11.3. Please rank the importance of the following economic development initiatives:

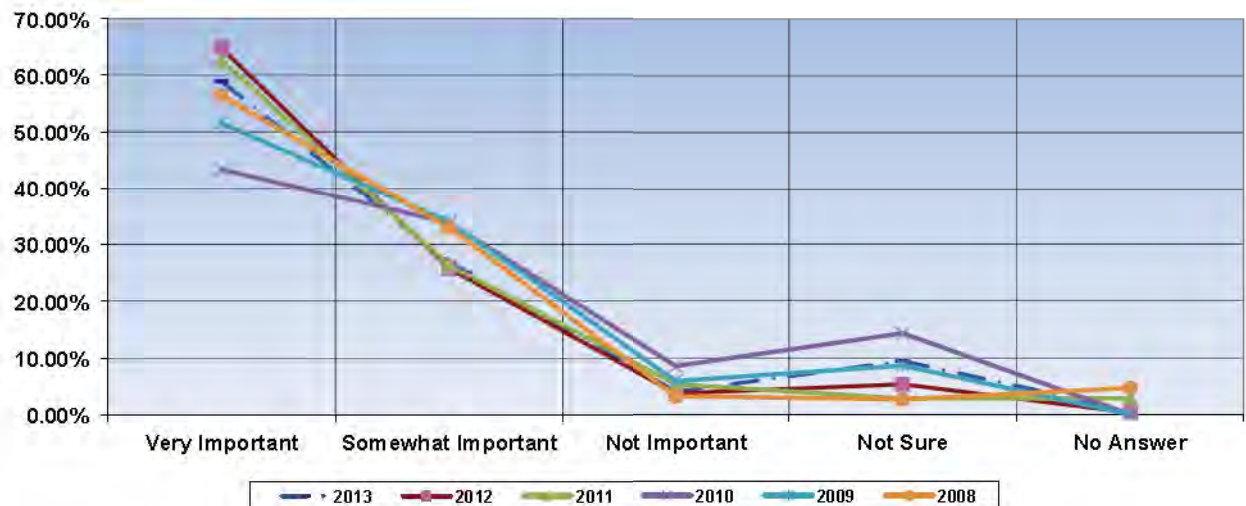
11.31. Tourism marketing and development.

	2013	2012	2011	2010	2009	2008
Very Important	36.70%	46.42%	39.79%	39.79%	38.83%	42.94%
Somewhat Important	43.77%	39.88%	45.07%	45.07%	42.61%	42.65%
Not Important	9.09%	7.17%	10.21%	10.21%	9.97%	7.06%
Not Sure	9.76%	6.23%	2.11%	2.11%	7.56%	2.06%
No Answer	0.67%	0.31%	2.82%	2.82%	1.03%	5.29%



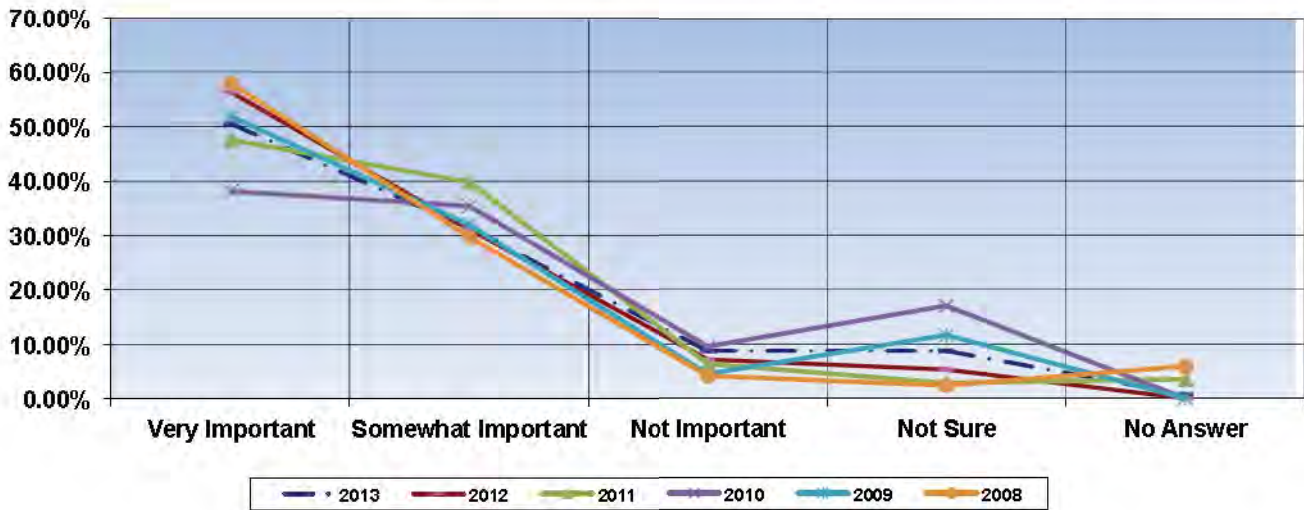
11.32. Investment Attraction.

	2013	2012	2011	2010	2009	2008
Very Important	58.92%	64.80%	62.68%	43.36%	51.55%	56.47%
Somewhat Important	26.94%	25.86%	26.41%	33.83%	34.02%	32.94%
Not Important	4.04%	3.74%	5.28%	8.52%	5.84%	3.24%
Not Sure	9.43%	5.30%	2.82%	14.29%	8.59%	2.65%
No Answer	0.67%	0.31%	2.82%	0.00%	0.00%	4.71%



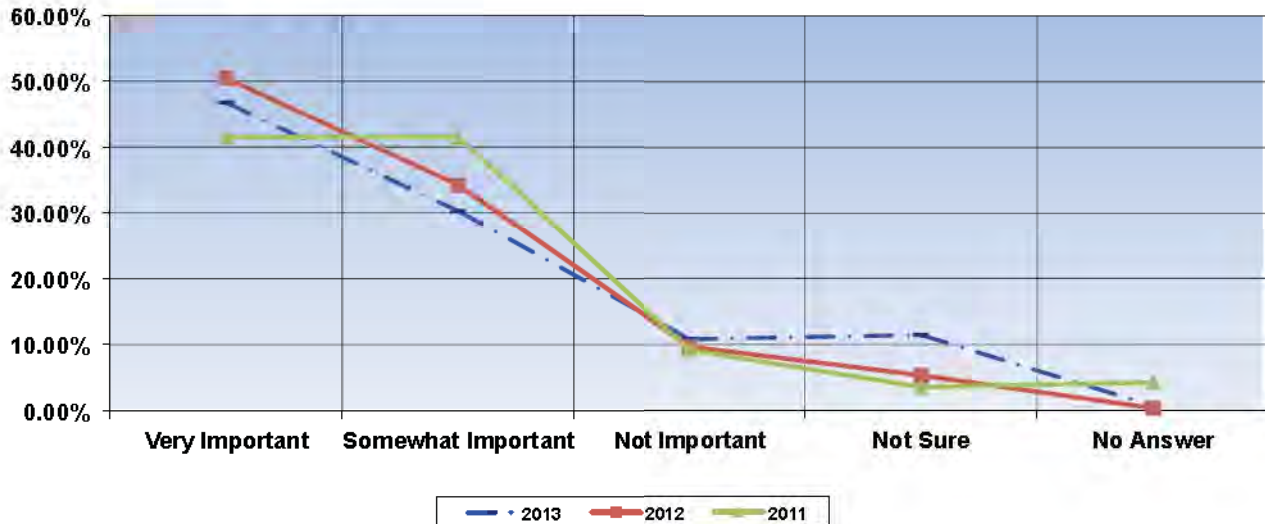
11.33. Assisting local businesses to grow and succeed.

	2013	2012	2011	2010	2009	2008
Very Important	50.51%	56.39%	47.54%	38.10%	51.89%	57.94%
Somewhat Important	31.31%	31.15%	39.79%	35.34%	31.96%	29.71%
Not Important	8.75%	7.17%	6.34%	9.52%	4.47%	4.12%
Not Sure	8.75%	5.30%	2.82%	17.04%	11.68%	2.35%
No Answer	0.67%	0.00%	3.52%	0.00%	0.00%	5.88%



11.34. Assisting farmers to grow and succeed.

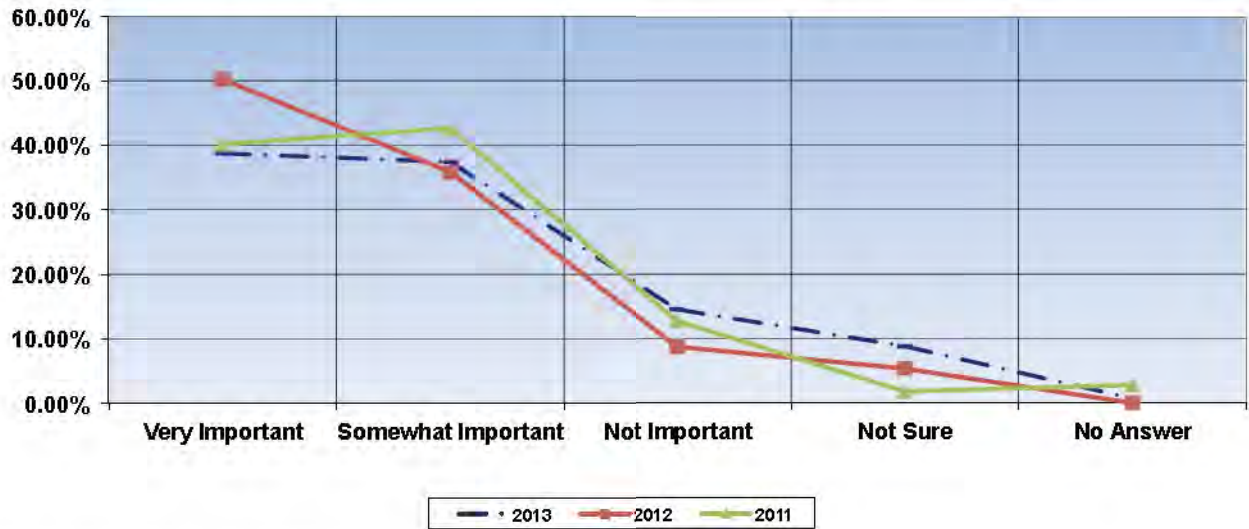
	2013	2012	2011
Very Important	46.80%	50.47%	41.55%
Somewhat Important	30.30%	34.27%	41.55%
Not Important	10.77%	9.66%	9.15%
Not Sure	11.45%	5.30%	3.52%
No Answer	0.67%	0.31%	4.23%



CITIZEN'S SURVEY 2013 RESULTS

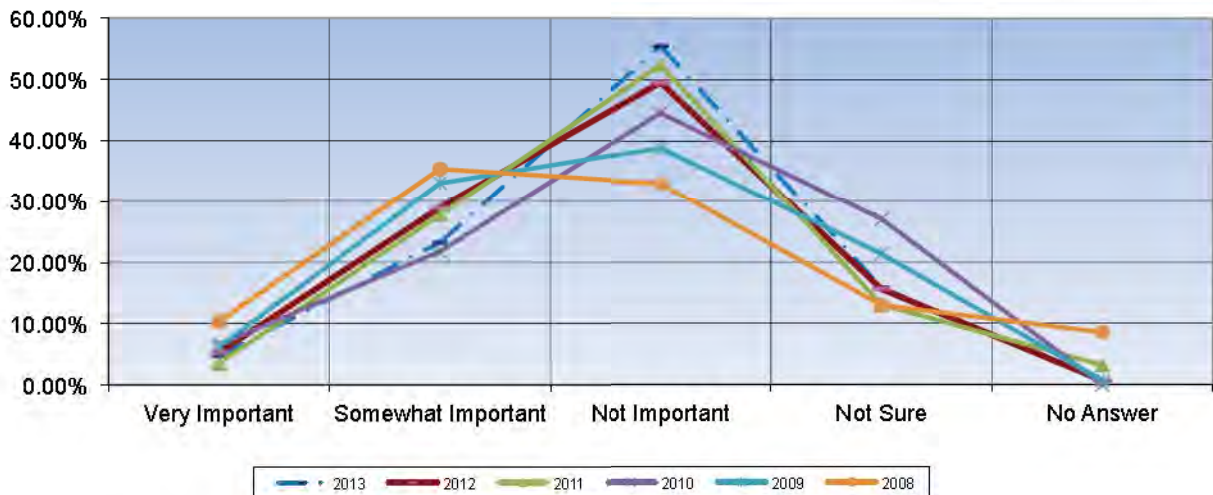
11.35. Raising the awareness of West Kelowna as a destination to live, invest and visit.

	2013	2012	2011
Very Important	38.72%	50.16%	40.14%
Somewhat Important	37.37%	35.83%	42.61%
Not Important	14.48%	8.72%	12.68%
Not Sure	8.75%	5.30%	1.76%
No Answer	0.67%	0.00%	2.82%



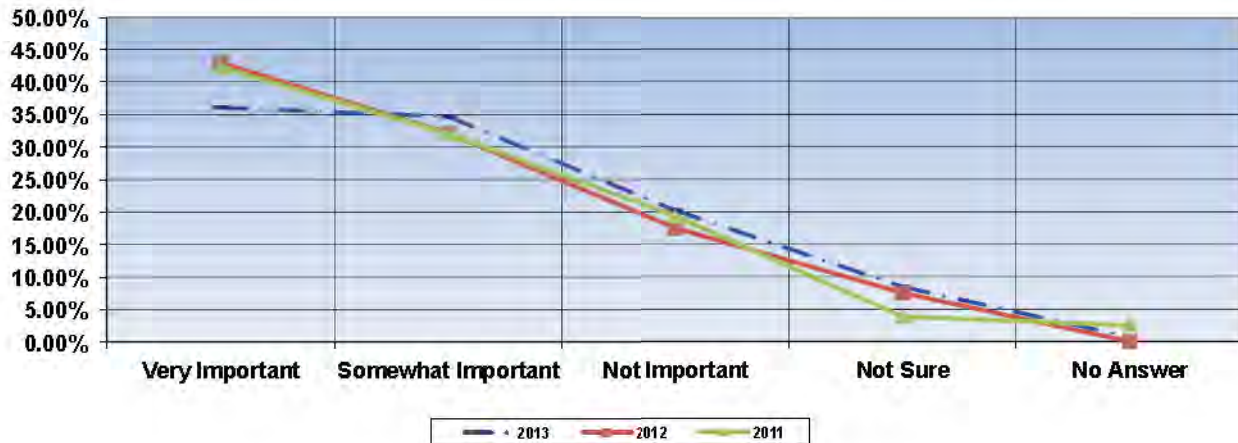
11.36 Foreign labour recruitment.

	2013	2012	2011	2010	2009	2008
Very Important	4.71%	5.30%	3.52%	6.52%	6.19%	10.29%
Somewhat Important	23.23%	28.97%	27.82%	21.80%	32.99%	35.29%
Not Important	55.56%	49.53%	52.46%	44.61%	38.83%	32.94%
Not Sure	15.82%	15.58%	13.03%	27.07%	21.31%	12.94%
No Answer	0.67%	0.62%	3.17%	0.00%	0.69%	8.53%



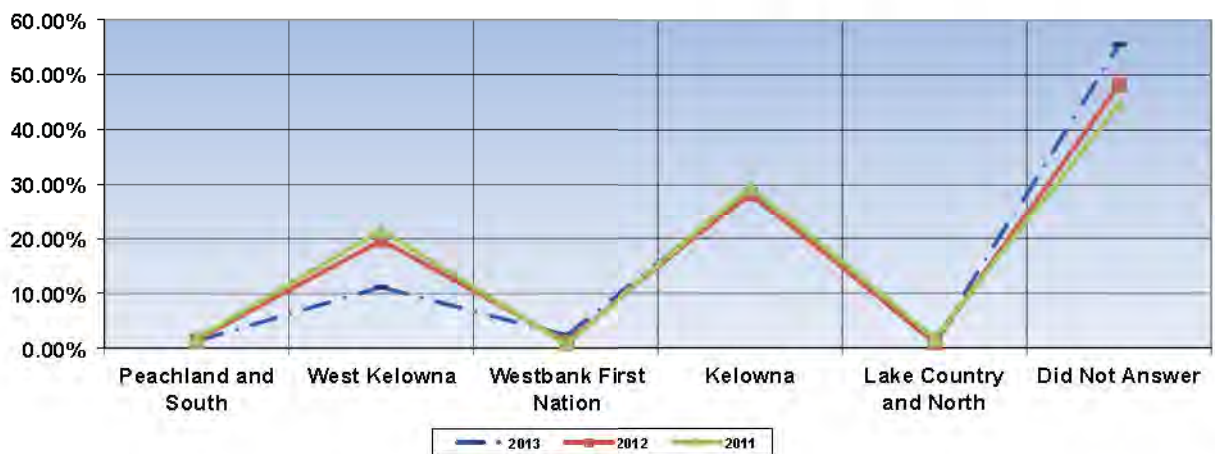
11.37. Revitalizing Westbank Town Centre.

	2013	2012	2011
Very Important	36.03%	42.99%	42.25%
Somewhat Important	34.68%	32.09%	32.04%
Not Important	20.20%	17.45%	19.37%
Not Sure	8.42%	7.48%	3.87%
No Answer	0.67%	0.00%	2.46%



12. If your workplace is outside of your home, where is the location of your employer or business?

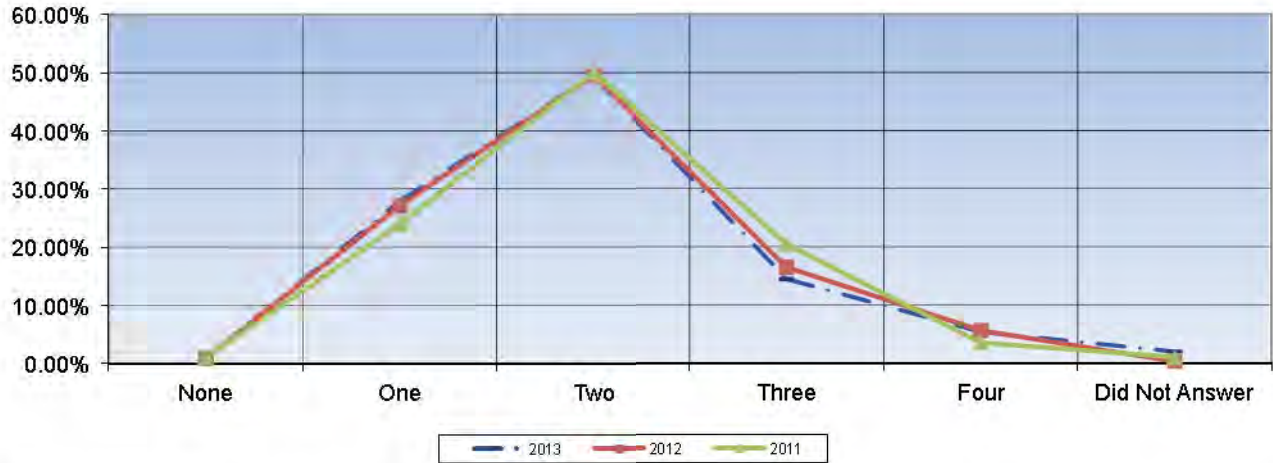
	2013	2012	2011
Peachland and South	1.35%	1.56%	1.76%
West Kelowna	11.11%	19.63%	21.48%
Westbank First Nation	2.36%	1.25%	0.70%
Kelowna	28.62%	28.35%	29.58%
Lake Country and North	1.01%	0.93%	29.58%
Did Not Answer	55.56%	48.29%	44.72%



CITIZEN'S SURVEY 2013 RESULTS

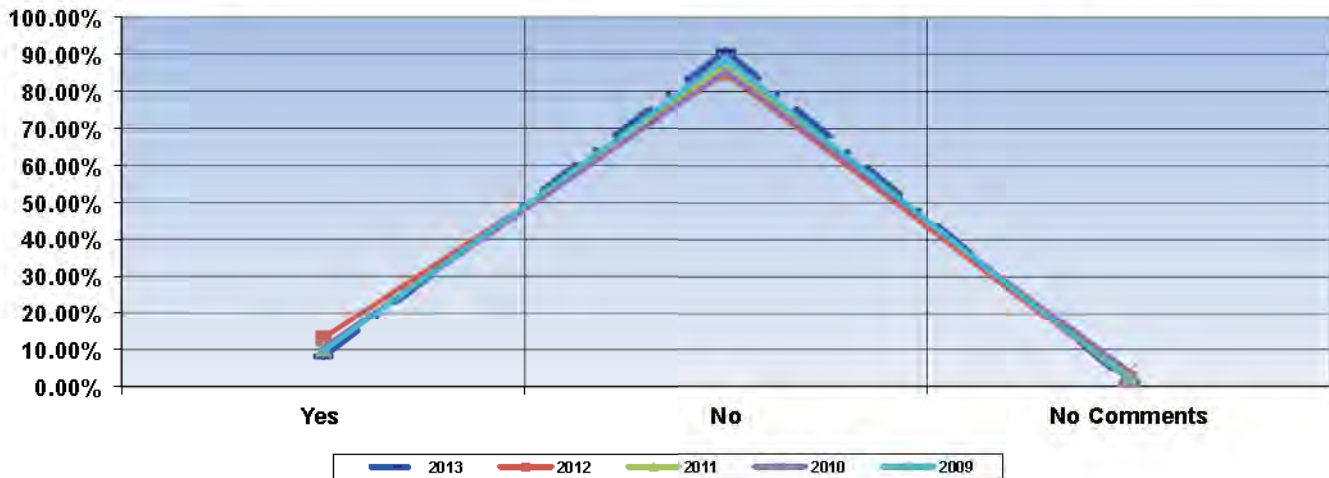
13. How many vehicles are a part of your household?

	2013	2012	2011
None	0.67%	0.93%	1.06%
One	27.95%	27.10%	23.94%
Two	49.49%	49.53%	50.00%
Three	14.48%	16.51%	20.42%
Four	5.39%	5.61%	3.52%
Did Not Answer	2.02%	0.31%	1.06%



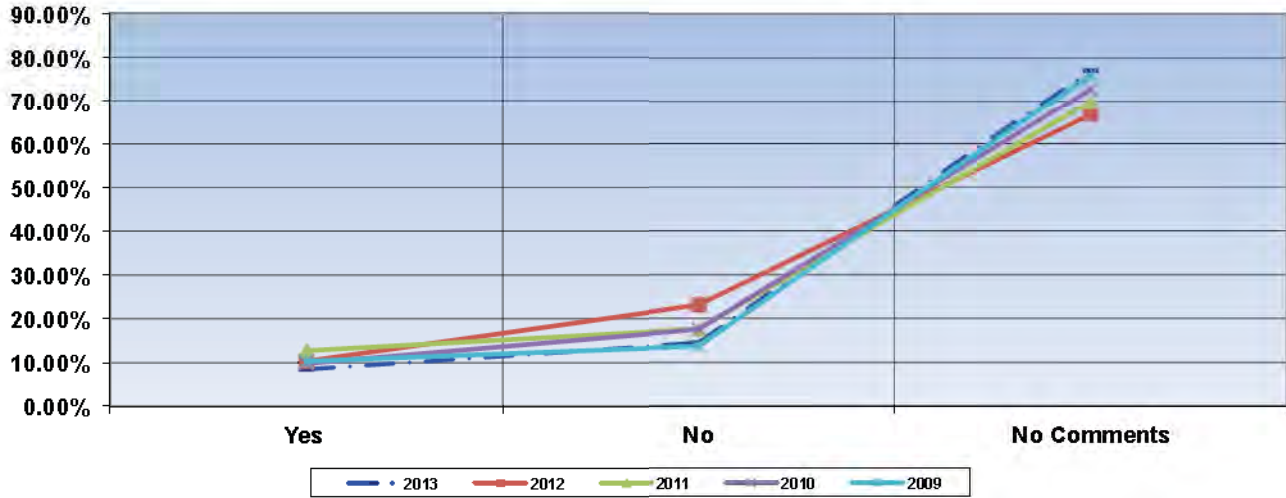
14. Do you currently use the transit system?

	2013	2012	2011	2010	2009
Yes	8.08%	13.08%	10.21%	10.53%	9.62%
No	90.91%	85.05%	87.32%	85.46%	88.66%
No Comment	1.01%	1.87%	2.46%	4.01%	1.72%



14.1. Are you satisfied with the transit service level?

	2013	2012	2011	2010	2009
Yes	8.42%	10.28%	12.68%	9.77%	10.31%
No	14.48%	23.05%	17.61%	17.54%	13.75%
No Comment	77.10%	66.67%	69.72%	72.68%	75.95%



14.2. How often do you typically use the transit system?

	2013	2012	2011	2010	2009
Every Day	2.02%	0.31%	1.06%	1.00%	2.06%
3-4 Times per Week	1.68%	2.80%	3.87%	1.75%	1.72%
3-4 Times per Month	2.02%	4.05%	4.23%	5.26%	3.09%
Less Than Once a Month	19.19%	54.21%	51.06%	50.13%	39.18%
No Answer	75.08%	38.63%	39.79%	41.60%	53.95%

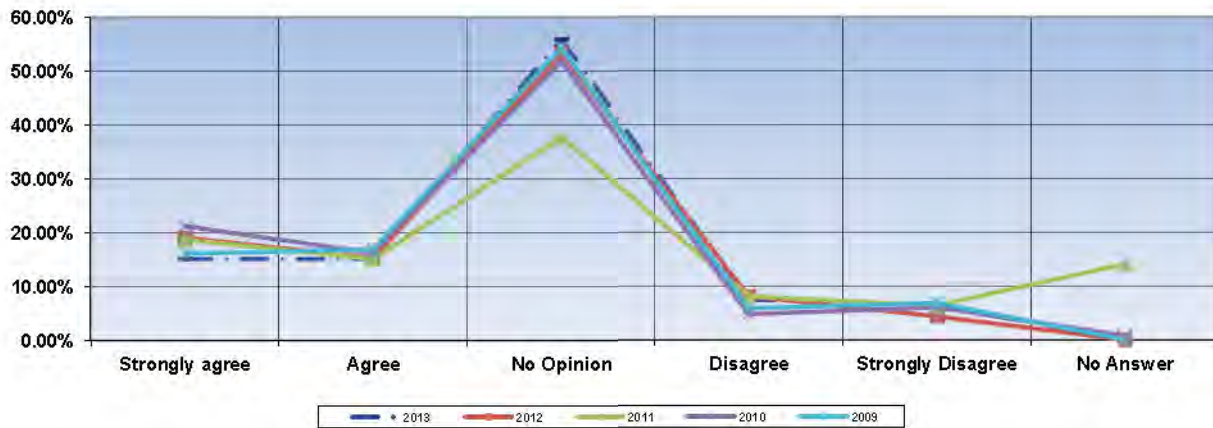


CITIZEN'S SURVEY 2013 RESULTS

14.3. Do you agree that the following improvements would increase your transit usage or encourage you to use it?

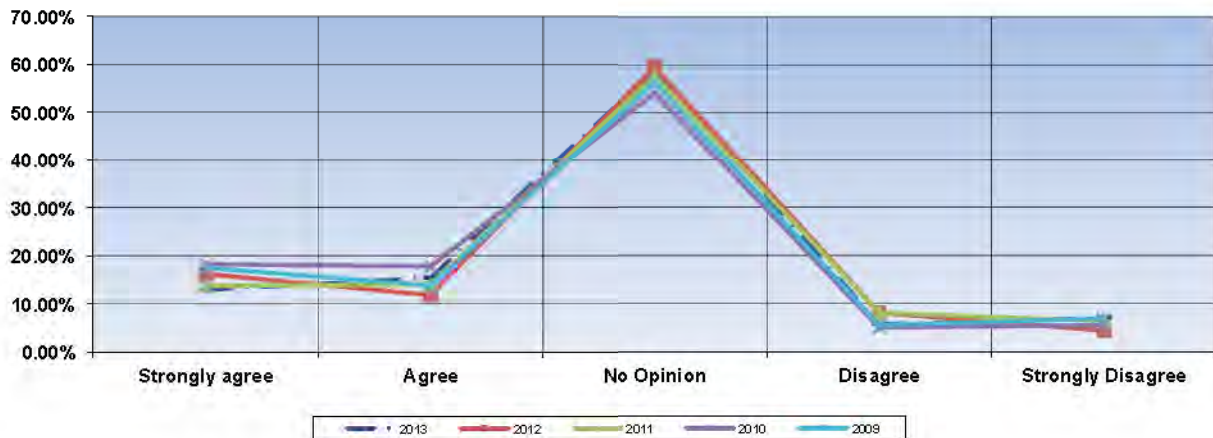
14.31. More Frequent Service.

	2013	2012	2011	2010	2009
Strongly Agree	15.15%	19.00%	18.66%	21.21%	16.15%
Agree	15.15%	15.26%	15.14%	16.16%	16.84%
No Opinion	55.89%	53.27%	37.68%	51.77%	54.30%
Disagree	7.41%	8.10%	8.10%	4.80%	5.84%
Strongly Disagree	6.40%	4.36%	6.34%	6.06%	6.87%
No Answer	0.00%	0.00%	14.08%	0.76%	0.00%



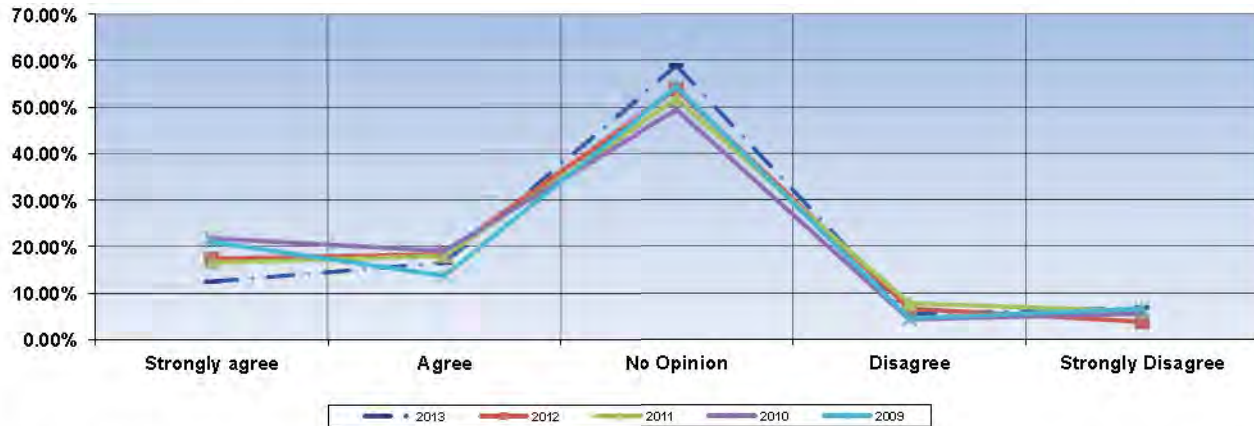
14.32. Service Additional Areas.

	2013	2012	2011	2010	2009
Strongly Agree	12.79%	16.20%	13.73%	18.30%	17.53%
Agree	15.49%	11.84%	14.08%	17.79%	13.75%
No Opinion	58.92%	59.50%	57.75%	54.13%	56.36%
Disagree	5.72%	8.10%	8.10%	5.01%	5.50%
Strongly Disagree	7.07%	4.36%	6.34%	5.51%	6.87%



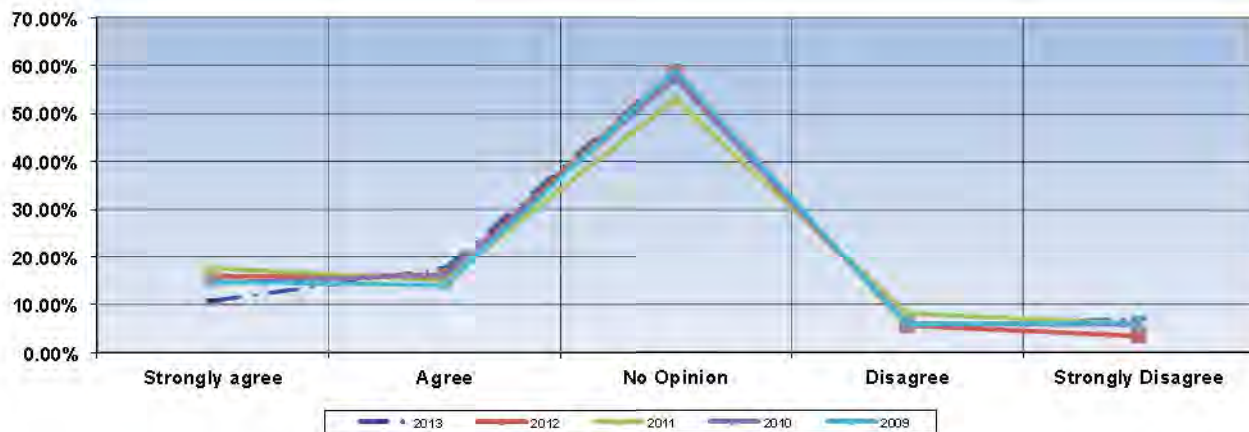
14.33. Express Routes (i.e. fewer stops on certain routes).

	2013	2012	2011	2010	2009
Strongly Agree	12.46%	17.45%	16.55%	21.80%	20.96%
Agree	16.50%	18.38%	17.96%	19.05%	13.75%
No Opinion	58.92%	53.89%	51.76%	49.37%	54.30%
Disagree	5.39%	6.54%	7.75%	4.26%	4.47%
Strongly Disagree	6.73%	3.74%	5.99%	5.51%	6.53%



14.34. Routes Designed to Require Fewer Transfers.

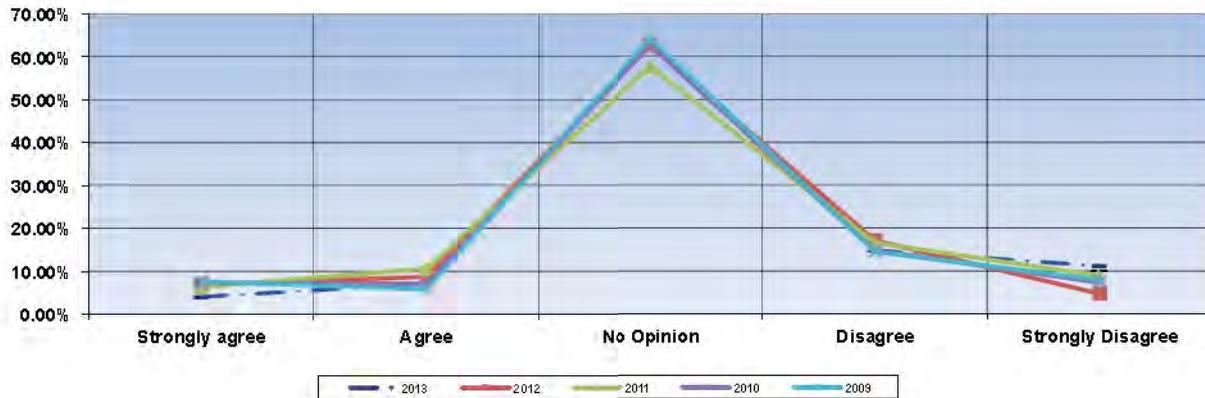
	2013	2012	2011	2010	2009
Strongly Agree	10.77%	15.89%	17.61%	14.54%	14.78%
Agree	17.51%	16.20%	15.14%	16.29%	14.09%
No Opinion	59.26%	58.88%	53.17%	57.39%	59.11%
Disagree	5.39%	5.61%	8.10%	6.02%	5.84%
Strongly Disagree	7.07%	3.43%	5.99%	5.76%	6.19%



CITIZEN'S SURVEY 2013 RESULTS

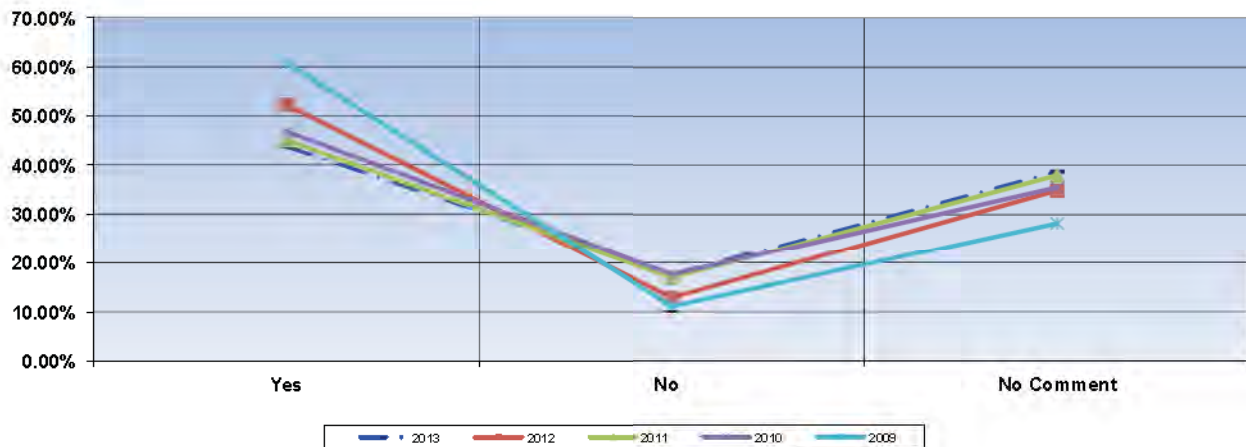
14.35. Lower Fares.

	2013	2012	2011	2010	2009
Strongly Agree	4.04%	6.85%	6.34%	7.27%	7.56%
Agree	7.07%	8.72%	10.56%	7.02%	5.84%
No Opinion	62.96%	62.62%	57.75%	62.66%	64.26%
Disagree	14.81%	17.13%	16.55%	14.79%	14.43%
Strongly Disagree	11.11%	4.67%	8.80%	7.27%	7.90%



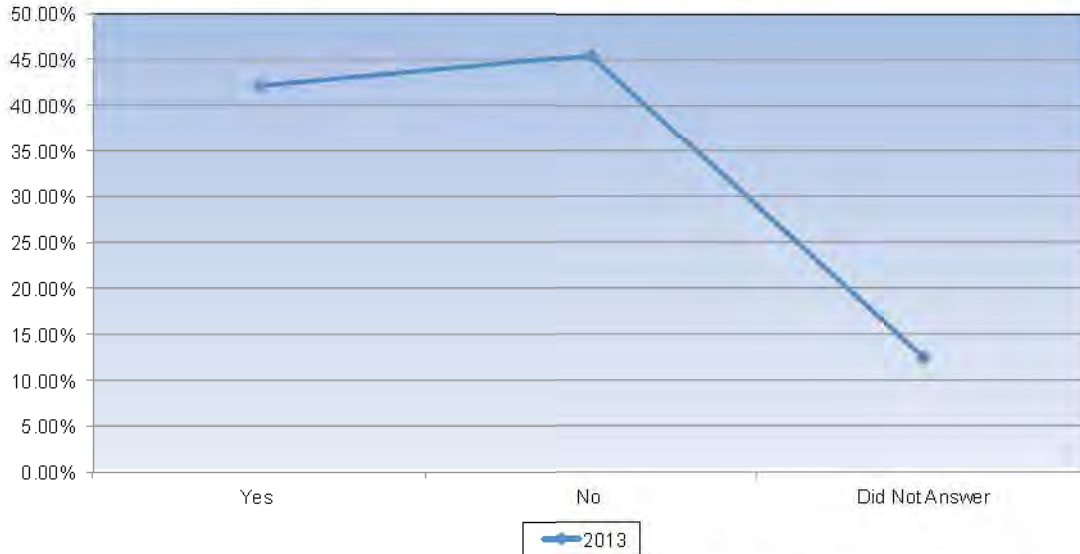
14.4. Do you support an intra-regional (from Lake Country to Peachland) transit service?

	2013	2012	2011	2010	2009
Yes	43.77%	52.34%	45.07%	46.87%	60.82%
No	17.51%	12.77%	16.90%	17.54%	11.00%
No Comment	38.72%	34.89%	38.03%	35.59%	28.18%



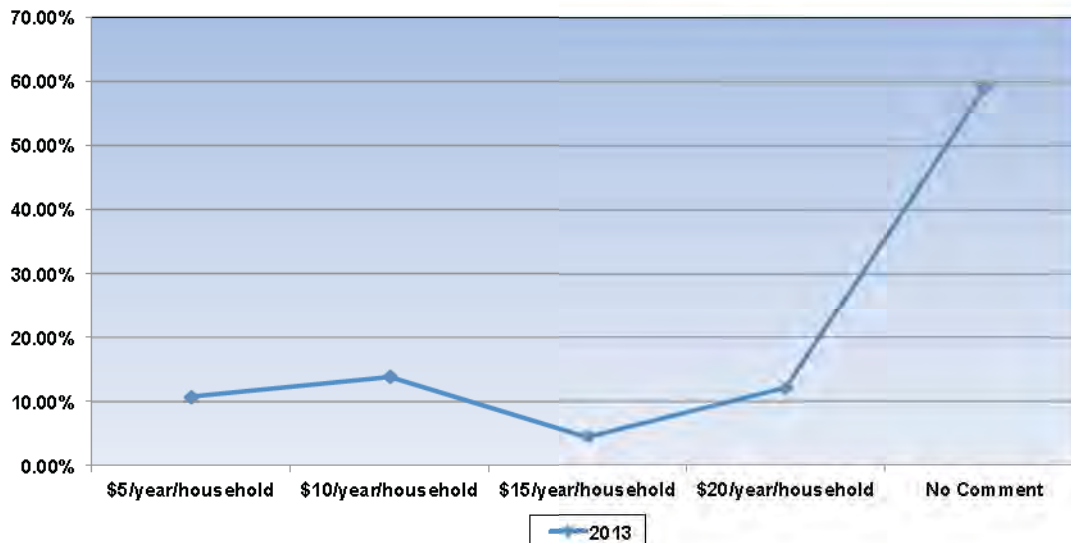
15. Would you support a District of West Kelowna tax increase for the purpose of park acquisitions?

	2013
Yes	42.09%
No	45.45%
Did Not Answer	12.46%



15.1. If "Yes", what increase in taxes are you prepared to pay for the purpose of park acquisitions?

	2013
\$5/year/household	10.77%
\$10/year/household	13.80%
\$15/year/household	4.38%
\$20/year/household	12.12%
No Comment	58.92%

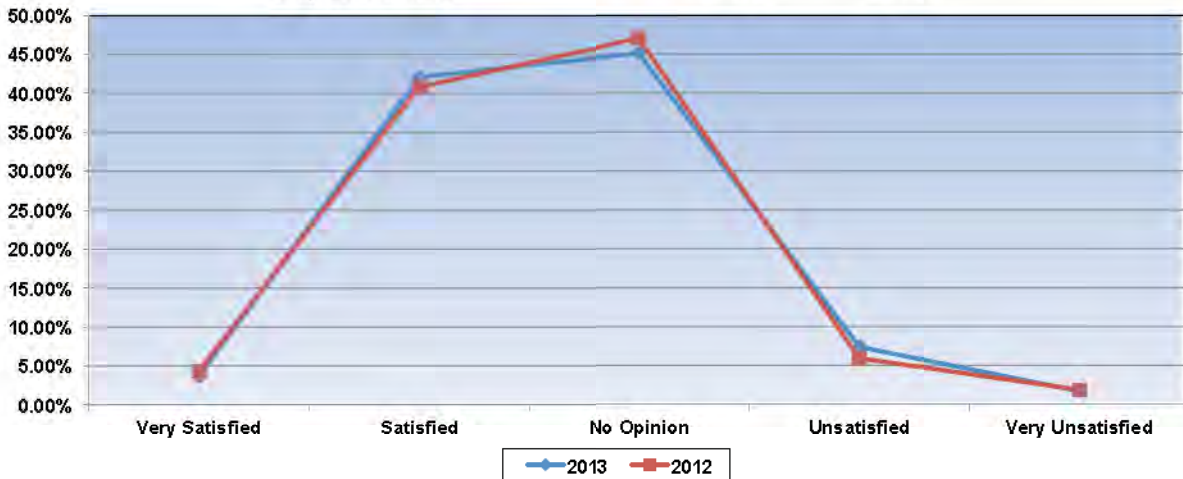


CITIZEN'S SURVEY 2013 RESULTS

16. The District of West Kelowna has recently completed a variety of Master Plans, such as the Official Community Plan, Agricultural Plan, Westbank Centre Revitalization Plan, Waterfront Plan, Parks and Recreation Master Plan and Pritchard Park Plan. How satisfied are you with the overall master planning process in:

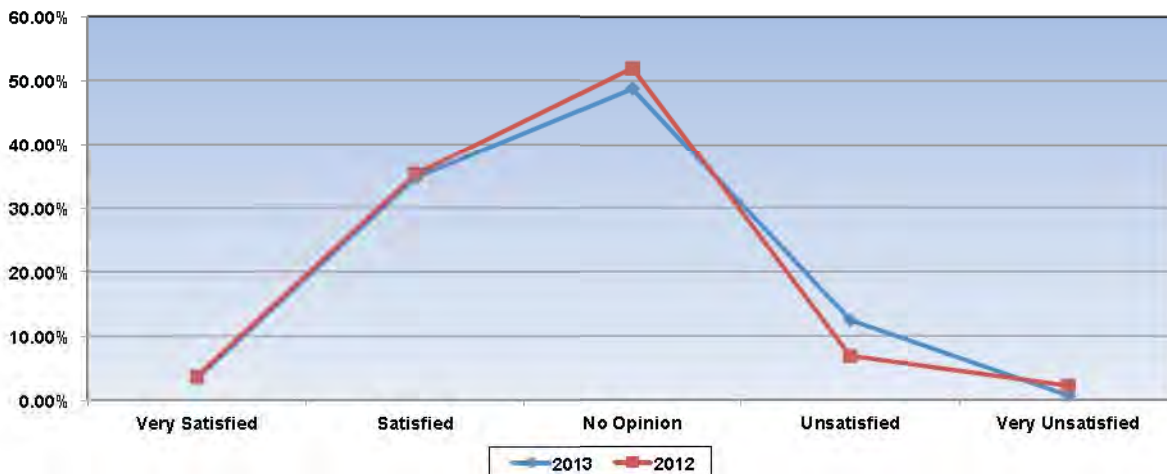
16.11. Reflecting community needs.

	2013	2012
Very Satisfied	3.70%	4.36%
Satisfied	42.09%	40.81%
No Opinion	45.12%	47.04%
Unsatisfied	7.41%	5.92%
Very Unsatisfied	1.68%	1.87%



16.12. Managing Growth.

	2013	2012
Very Satisfied	3.37%	3.74%
Satisfied	34.68%	35.20%
No Opinion	48.82%	52.02%
Unsatisfied	12.46%	6.85%
Very Unsatisfied	0.67%	2.18%



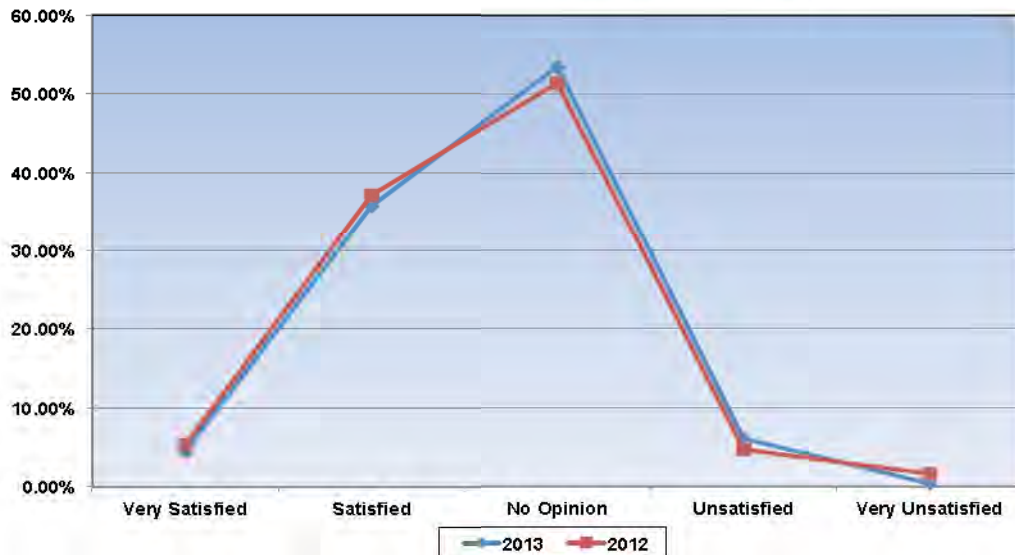
16.13. Addressing environmental issues.

	2013	2012
Very Satisfied	4.38%	5.30%
Satisfied	35.89%	37.07%
No Opinion	53.54%	51.40%
Unsatisfied	6.06%	4.67%
Very Unsatisfied	0.34%	1.56%



16.14. Supporting the local economy.

	2013	2012
Very Satisfied	3.03%	3.43%
Satisfied	38.05%	37.69%
No Opinion	51.85%	51.71%
Unsatisfied	6.40%	5.61%
Very Unsatisfied	0.67%	1.56%



CITIZEN'S SURVEY 2013 RESULTS

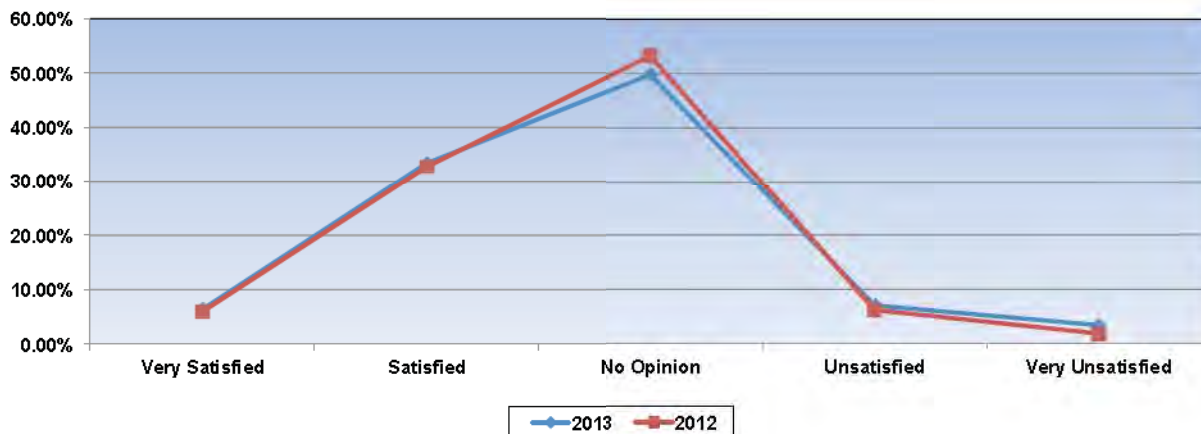
16.15. Guiding the review of development applications in context of these plans.

	2013	2012
Very Satisfied	2.36%	3.43%
Satisfied	30.98%	31.46%
No Opinion	58.92%	59.19%
Unsatisfied	5.39%	4.36%
Very Unsatisfied	2.36%	1.56%



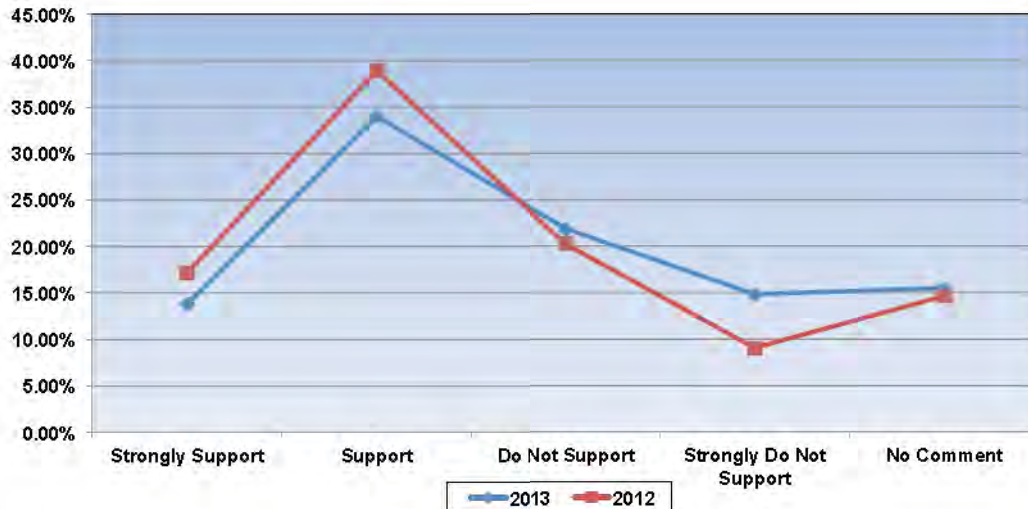
16.16. Obtaining input on the plans from the community.

	2013	2012
Very Satisfied	6.40%	5.92%
Satisfied	33.33%	32.71%
No Opinion	49.83%	53.27%
Unsatisfied	7.07%	6.23%
Very Unsatisfied	3.37%	1.87%



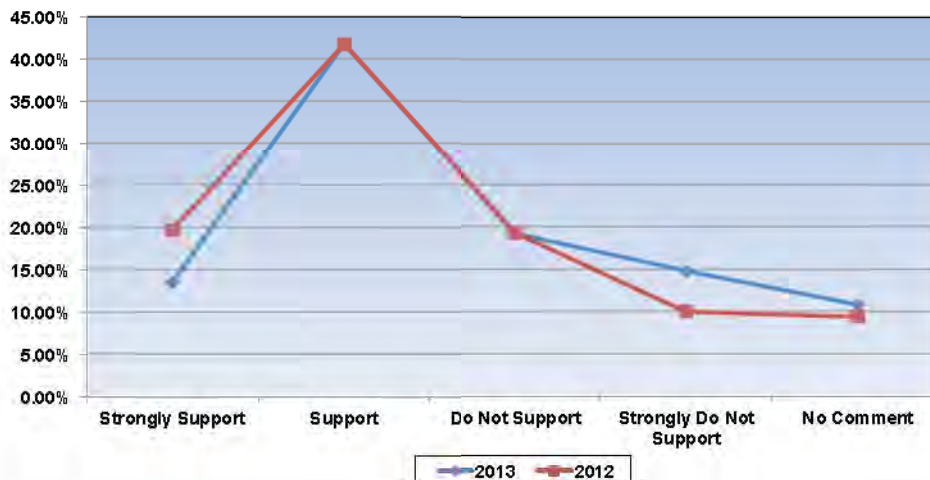
17. The District of West Kelowna will be reviewing its secondary suite policy. Secondary suites are currently permitted on residential properties that meet certain conditions and are 700 m² (5,500 Sq. Ft.) and larger. How supportive are you of allowing secondary suites on properties 400 m² (4,405 Sq. Ft.)?

	2013	2012
Strongly Support	13.80%	17.13%
Support	34.01%	38.94%
Do Not Support	21.89%	20.25%
Strongly Do Not Support	14.81%	9.03%
No Comment	15.49%	14.64%



17.1. The District of West Kelowna will be considering allowing carriage homes (which would allow for a second dwelling on properties that meet certain criteria, yet to be defined) as part of the 2013 work plan. How supportive are you of including this form of housing within the District of West Kelowna?

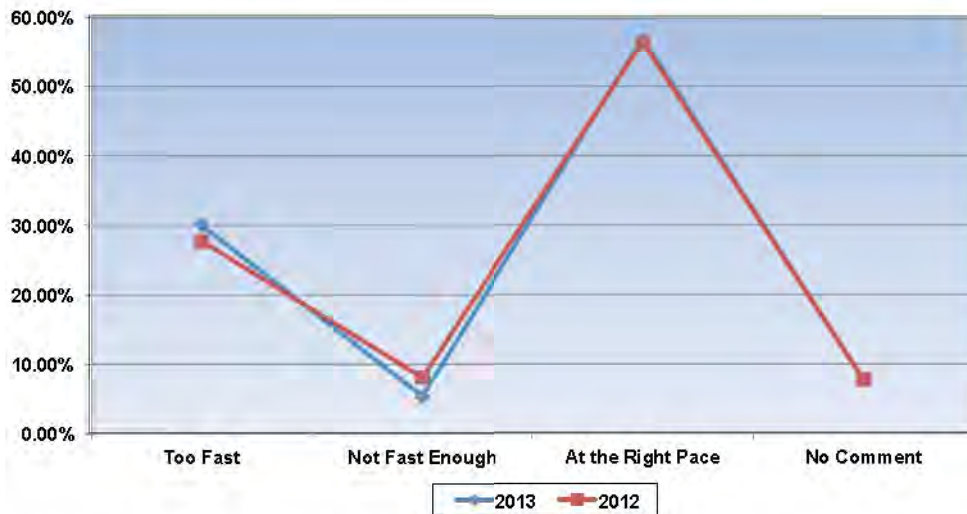
	2013	2012
Strongly Support	13.47%	19.63%
Support	41.75%	41.74%
Do Not Support	19.19%	19.31%
Strongly Do Not Support	14.81%	9.97%
No Comment	10.77%	9.35%



CITIZEN'S SURVEY 2013 RESULTS

18. Recent Canadian Census figures demonstrated a population change of 13.5% from 2006 to 2010. In terms of growth, do you feel the community is growing:

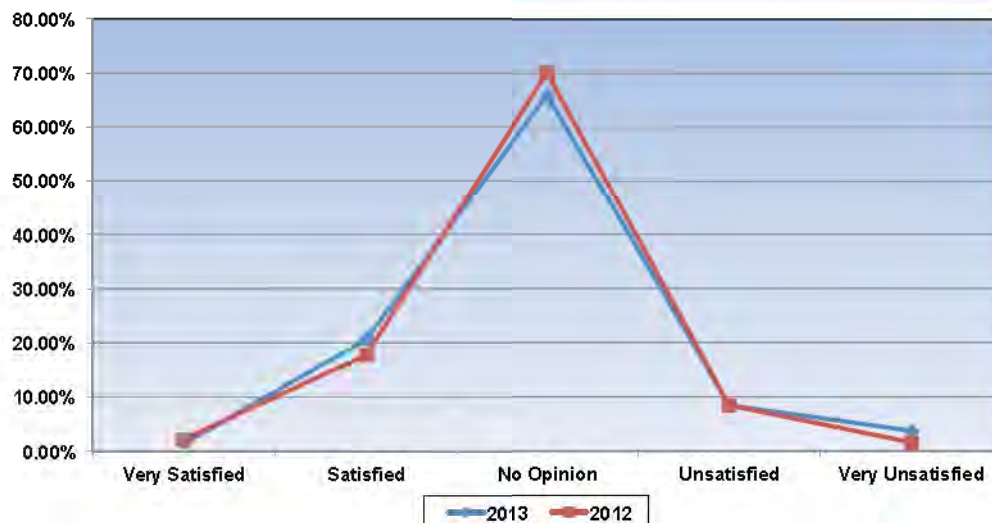
	2013	2012
Too Fast	29.97%	27.73%
Not Fast Enough	5.39%	8.10%
At the Right Pace	56.90%	56.39%
No Comment	7.74%	7.79%



18.1. How Satisfied are you with the District of West Kelowna's response to this growth in terms of:

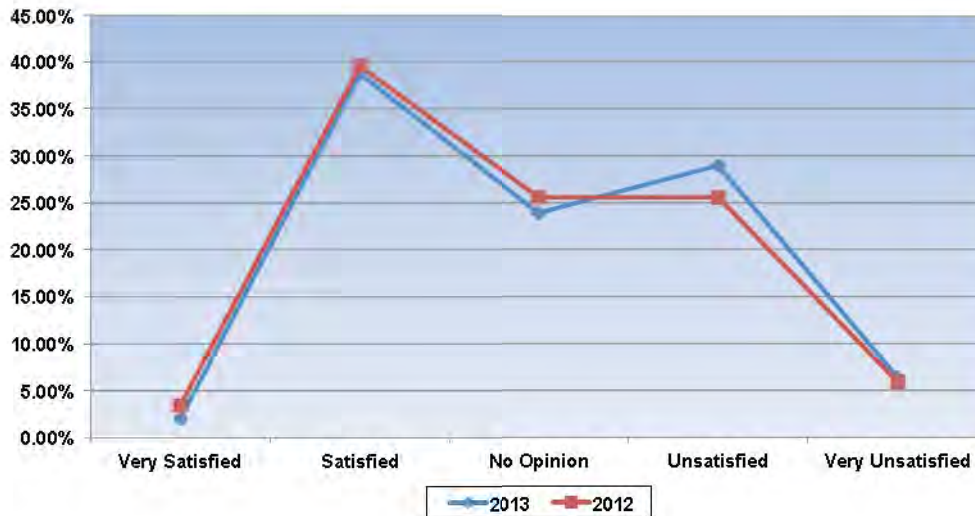
18.11. Processing of development applications?

	2013	2012
Very Satisfied	1.35%	2.18%
Satisfied	20.54%	17.76%
No Opinion	65.99%	70.09%
Unsatisfied	8.42%	8.41%
Very Unsatisfied	3.70%	1.56%



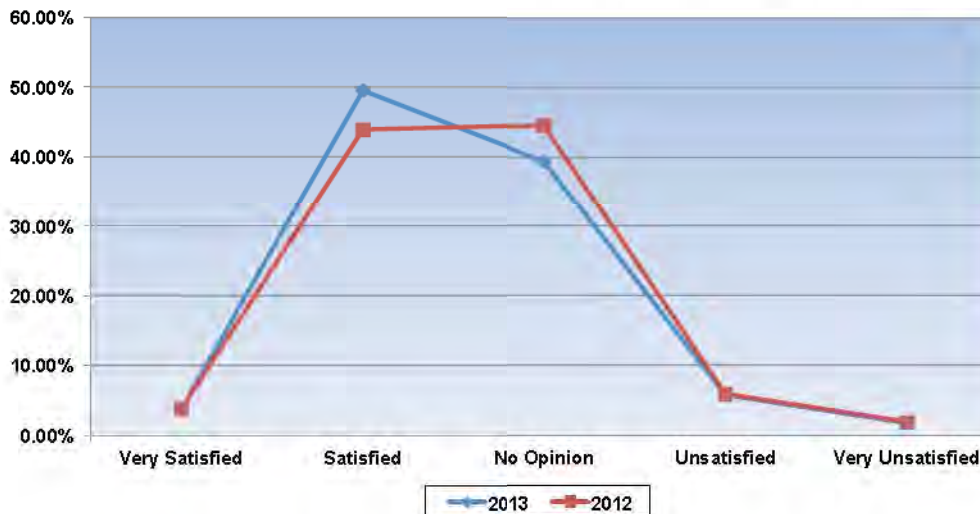
18.12. Supplying infrastructure (roads, sidewalks, water, sewer)?

	2013	2012
Very Satisfied	2.02%	3.43%
Satisfied	38.72%	39.56%
No Opinion	23.91%	25.55%
Unsatisfied	28.96%	25.55%
Very Unsatisfied	6.40%	5.92%



18.13. Programming of community events?

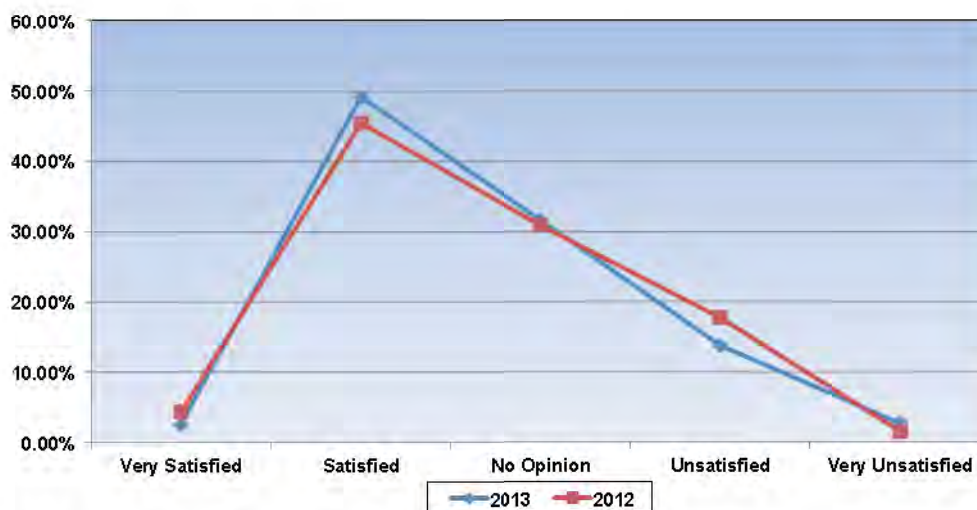
	2013	2012
Very Satisfied	3.70%	3.74%
Satisfied	49.49%	43.93%
No Opinion	39.39%	44.55%
Unsatisfied	5.72%	5.92%
Very Unsatisfied	1.68%	1.87%



CITIZEN'S SURVEY 2013 RESULTS

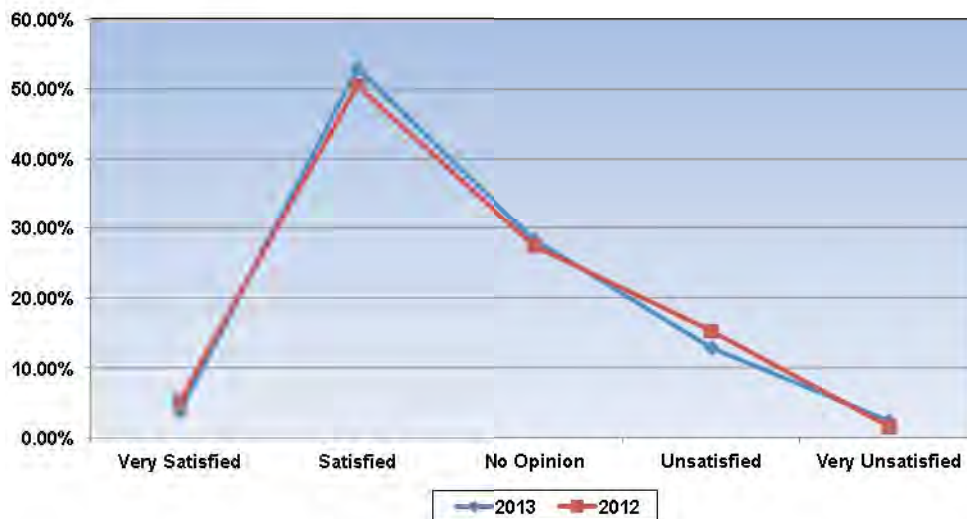
18.14. Provision of recreational trails?

	2013	2012
Very Satisfied	2.69%	4.36%
Satisfied	49.16%	45.48%
No Opinion	31.65%	30.84%
Unsatisfied	13.80%	17.76%
Very Unsatisfied	2.69%	1.56%



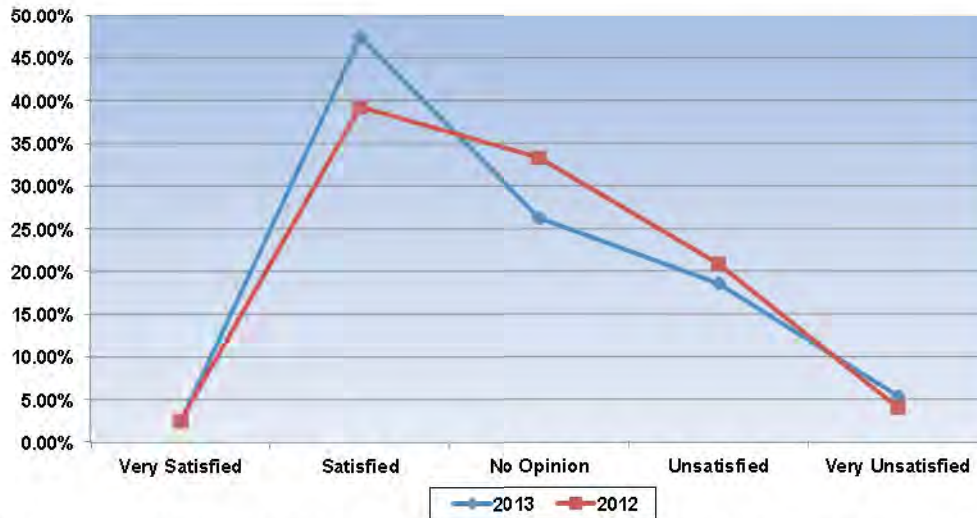
18.15. Provision of parks/green space?

	2013	2012
Very Satisfied	3.70%	5.30%
Satisfied	52.86%	50.47%
No Opinion	28.28%	27.41%
Unsatisfied	12.79%	15.26%
Very Unsatisfied	2.36%	1.56%



18.16. Beautification of the community?

	2013	2012
Very Satisfied	2.36%	2.49%
Satisfied	47.47%	39.25%
No Opinion	26.26%	33.33%
Unsatisfied	18.52%	20.87%
Very Unsatisfied	5.39%	4.05%



19. How satisfied are you with the existing appearance of signage on District of West Kelowna lands?

	2013
Very Satisfied	7.74%
Satisfied	49.16%
No Opinion	14.81%
Unsatisfied	10.77%
Very Unsatisfied	17.51%

