OMBI

ONTARIO MUNICIPAL CAOs' BENCHMARKING INITIATIVE

2005 Performance Benchmarking Report

Partnering for Service Excellence

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Letter from the Chief Administrative Officers and City Managers

We are pleased to present the *2005 Performance Benchmarking Report* prepared by the Ontario Municipal CAOs' Benchmarking Initiative (OMBI).

Municipalities deliver a wide range of programs and services that residents and businesses rely on every day—from fire and police services, to the delivery of clean water, maintenance of roads, and the provision of long term care. The goal of this report is to provide information that measures and compares how efficiently and effectively we deliver these programs and services to residents.

The results presented in this document reflect the joint efforts of 15 municipalities representing more than 9.1 million residents or 72% of Ontario's population. It is a collaboration that is unprecedented in North America. Together, we have shared information and ideas on a broad number of programs and services we provide to citizens, with 12 service areas highlighted in this report. We have focused on services that municipalities have in common, while recognizing characteristics that make each municipality distinct.

OMBI has developed standardized methodologies to collect consistent performance information to ensure our results are as comparable as possible. This information helps us understand our own municipal performance over time within a broader context by providing comparable information of other municipalities. It also helps us identify areas where we are performing well, and other areas where improvements can be made over time.

"Our research shows that citizens want to know how their municipality's performance compares to that of other municipalities. OMBI is providing that kind of valuable information".

BARBARA J. COHN BERMAN Vice-President / National Centre for Civic Innovation / New York, New York / Author of Listening to the Public. Adding the Voices of the People to Government Performance Reporting

The benefits of collaboration also extend to identifying and sharing best practices. By working together, we pool our knowledge to improve our operations and make the best use of valuable resources. In addition, it strengthens our accountability and enhances the level of transparency in the way we provide services and report on our performance. In reporting these results, we hope to build further support for and trust in municipal government.

This benchmarking initiative is unique for the spirit of openness in which it was conducted, for the scale of collaboration required to collect information, and for the commitment of staff toward a common goal to improve municipal government services. Further work is required within each of our municipalities to better understand the data and the insight it can provide into our individual operations. We believe we are making solid progress in our commitment to improve results and strengthen how we deliver the services that our communities expect from their local governments.

We will build on our efforts to date as we gather more information and report on additional service areas in future years.

Rick Fiebig
CAO, County of Brant

Jim Green
CAO, District of Muskoka

Robert Petrie
CAO, City of Thunder Bay

Garry H. Cubitt, M.S.W.
CAO, Region of Durham

Mike Trojan
CAO, Region of Niagara

Shirley Hoy
City Manager, City of Toronto

Jane MacCaskill
Acting CAO, Region of Halton

Kent Kirkpatrick
City Manager, City of Ottawa

Mike Murray
CAO, Region of Waterloo

Glen Peace
City Manager, City of Hamilton

David Szwarc
CAO, Region of Peel

John Skorobohacz
CAO, City of Windsor

Jeff Fielding
CAO, City of London

Mark Mieto
CAO, City of Greater Sudbury

Michael Garrett
CAO, Region of York

Introduction

"The World Bank is researching potential models for performance benchmarking and best practices on its City Indicators Project. An early draft is just out. The review indicates that OMBI has a sound track record and is producing valuable information to show how well its municipalities are performing over time and relative to each other".

DAN HOORNWEG Senior Municipal Engineer / Finance, Private Sector and Infrastructure / Latin America and Caribbean Region / The World Bank / Washington, DC

This is the first performance benchmarking report published by the Ontario Municipal CAOs' Benchmarking Initiative (OMBI).

With the results contained in this report, participating municipalities can compare their performance against other partner municipalities and use the information to improve their own operations and services. The intention of this document is not to focus on the performance of any one of the OMBI municipalities; rather, it is meant to serve as a tool to provide municipalities with comparative results and context as they make decisions about local service delivery.

OMBI'S PERFORMANCE MEASUREMENT FRAMEWORK

All OMBI municipalities measure their performance to gauge whether they are making progress towards their goals. They do this to improve operations and services to residents.

OMBI has developed a performance measurement framework to help its partners measure their progress (see Appendix A). The framework is based on four types of measures, examples of which are found throughout the report. The measures include:

Service level—The number, type, or level of services provided to residents in municipalities. For example, the number of kilometres of road or the number of library materials available.

Efficiency—How municipalities use their resources. For example, the cost of transit per passenger trip or the cost of wastewater treatment per megalitre.

Customer service—The quality of service to citizens. For example, the satisfaction level of clients in long term care homes or the percentage of roads where the pavement quality is rated as good or very good.

Community impact—The effect programs and services are having on our communities. For example, measuring the percentage of garbage that is diverted away from landfill sites, or measuring crime rates.

COMPARING RESULTS

Information collected by OMBI's municipalities is presented in this report. Because of the significant difference in the size of our municipalities, we often state results in a standardized way, for example, on a per capita/person or per household basis. This makes the results comparable between municipalities.

Other goals of this benchmarking exercise for municipalities are to:

- Assess the areas where they are strong and are doing well
- Identify areas where there may be an opportunity to improve services that could result in cost savings or quality improvements
- Integrate benchmarking into strategies for continuous improvement of municipal operations

- Access ideas on new processes, systems, technologies and creative solutions to help make the best use of valuable resources
- Identify best or better practices in some municipalities that may also be applicable for implementation in other municipalities

Some best practices have already been developed in a number of service areas that may help municipalities improve their services. A list of these best practice reports is available in Appendix D. OMBI continues to identify best practices and will share this information in the future.

HISTORY

The work to measure municipal services in Ontario began in the late 1990s.

In 2000–2001, the OMBI municipalities reviewed 55 benchmarking initiatives across North America. This review identified leading practices in the still-developing field of local government performance measurement, and led to the development of OMBI's benchmarking model, where performance measurement is used to identify reliable, consistent information about local government services. In OMBI's case, benchmarking involves the examination of the partners' data over many years, and comparing it with the other partners' data to gain a better understanding of the complex relationships between service levels, costs and quality. These examinations have produced many best practices.

In 2001, OMBI municipalities established a project charter and project office to improve communication and overall coordination.

Following a series of strategic planning discussions in 2001–2002, the Chief Administrative Officers (CAOs) and City Managers of the participating municipalities agreed to the following objectives for OMBI:

- Report consistent, comparable information for selected local government services
- Develop findings that lead to discussions about service efforts and accomplishments
- Identify programs or services where more in-depth analysis would help determine the potential to improve service and the sharing of best or better practices
- Promote a municipal performance culture

Collecting standardized data and ensuring the information is comparable between municipalities despite differences in organization structure, strategic priorities, and operating conditions, is one of the group's major achievements in the past few years.

OMBI PARTNERSHIP

The municipal partners working together through OMBI to create opportunities for learning and improvement are:

- **County of Brant**
- **Regional Municipality of Durham**
- **Regional Municipality of Halton**
- **City of Hamilton**
- **City of London**
- **District of Muskoka**
- **Regional Municipality of Niagara**
- **City of Ottawa**
- **Regional Municipality of Peel**
- **City of Greater Sudbury**
- **City of Thunder Bay**
- **City of Toronto**
- **Regional Municipality of Waterloo**
- **City of Windsor**
- **Regional Municipality of York**

Additional information on the partners' geographic area, population and number of households is provided in Appendix B.

The partners' collaboration and the publication of this *2005 Performance Benchmarking Report* is unique to North America and is a testament to the partners' individual and collective dedication to improve how we deliver services and provide value to our citizens.

"With this public report, the OMBI municipalities are demonstrating a commitment to public accountability. They have developed innovative methodologies to capture the full cost of municipal services, and are instrumental in advancing a performance culture for the municipal sector. I am pleased to see that their leadership is being recognized both within and outside Ontario".

BOHDAN WYNNYCKY Manager, Municipal Performance and Audit Branch Manager / Measures and Best Practices / Municipal Performance and Accountability Branch / Ministry of Municipal Affairs and Housing / Province of Ontario

"We found the work of the OMBI municipalities to be very inspiring. It is of keen interest to visiting municipal government delegations from the People's Republic of China".

YEWU XI / China Program Associate / Foundation for International Training

2005 Comparative Results

This section presents information collected from the OMBI partners about selected performance measures for 12 service areas.

1 Child Care
2 Fire
3 Library
4 Long Term Care
5 Police
6 Roads
7 Social Assistance
8 Solid Waste Management
9 Sports and Recreation
10 Transit
11 Wastewater
12 Water

HOW TO READ THE GRAPHS

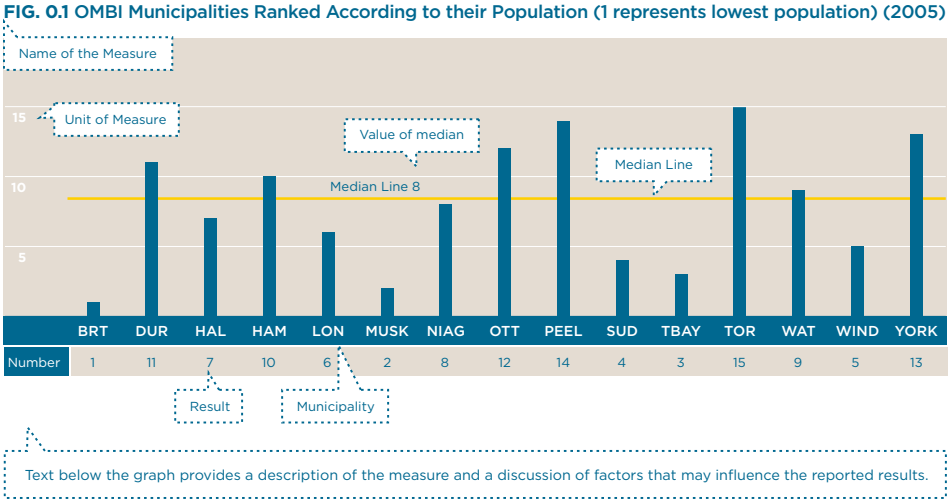
The graphs in this document were designed to show how participating municipalities compare with each other when services are benchmarked. The median line provides a point of reference to help the reader better understand these comparisons. The median is the number in the middle of a set of data. That is, half the numbers in the data set have values that are greater than the median, and half the numbers have values that are less than the median. For example, the median of 1, 3, 5, 7, and 9 is 5.

Readers should pay particular attention to the name of the measure to understand what the measure represents.

If the results of a municipality do not appear in a graph, it means the municipality does not have the responsibility to provide the service or that portion of the service being illustrated.

If a municipality's information was unavailable for reporting, a note of explanation is provided below the graph. If the municipality provides service only to a segment of its population, it is also noted in the applicable section.

FIG. 0.1 OMBI Municipalities Ranked According to their Population (1 represents lowest population) (2005)



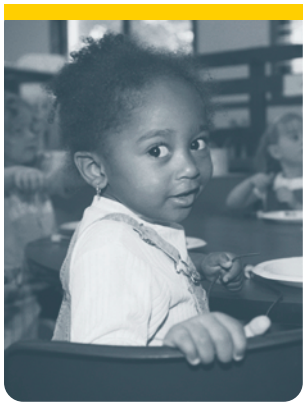
Municipal abbreviations used in graphs

BRT	County of Brant
DUR	Regional Municipality of Durham
HAL	Regional Municipality of Halton
HAM	City of Hamilton
LON	City of London
MUSK	District of Muskoka
NIAG	Regional Municipality of Niagara
OTT	City of Ottawa
PEEL	Regional Municipality of Peel
SUD	City of Greater Sudbury
TBAY	City of Thunder Bay
TOR	City of Toronto
WAT	Regional Municipality of Waterloo
WIND	City of Windsor
YORK	Regional Municipality of York

Not all participating OMBI partners are responsible for delivering service in each of the areas presented in this report. This report presents only a select number of performance measures. There are many more measures that could be used to help municipalities improve the services they deliver. OMBI plans to expand the scope of its reporting on service areas and performance measures in the future.

Due to the significant difference in the size of our municipalities, we often state results in a standardized way, for example, on a per capita/person, per household or a per unit of service basis. This makes the results comparable between municipalities.

1 Child Care Services



Child care, whether provided by a parent or in a regulated or a non-regulated setting, is important to a child's early development. Municipalities plan and manage child care services within their communities. They strive to provide high quality early learning and accessible child care for children and families, including programs for children with special needs.

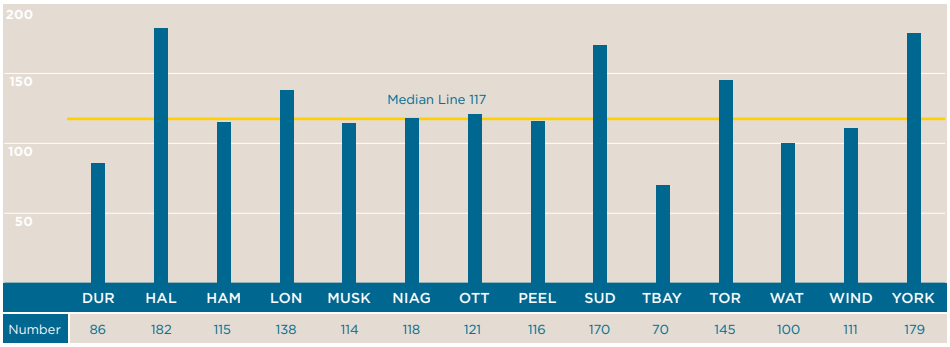
Municipalities are mandated by provincial legislation to plan, direct, and deliver children's services. Their responsibilities include:

- Providing funding for local service providers
- Providing leadership in the development and delivery of quality child care programs
- Directly operating child care centres, home child care programs, infant development programs, child care special needs resourcing, and fee subsidy programs

Child care services face a number of challenges, including managing an increasing demand for service in a setting with limited spaces and funding. In some cases, this results in waiting lists.

HOW MANY CHILD CARE SPACES ARE AVAILABLE?

FIG. 1.1 All Regulated Child Care Spaces in Municipality per 1,000 Children (12 and under) in the Municipality (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Number	86	182	115	138	114	118	121	116	170	70	145	100	111	179

Note: 2001 Census Used

This graph shows the number of regulated child care spaces available in a municipality per 1,000 children aged 12 and under. Because the 2001 Statistics Canada Census is the most current information available for the child population, results may be overstated in municipalities that are growing rapidly. In this graph, the higher the bar, the more regulated child care spaces there are.

The number of regulated child care spaces is important; however, it is also important to recognize that not all children 12 and under require a regulated child care space. Some children are cared for by a parent in the home while others receive care under non-regulated child care arrangements.

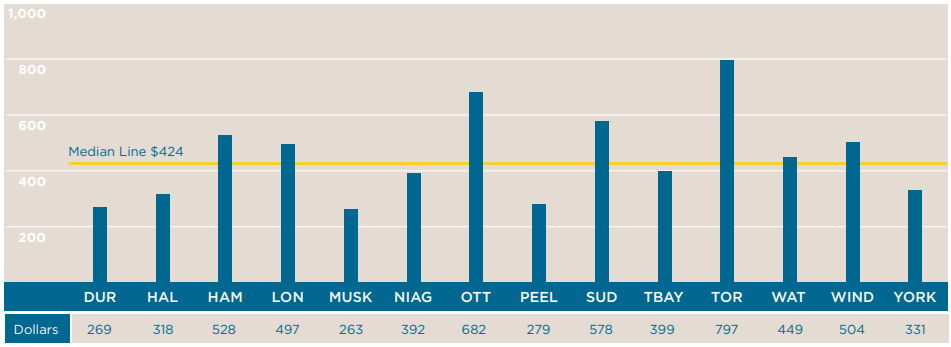
Municipal child care service providers do not have complete control of the inventory of regulated spaces in their municipality. The degree to which both the commercial sector

and the not-for-profit agencies decide to provide or not provide service is a complex issue. The mix of part-time versus full-time child care spaces and the age of the children cared for (e.g., more child care staff are needed for younger children than for older ones) also influences the supply of regulated spaces.

Provincial funding can also have a large influence over the supply of spaces. The availability of subsidies for child care spaces and wage subsidies for child care workers is not consistent across the province.

WHAT IS THE COST PER CHILD?

FIG. 1.2 Cost per Child (12 and Under) in the Municipality (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	269	318	528	497	263	392	682	279	578	399	797	449	504	331

This graph shows the cost for all child care services per child, age 12 and under, regardless of whether that child is in a regulated space or not. The higher the bar in the graph, the higher the cost per child.

Again, this measurement is based on the child population in the 2001 Census and may therefore overstate the costs in rapidly growing municipalities. It includes funds spent directly on developing child care spaces and purchasing child care spaces for low income families. Other funding that supports child care can include:

- Wage subsidy
- Special needs resourcing
- Start-up and one-time funding for child care providers to address health and safety requirements

Child care costs are funded through a combination of property taxes, provincial and federal grants and fees paid by parents.

The cost can be influenced by:

- The mix of service delivery models (child care centres operated by the municipality versus child care spaces purchased from commercial and not-for-profit centres versus home child care spaces)

- The number of subsidized spaces
- The number of children relative to overall population
- The age mix of the children in the municipality
- Decisions of municipalities to participate in cost-shared programs

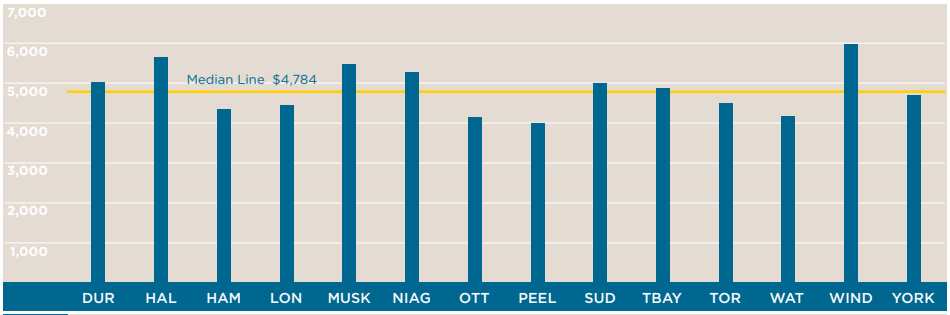
Economic variables may also play a significant role in this measurement. Variables include:

- The level of child poverty in the community
- The relative costs of living in the municipality
- Income levels of the residents

Finally, provincial and federal funding decisions (both current and historical) have a significant impact on the amount of money a municipality has to invest in child care services.

HOW MUCH DOES AN "AVERAGE" SUBSIDIZED CHILD CARE SPACE COST?

FIG. 1.3 Annual Child Care Service Cost per Normalized Child Care Space (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	5,012	5,634	4,339	4,441	5,458	5,270	4,150	4,005	5,005	4,867	4,503	4,170	5,980	4,700

This graph reflects the annual cost of providing subsidized child care per normalized child care space. The lower the bar in the graph, the lower the annual cost per normalized space.

A normalized space takes into consideration the mix of infant, toddler, pre-school, and school-age spaces, the different staffing ratios required (e.g., more child care staff are needed for younger children than for older ones), and the costs associated with providing care. In summary, a municipality will pay more for an infant space and less for a space occupied by a school-aged child. This measure adjusts for the different staffing ratios by converting them to "a normalized space" and makes the results more comparable.

Similar to the previous graph, the cost of child care can also be influenced by economic variables such as the cost of living in the municipality and the income levels of its residents.

For child care spaces other than in centres operated directly by the municipality, rates are set based on service agreements between the municipality and the service providers. These rates can be influenced by:

- The ability of parents to pay
- Local wage conditions
- Pay equity legislation
- The mix of spaces provided in the centre

Because of the influencing factors above, a lower cost result for this measure does not necessarily reflect a more efficient child care operation. A higher cost result could be a reflection of a municipality that is operating more spaces with its own staff and paying higher wages, or that a municipality could be paying a higher percentage of the costs of spaces to child care operators.

NEXT STEPS

Additional research will be undertaken to better understand the reasons for the differences in the level of provincial funding across Ontario. Analysis could determine the impact of service delivery models between municipally provided spaces, spaces purchased from commercial and not-for-profit centres, and spaces provided by home child care providers. In addition, analysis of the optimal level of spaces and children served could establish the target benchmark for these measures.

The goal of fire services in every municipality is to protect life and property. The three primary fire safety activities of fire services in communities are:

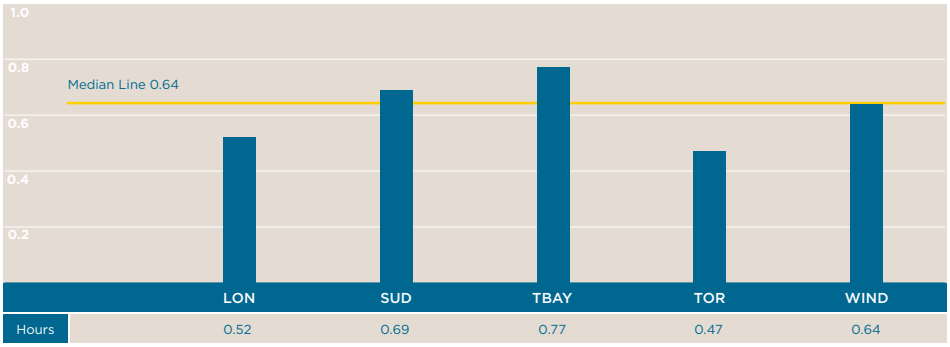
- Public education and fire prevention
- Fire safety standards and enforcement
- Emergency response

Most of the OMBI municipalities have a combination of urban and rural areas within their boundaries. Depending on the mix, this can require different firefighting capabilities and staffing models (e.g., full-time versus volunteer firefighters).

To improve the comparability of information contained in this report, some of the measures were limited to the urban component of municipal fire services. In some cases, municipalities could not separate their urban and rural information and were therefore unable to provide urban information.

HOW MANY HOURS ARE FIRE VEHICLES AVAILABLE TO RESPOND TO EMERGENCIES?

FIG. 2.1 Number of Fire In-Service Vehicle Hours per Capita (Urban Area) (2005)



Note: Hamilton and Ottawa data not available.

This graph compares the fire service levels of the urban component of municipalities. It illustrates the number of hours that fire vehicles are available in a municipality per capita/person, to respond to emergencies. The higher the bar in the graph, the more fire vehicle hours available to respond to emergencies.

The key front-line fire vehicles included in this measure are pumpers, aerials, water tankers, and rescue units. The hours when vehicles are removed from service for mechanical repairs or insufficient staffing are excluded from this measure.

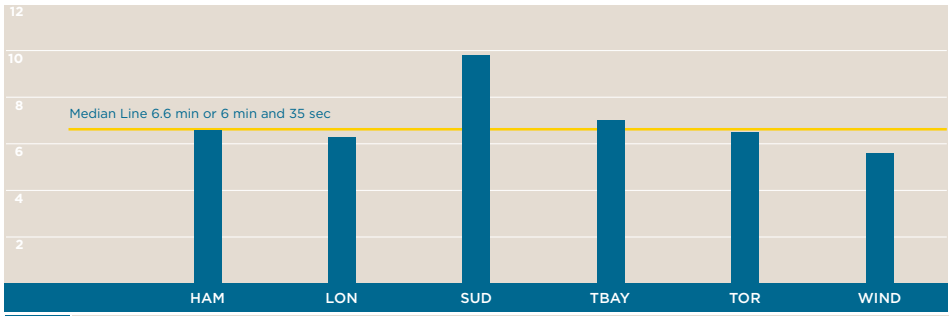
The number of in-service vehicle hours and response times (see following graph) in the urban areas of municipalities can be influenced by many variables, including:

- Differences in population densities
- The nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes)

- Geography and topography
- Transportation routes
- Staffing levels on fire apparatus/vehicles
- Traffic congestion
- Travel distances

HOW LONG DOES IT TAKE TO RESPOND TO AN EMERGENCY CALL?

FIG. 2.2 Actual—90th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality (Minutes) (2005)



	HAM	LON	SUD	TBAY	TOR	WIND
Minutes	6.6	6.3	9.8	7.0	6.5	5.6
	6 min 33 sec	6 min 16 sec	9 min 50 sec	7 min 02 sec	6 min 31 sec	5 min 38 sec

Note: Ottawa data not available.

Response time to emergencies is an important consideration when service levels are being examined. In this report, response times are referred to formally as the "station notification response time."

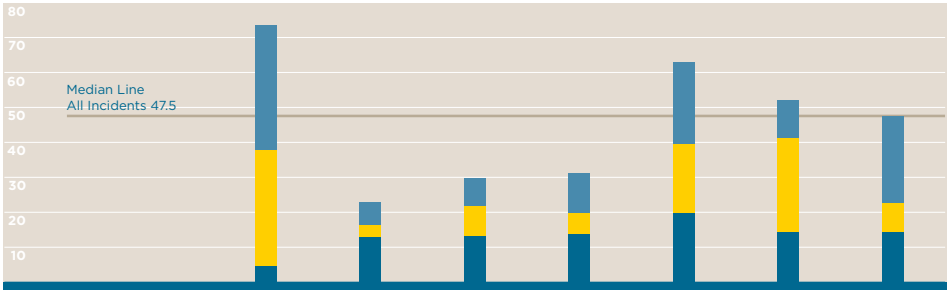
This graph provides the 90th percentile urban response time, in minutes, from the point that fire station staff has been notified of an emergency call to the point when they arrive at the emergency scene. The lower the bar in the graph, the shorter the response time.

The 90th percentile means that 90 per cent of all emergency calls in the urban areas of a municipality have a station notification response time within the time period reflected on the graph. For example, in London, 90 per cent of all emergency calls are responded to within 6.3 minutes (6 minutes, 16 seconds).

It should be noted that station notification response times do not include the dispatch time—the time between when an emergency call is first received and the time the fire station is notified. This may add an additional 50 seconds to 1 minute and 31 seconds to the total response time, depending on the municipality.

HOW MANY INCIDENTS HAVE FIRE SERVICES RESPONDED TO?

FIG. 2.3 Number of Incidents (by Type) Responded to by Fire Services per 1,000 Urban Population (2005)



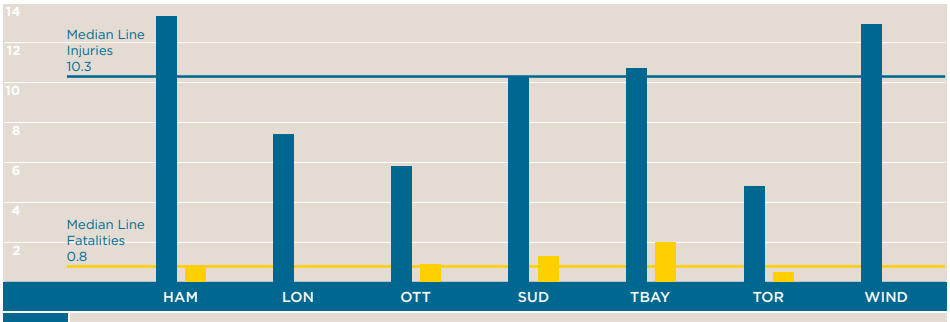
	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Total	73.5	22.7	29.6	31.1	62.8	52.1	47.5
Rescues and Other	35.7	6.4	8.1	11.5	23.3	10.9	25.1
Medical Calls	33.4	3.7	8.6	5.8	19.8	26.9	8.2
Fires/Explosions/Alarms	4.4	12.7	13.0	13.8	19.7	14.2	14.3

This graph shows the number of incidents in 2005 to which fire services responded on a per 1,000 urban person basis. The lower the bar in the graph, the fewer the responses to emergency incidents.

In some municipalities, depending on response agreements between fire services, Emergency Medical Services (EMS), and hospital protocols, responses to medical calls can also be a significant component of total responses.

HOW MANY INJURIES AND FATALITIES WERE THERE FROM RESIDENTIAL FIRES?

FIG. 2.4 Residential Fire-Related Injuries and Fatalities per 100,000 Population (Entire Municipality) (2005)



	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Injuries	13.3	7.4	5.8	10.3	10.7	4.8	12.9
Fatalities	0.8	0.0	0.9	1.3	2.0	0.5	0.0

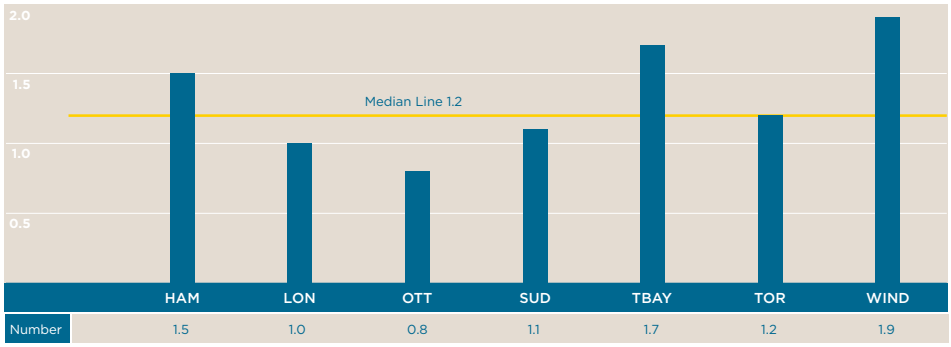
This graph reflects the number of residential fire-related injuries and fatalities (excluding firefighters) per 100,000 persons. The lower the bar in the graph, the lower the rate of injuries and fatalities.

Factors that can influence the rate of injuries and fatalities and the number of fires in a community (see following graph) include:

- The age and densification of housing (apartments/houses)
- Fire prevention and education efforts
- Socio-demographics
- Enforcement of the fire code
- Presence of working smoke alarms

HOW MANY FIRES WITH PROPERTY LOSSES ARE OCCURRING?

FIG. 2.5 Rate of Residential Structural Fires with Property Losses per 1,000 Households (Entire Municipality) (2005)

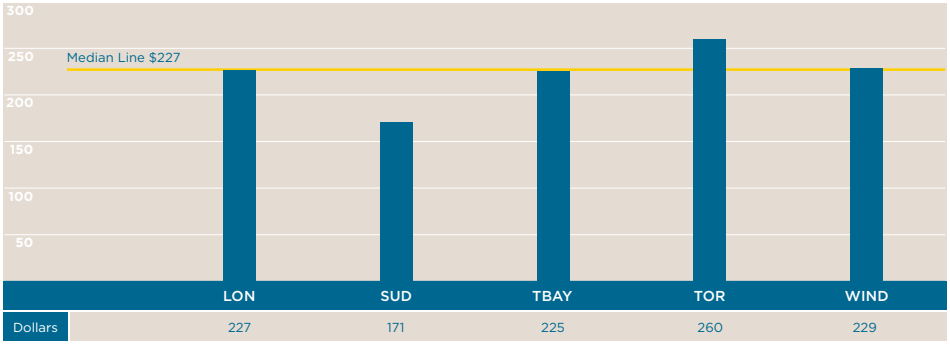


This graph shows the number of residential fires with property losses in 2005, per 1,000 households. The lower the bar in the graph, the lower the occurrence of fires with property losses.

Ideally, information on the dollar value of property loss resulting from fires should be examined, but comparable information between municipalities is currently not available.

WHAT IS THE COST OF FIRE SERVICES?

FIG. 2.6 Fire Operating Cost per In-Service Vehicle Hour (Urban Area) (2005)



Note: Hamilton and Ottawa data not available.

This graph illustrates the cost per hour to have a front-line fire vehicle available to respond to emergency calls in the urban area of municipalities. The lower the bar, the lower the cost per vehicle hour.

The cost per in-service vehicle hour includes all fire activities:

- Emergency response
- Firefighter training
- Dispatch
- Fire prevention
- Public education
- Administration

Each municipality has a different mix of vehicle types and associated staffing that reflect its fire and community risks. This mix can influence results.

CONCLUSION

In Ontario, the trend for loss of life and property due to fire continues to decline. This is likely because of improved public education and fire prevention as well as fire safety standards and enforcement. It is hoped that current decreasing trends will continue. Fire services in municipalities will continue to play an important role in the protection of life, property, and the environment in the future.

3 Library Services

Public libraries are an important service for the educational and social development of citizens. They serve and help to build our diverse communities and the desire of residents to increase their knowledge and learning. They also foster the simple pleasure of reading.

Public libraries meet these objectives through a variety of materials, services, and programs that are always changing to meet the ever-increasing needs of citizens.

With the emergence of the Internet, library services are expanding beyond their role of providing educational and leisure materials in print form, to offering library and reference materials through library web sites. These electronic services have become an integral part of library operations, extending public access beyond physical library walls.

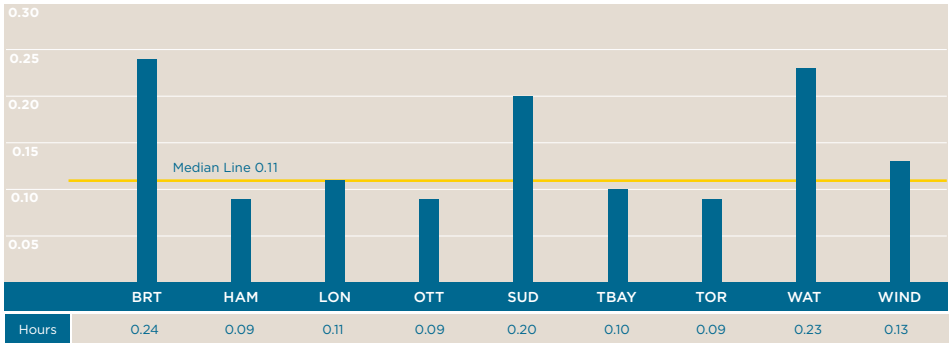
When examining the results for library services, it should be noted that the Regional Municipality of Waterloo only provides library services to its four rural townships.

Two aspects of library services that can be used to compare service levels are:

- The service hours of library branches
- The size of the library holdings or collections

HOW MANY HOURS ARE ALL LIBRARY BRANCHES OPEN?

FIG. 3.1 Annual Number of Library Service Hours per Capita (2005)



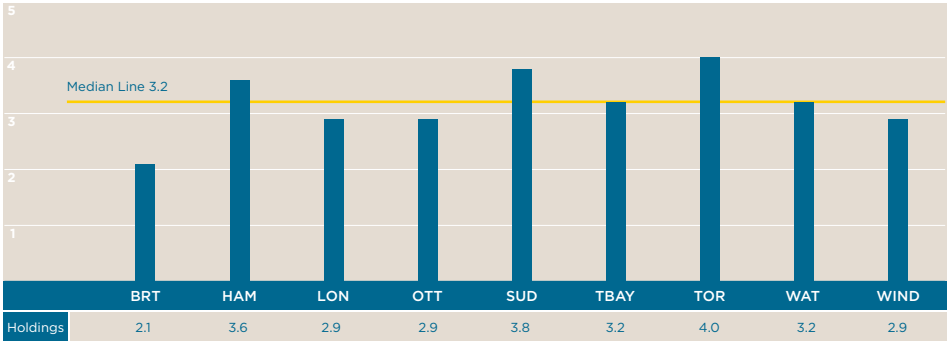
	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
Hours	0.24	0.09	0.11	0.09	0.20	0.10	0.09	0.23	0.13

This graph compares the number of hours per capita/person that all library branches were open in 2005, regardless of the size of those branches. The higher the bar in the graph, the more hours library branches were open. This measurement excludes the numerous electronic services provided on a 24-hour, seven-day-a-week basis, through library web sites, as well as through outreach services such as bookmobiles.

A municipality's results can be influenced by the density of its population. Municipalities with relatively lower population densities may require more library branches and more service hours so that service can be provided within a reasonable distance from residents.

HOW MANY HOLDINGS DO LIBRARIES HAVE?

FIG. 3.2 Number of Library Holdings per Capita (2005)



This graph shows the number of library holdings in the municipal library system on a per capita/person basis. Library holdings consist of both print and electronic media.

Print media include:

- Reference collections
- Circulating/borrowing collections
- Periodicals

Electronic media include:

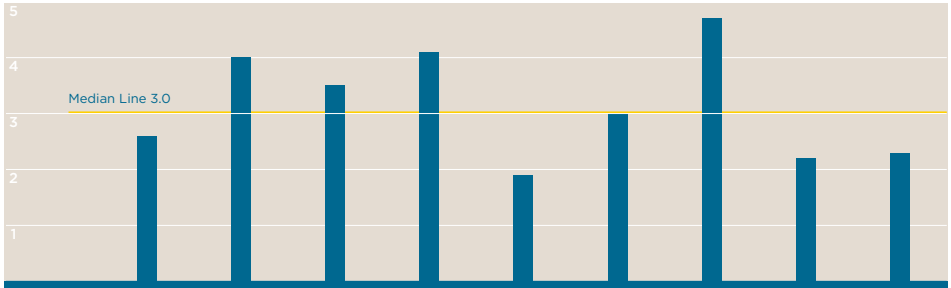
- CDs/DVDs
- MP3 materials
- Audio books

Results can be influenced by:

- Differing needs for multilingual collections
- The size of a library's electronic collection

HOW MANY TIMES IS EACH ITEM BORROWED FROM A LIBRARY?

FIG. 3.3 Number of Times in Year Circulating Items are Borrowed (Turnover) (2005)



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
Turnover	2.6	4.0	3.5	4.1	1.9	3.0	4.7	2.2	2.3

This graph indicates the average number of times each item in a library's circulating collection is borrowed. This is one way the quality of a library's collection can be measured. The higher the bar, the more times an item was borrowed from the circulating collection.

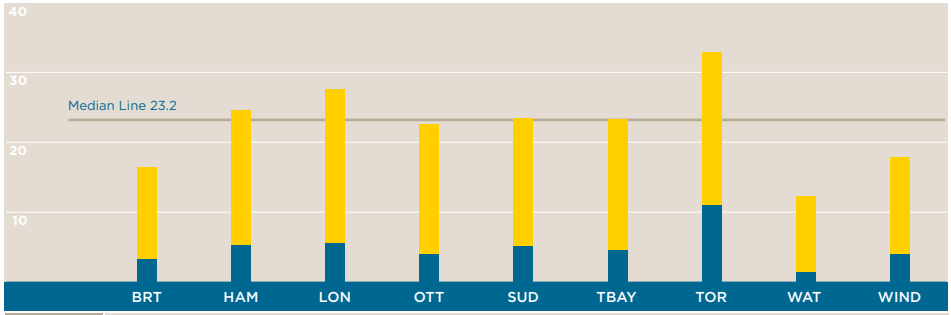
Generally, if the number of times an item has been borrowed in a year is higher, it is an indication of how popular and relevant the item is to users.

Each municipality's results can be influenced by:

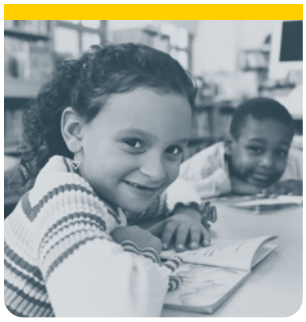
- The size, variety, and how current the circulating collection is
- The extent of library web services available
- Each library system's borrowing policy

HOW MANY TIMES WERE LIBRARIES USED?

FIG. 3.4 Number of Library Uses per Capita (2005)



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
Total	16.4	24.6	27.6	22.6	23.4	23.2	32.9	12.3	17.8
Non-Electronic	13.1	19.4	22.1	18.5	18.3	18.6	21.9	10.9	13.8
Electronic	3.3	5.2	5.5	4.0	5.1	4.6	11.0	1.4	4.0



One of the primary goals of a municipal library system is to maximize the use of library resources and programming by residents.

This graph illustrates how many times a library system was used in 2005 on a per capita/person basis. The higher the bar, the greater the use of the library system.

Library uses have been grouped into two categories:

- Non-electronic
- Electronic

Non-electronic library uses include:

- A visit to a library branch
- Borrowing materials
- Reference questions
- Use of materials within the branch
- Attendance at programs

Electronic library use is a growing service channel of many library systems. It includes:

- The use of computers in libraries
- On-line collections available in branches
- 24-hour access to library web services and collections from home, work or school

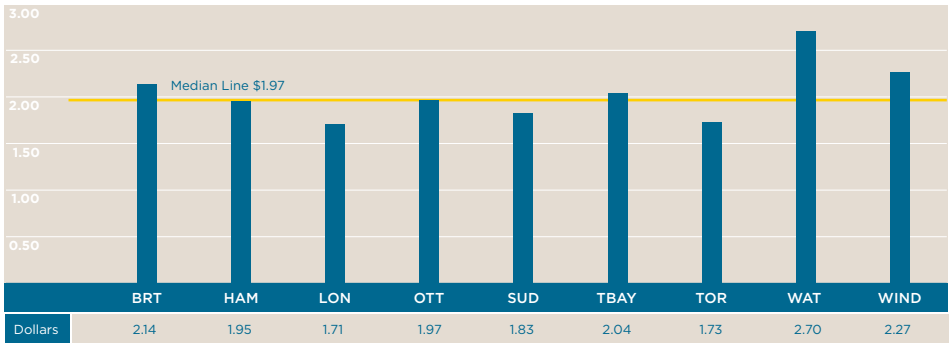
A number of variables can influence how much and how often a library is used, including:

- The number and size of branches
- Hours of operation
- The size and mix of collections
- The number of languages supported in library collections
- The range of program offerings
- The availability and degree of investment in web services

It is important to note that library systems can also provide services to residents beyond their municipal borders. For example, reference or research libraries may have significant collections and other specialized services that are used by the business community, post-secondary students, and residents from other municipalities. These groups of users are not included in this per person/capita measure.

HOW MUCH DOES IT COST FOR EACH LIBRARY USE?

FIG. 3.5 Cost per Library Use (2005)



This graph illustrates how much it costs to operate a library system on a per library use basis. It includes all library costs such as staffing, facilities, technology, and library materials. The lower the bar, the less it costs per library use.

A number of variables influence results, including:

- The mix, variety, and depth of library uses
- The number and types of staff time needed to support these different activities

CONCLUSION

The wide variety of library materials, services, and programs will continue to expand in the future to respond to the desire of residents to increase their knowledge, learning, and pleasure of reading.

4 Long Term Care Services

"Wonderful opportunity to understand differences between Municipalities, while attempting to provide excellence in LTC and Services for Seniors".

CONNIE COLL Manager, Quality and Development / Long Term CareTC & Services for Seniors / Regional Municipality of Durham / (Co-lead, Long Term Care Expert Panel)

Long term care services include services provided in long term care homes or in the community. Services are designed to promote the health, well-being and safety of clients while enabling them to remain in their own homes longer

Long term care homes provide medical, nursing, and/or personal care to their residents who are no longer able to live independently in their own homes. The home-like environment ensures that residents of the home feel safe, comfortable, respected, and well cared for. These homes also offer a variety of recreational and social activities and spiritual and therapy services to meet residents' lifestyle needs and maximize their independence. The multi-disciplinary team that delivers care includes but is not limited to:

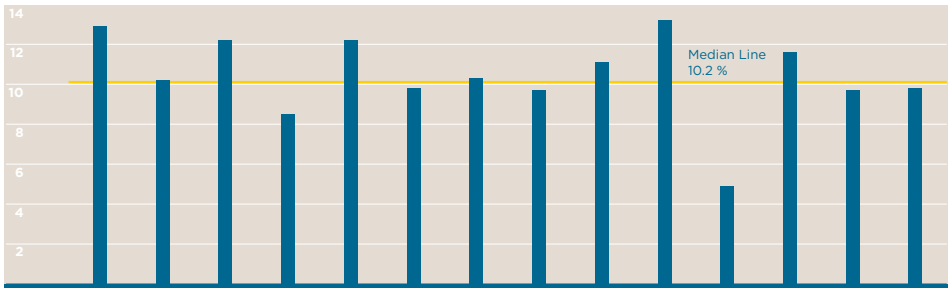
- Physicians
- Registered nurses
- Registered practical nurses
- Personal support workers
- Therapists
- Social workers
- Nutritionists and dietary staff
- Facility services staff

At the community level, a growing emphasis is placed on wellness and preventative services. Community programs such as adult day care, supportive housing, and "meals on wheels" are an integral part of long term care services. Community programs also provide information and support to help clients and their families. Many of these programs are designed to help clients stay in their own homes longer.

Funding responsibilities for long term care services are shared by the Ontario Ministry of Health and Long-Term Care, the residents of the home, and the municipality. Facility fees are set by the provincial government. Long term care home residents with limited income are eligible for a subsidy to reduce the fee they pay. The long term care industry has high quality standards, which are regulated by the Province.

HOW MANY RESIDENTS AGED 75 AND OVER HAVE ACCESS TO LONG TERM CARE BEDS?

FIG. 4.1 Percentage of Population over 75 Years of Age that can be Served from all Long Term Care Beds in Each Municipality (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Percentage	12.9	10.2	12.2	8.5	12.2	9.8	10.3	9.7	11.1	13.2	4.9	11.6	9.7	9.8

Minimum Provincial Standard: Municipalities should provide service to 10% of the population over 75 years of age.

To plan for the future, municipalities need to consider the availability of all beds in the community, whether they are provided publicly or privately.

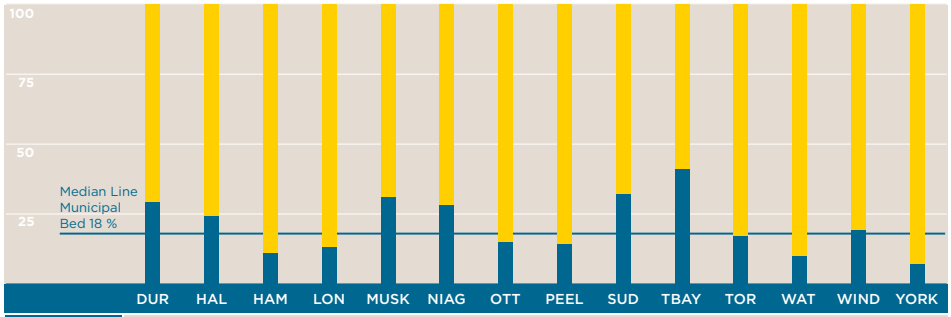
This graph illustrates the number of long term care beds from all service providers as a percentage of the population aged 75 and over (population is based on Statistics Canada data as of December 31, 2005). The higher the bar, the more beds available in the community for residents over the age of 75.

The need for long term care beds in a given community is affected by a number of factors such as the availability of hospital beds, supportive housing units, and adult day spaces.

The provincial standard for the provision of long term care beds is a minimum of 10 percent of the population over 75 years of age.

WHO PROVIDES LONG TERM CARE BEDS?

FIG. 4.2 Municipal Beds and Non-Municipal Beds as a Percentage of Total Beds in the Community (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Municipal Beds (%)	29	24	11	13	31	28	15	14	32	41	17	10	19	7
Non-Municipal Beds (%)	71	76	89	87	69	72	85	86	68	59	83	90	81	93

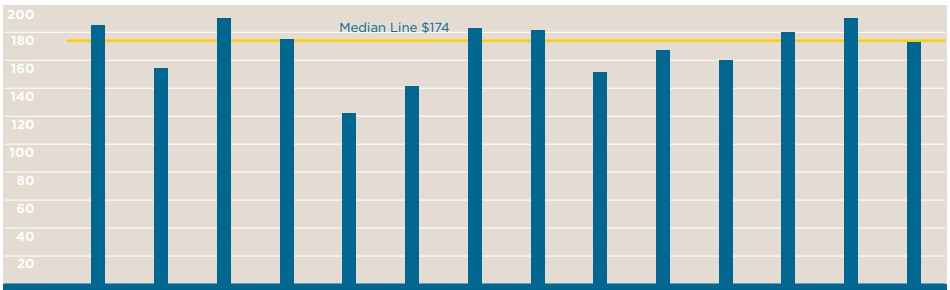
This graph provides a percentage breakdown of the portion of long term care beds in the community that are provided by the municipality (municipal beds) and the portion provided by other service providers (non-municipal beds). The higher the municipal bed portion of the bars, the higher the municipal share of all long term beds in the community.

Each municipality is faced with a different level of demand due to a number of factors, including:

- The age of the population in its area
- The availability of alternate community programs and services
- The proximity of family and friends

HOW MUCH DOES IT COST TO PROVIDE ONE LONG TERM CARE BED FOR A DAY?

FIG. 4.3 Long Term Care Facility Cost (CMI Adjusted) per Long Term Care Municipal Facility Bed Day (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	185	154	190	175	122	141	183	181	151	167	160	180	190	173

Source: MOH Annual Report (Unaudited).

This graph shows the cost of operating a municipal long term care bed for one day. The higher the bar, the higher the cost to operate a municipal long term care bed.

To improve the comparability of results for this measure, the costs have been adjusted by the case mix index (CMI), which is a numerical factor that adjusts costs to reflect differences in the level and intensity of care required by the residents of each long term care home.

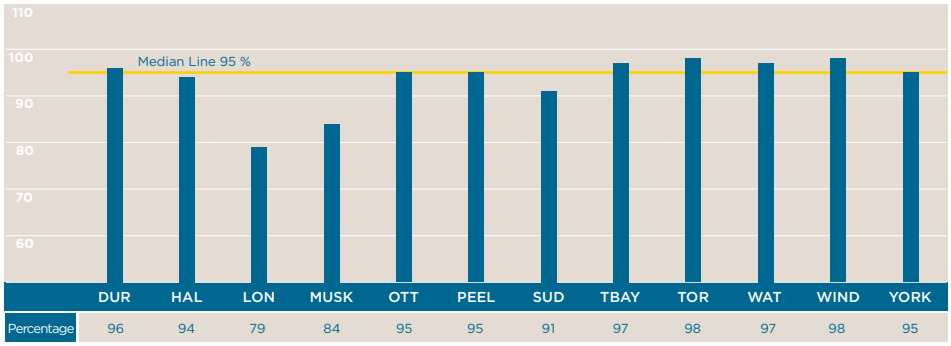
While the Ontario Ministry of Health and Long-Term Care sets minimum quality standards and operating requirements for long term care services, each municipality tries to ensure service levels, and priorities reflect the care and service needs of the residents in the home and the best use of municipal financial resources.

The cost to operate a long term care home in a municipality will vary due to:

- Occupancy rate
- Staffing levels required to accommodate the residents
- Collective agreements
- Provincially legislated factors such as the compulsory arbitration and pay equity legislation

ARE LONG TERM CARE RESIDENTS SATISFIED?

FIG. 4.4 Resident Satisfaction in Municipal Homes (2005)



	DUR	HAL	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Percentage	96	94	79	84	95	95	91	97	98	97	98	95

Note: Residents in Hamilton and Niagara were not surveyed in 2005.

This graph shows the percentage of surveyed long term care residents and their families who are satisfied with municipal long term care homes as a place to live. The higher the bar, the greater the satisfaction rate of long term care residents.

While long term care homes provide necessary medical care, they are also "home" for their residents. Residents and their families are surveyed annually to ensure their needs are understood and that services are provided to meet those needs. Municipal long term care homes have historically experienced high satisfaction ratings from their residents as a place to live.

All OMBI municipal long term care service providers maintain comprehensive quality improvement programs to ensure safe, high quality care and services for the residents in their homes.

NEXT STEPS

The aging population will increase the pressure on the long term care industry to provide quality care to all residents in municipal homes and community clients. Collaboration among OMBI municipalities to collect and analyze information is a powerful tool to generate discussions about how to improve services, achieve better results, and manage the growth in demand.

5 Police Services

Under the *Police Services Act*, municipalities are responsible for the provision of effective police services to satisfy the needs of their communities. Municipalities are also required to provide the administration and infrastructure necessary to support such services. For their part, police agencies must create and implement strategies, policies, and business models that meet the specific needs and priorities of their local communities.

Police services include, at a minimum:

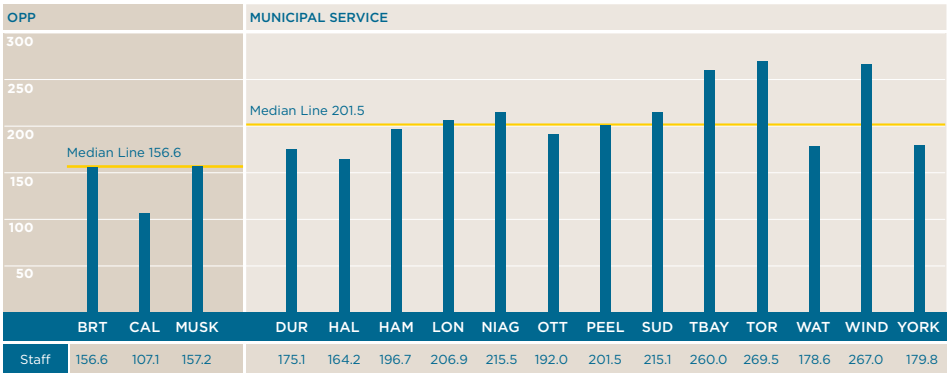
- Crime prevention
- Law enforcement
- Victims' assistance
- Maintenance of public order
- Emergency response services

The majority of OMBI municipalities have a municipal police service. However, there are several jurisdictions that contract police services from the Ontario Provincial Police (OPP). At least one region (Peel) uses the services of both the OPP (serves the Town of Caledon indicated as "CAL" on graphs) and a municipal police agency (Peel Regional Police, "PEEL," which serves all of Peel except Caledon).

To help readers understand the information in the graphs, results have been grouped by police service type—Municipal or OPP.

HOW MANY POLICE OFFICERS AND CIVILIAN STAFF PROTECT OUR MUNICIPALITIES?

FIG. 5.1 Number of Total Police Staff (Officers and Civilians) per 100,000 Population (2005)



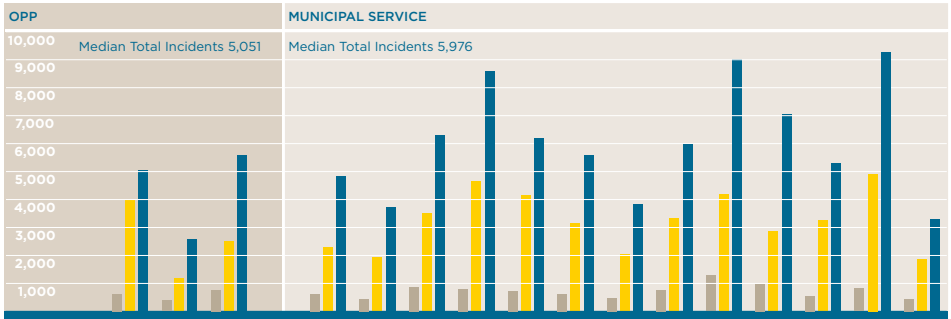
This graph compares the number of police and civilian staff per 100,000 persons in each municipality. The higher the bar, the more police and civilian staff are serving a community.

A number of factors can have a direct impact on calls for police service, operational demands, and overall workload. As a result, each municipality has a unique blend of policing and municipal needs, and ways to respond to them. Staffing levels can vary due to:

- The number of non-residents—the daily inflow and outflow of commuters and tourists; attendees at cultural, entertainment, and sporting events; or seasonal residents (e.g., post-secondary students)—who require police services and are not captured in population-based measures
- Additional police staff who are required to provide services at facilities such as airports or casinos

WHAT ARE THE CRIME RATES IN EACH MUNICIPALITY?

FIG. 5.2 Reported Number of Violent, Property and Total (Non-Traffic) Criminal Code Incidents per 100,000 Population (2005)



	BRT	CAL	MUSK	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Violent	633	391	764	635	451	866	812	743	621	483	766	1,284	973	539	816	434
Property	3,997	1,190	2,516	2,284	1,955	3,511	4,656	4,152	3,144	2,035	3,328	4,181	2,879	3,253	4,919	1,872
Overall Total	5,051	2,573	5,596	4,831	3,727	6,299	8,600	6,187	5,602	3,837	5,976	9,021	7,068	5,296	9,261	3,285

Crime rates are used to measure the extent and nature of criminal activity brought to the attention of the police within a municipality.

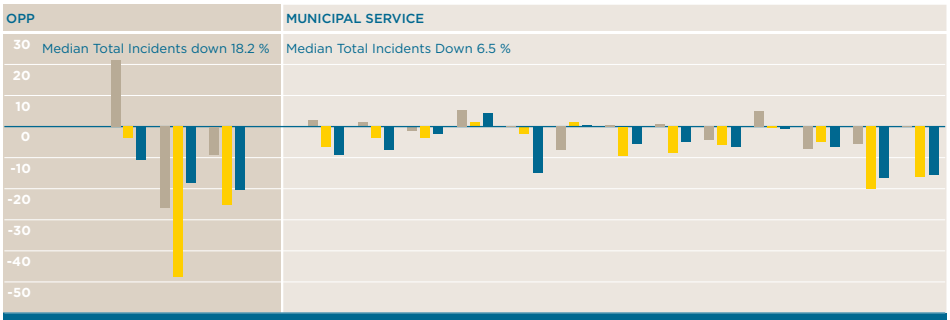
This graph compares the rates of reported violent crime, property crime, and overall crime in 2005 per 100,000 persons. It excludes *Criminal Code* driving offences such as impaired driving or criminal negligence causing death. Unreported crime is not captured in this measure. The lower the bar, the lower the crime rate in the municipality.

Many factors may influence overall crime rates, including:

- The public's willingness to report crimes
- Changes in legislation and policies
- The impact of police enforcement practices and special operations
- Demographic, social, and economic changes

HOW HAVE CRIME RATES CHANGED IN THE PAST YEAR?

FIG. 5.3 Percentage Change in Annual Rate of Reported Violent, Property and Total (Non-Traffic) Criminal Code Incidents per 100,000 Population (Percent Change is 2005 over 2004)



	BRT	CAL	MUSK	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Violent	21.5	-26.2	-9.0	2.1	1.6	-1.4	5.3	-0.1	-7.5	0.6	0.7	-4.4	5.1	-7.1	-5.7	-0.2
Property	-3.8	-48.5	-25.3	-6.6	-3.8	-3.6	1.4	-2.3	1.3	-9.3	-8.5	-5.8	-0.5	-4.9	-20.2	-16.3
Overall Total	-10.7	-18.2	-20.3	-9.2	-7.6	-2.4	4.5	-14.8	0.5	-5.6	-5.0	-6.5	-0.7	-6.6	-16.4	-15.5

This graph compares whether each municipality's crime rate has increased or declined from 2004. Bars below the line (negative percentages) show decreasing crime rates.

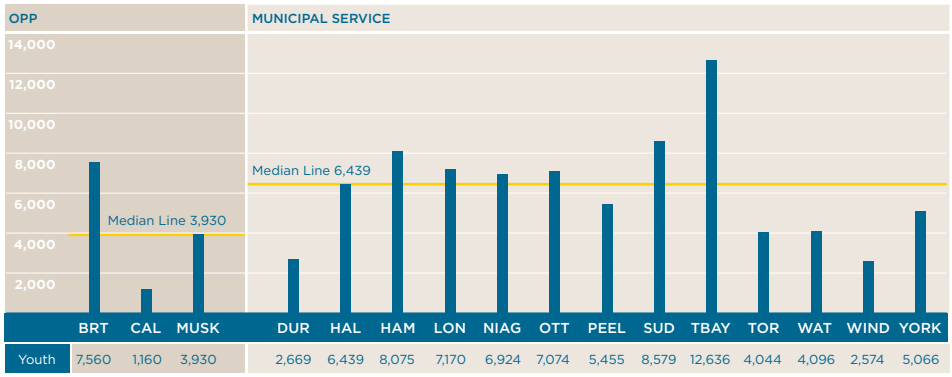
Crime rates can be used to see if there have been changes in criminal activity over time.

Trends, if there are any, can better be recognized when crime rates are examined over a longer period of time (five to 10 years).

Changes to the law, standards or law enforcement practices can all have an impact on changes in crime rates in any given year.

WHAT IS THE YOUTH CRIME RATE IN EACH MUNICIPALITY?

FIG. 5.4 Number of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population (2005)



	BRT	CAL	MUSK	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Youth	7,560	1,160	3,930	2,669	6,439	8,075	7,170	6,924	7,074	5,455	8,579	12,636	4,044	4,096	2,574	5,066

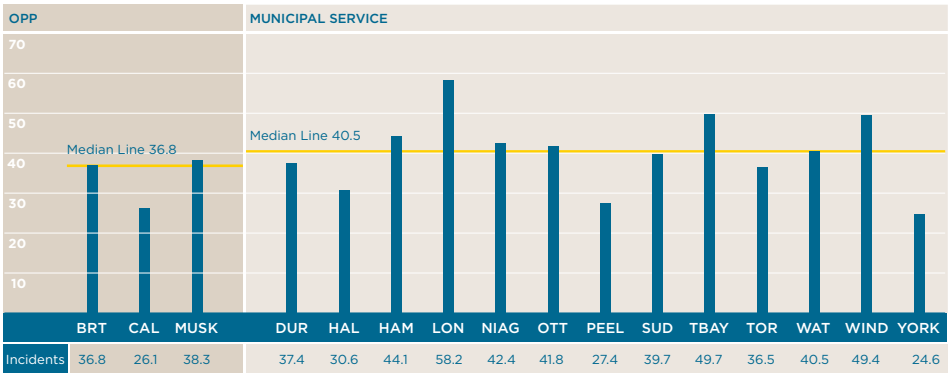
This graph compares the number of youths (aged 12-17) per 100,000 youths who committed criminal offences in 2005. It represents youths who were apprehended and either arrested and charged (cleared by charge), or issued a warning or caution without a criminal charge (cleared otherwise). The lower the bar, the lower the youth crime rate.

The graph does not include the number of youths who committed crimes but were not apprehended or arrested for their crimes. Therefore, this graph does not reflect the total number of crimes committed by youths in each municipality in 2005.

The *Youth Criminal Justice Act* (YCJA) recognizes that appropriate and effective responses to youth crime do not always involve the court system. As such, the YCJA encourages the use of "out-of-court" measures that can adequately hold first-time youth offenders accountable for non-violent, less serious criminal offences. This approach to dealing with youths outside the court system helps address developmental challenges and other needs as young people are guided into adulthood.

HOW MANY CRIMINAL CODE INCIDENTS ARE THERE PER POLICE OFFICER?

FIG. 5.5 Number of Criminal Code Incidents (Non-Traffic) per Police Officer (2005)



This graph compares the number of reported *Criminal Code* incidents in each municipality in 2005 per police officer. It does not include numbers for civilian staff. The higher the bar, the more reported *Criminal Code* incidents there are per police officer.

This measure does provide some indication of an officer's workload but it is important to note that it does not capture all of the reactive aspects of policing such as traffic and drug enforcement, nor does it incorporate proactive policing activities such as crime prevention initiatives or the provision of assistance to victims of crime.

A number of factors can affect these results, including the existence of specialized units or the use of different models to organize officers in the community. For example, some jurisdictions have a collective agreement requirement that results in a minimum of two-officer patrol cars during certain time periods. In these cases, there could be two officers responding to a criminal incident whereas in another jurisdiction only one officer could be responding.

CONCLUSION

Establishing and maintaining effective partnerships between police services and the communities they serve will continue to be one of the guiding principles for the delivery of adequate and effective police services.

The goal of Roads Services is to provide affordable, safe, and well-managed traffic flow for pedestrians, cyclists, drivers, public transit, and commercial traffic while contributing to the environment and the quality of life of people in the community.

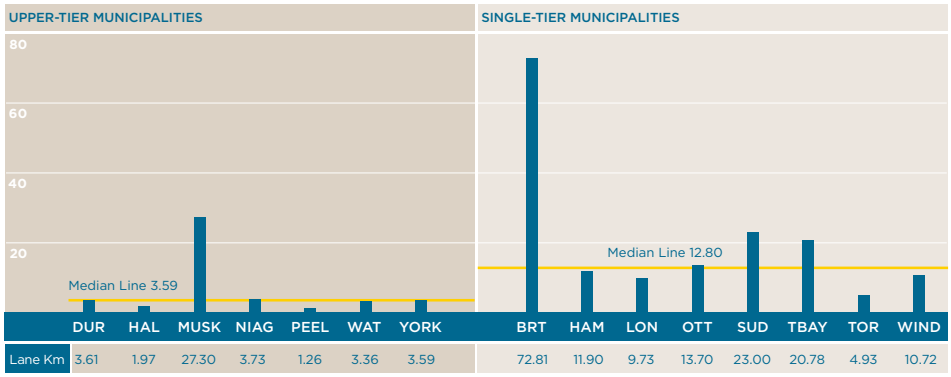
The transportation infrastructure maintained within a community includes roads, bridges, sidewalks, and boulevards.

To assess whether road networks meet community expectations for safety and efficiency, municipalities must collect an array of information to support local decisions about standards for the road network and its maintenance, repair, and rehabilitation practices. A number of best practices have been identified in the Road Services area and are listed in Appendix D.

Single-tier municipalities (cities/counties) are responsible for maintaining all types of roads, including arterial, collector, and local roads and, in some cases, expressways. Upper-tier governments (regional governments/districts) are not responsible for maintenance of local roads. To assist in the comparability of results and to reflect differences in the types of roads for which OMBI municipalities have responsibility, results in some graphs have been grouped by the level of municipal government providing the service.

WHAT IS THE SIZE OF THE ROAD NETWORK?

FIG. 6.1 Number of Lane Km per 1,000 Population (2005)

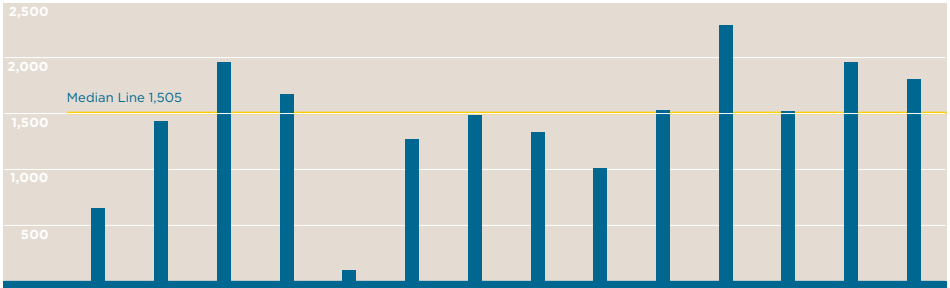


This graph provides an indication of the size of the road network and compares the number of lane kilometres of roads per 1,000 persons. The higher the bar, the more lane kilometres of roads there are.

The number of lane kilometres in a municipality (road network) can be affected by the municipality's geographical size and population density.

HOW CONGESTED ARE OUR MAJOR ROADS?

FIG. 6.2 Vehicle Km Travelled per Lane Km (Major Roads) (000s) (2005)



	BRT	DUR	HAL	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Km (000s)	652	1,429	1,956	1,671	102	1,274	1,485	1,334	1,014	1,534	2,286	1,525	1,959	1,811

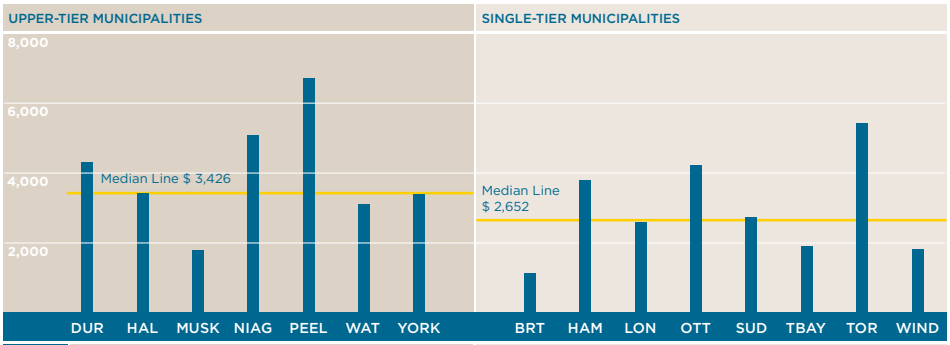
Note: Hamilton data not available.

This graph compares the level of congestion on main roads in each municipality. It shows the number of times (in thousands) a vehicle travels over each lane kilometre of road. The lower the bar, the less congested the roads.

The number of vehicles on the roads can be affected by population density, the type of road the municipality operates (e.g., arterial, collector or local roads, and in some cases, expressways) and average commute distances (e.g., from home to work or school).

WHAT DOES IT COST TO MAINTAIN OUR ROADS IN THE WINTER?

FIG. 6.3 Operating Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter (2005)



	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Dollars	4,310	3,426	1,790	5,066	6,722	3,112	3,396	1,127	3,798	2,581	4,224	2,722	1,906	5,427	1,816

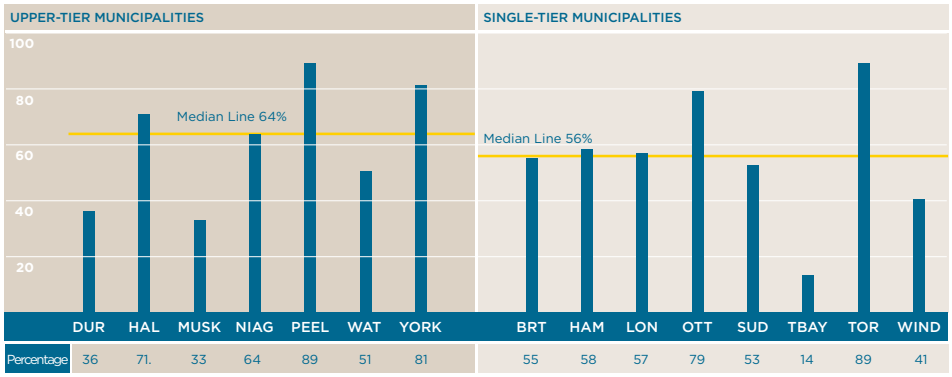
This graph compares the cost of winter road maintenance per lane kilometre in each municipality. Costs include snow clearing and road salting and sanding. The lower the bar, the less it costs to maintain the roads in winter.

Many factors affect the cost of road maintenance in winter, including:

- Weather conditions
- Varying standards for the removal of snow or the salting/sanding of the roads in different municipalities
- The mix of road types (e.g., arterial, collector, and local roads) that are maintained

WHAT IS THE OVERALL PAVEMENT CONDITION OF THE ROADS?

FIG. 6.4 Percentage of Paved Lane Km Where the Condition is Rated as Good to Very Good (2005)



This graph shows the results of each municipality's assessment of the pavement condition of the roads it has responsibility for maintaining. The higher the bar, the better the pavement condition of the roads. The results are based on each municipality's own standards.

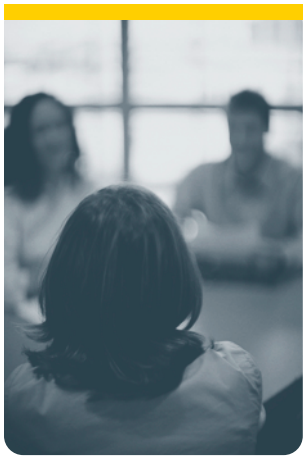
Road conditions can be affected by a number of factors, including:

- The mix of roads being maintained (e.g., arterial, collector, and local roads)
- Winter conditions
- Preventive maintenance practices (timing, frequency, amounts, and type of preventive maintenance strategies)
- The condition of any roads at the time that responsibility was assumed from the Province
- Traffic volumes and congestion

CONCLUSION

Road services must continue to meet the mobility needs of the public in a safe and efficient manner, and enhance safety for pedestrians, cyclists, and drivers of all types of vehicles.

7 Social Assistance



Through social assistance programs, municipalities provide employment assistance and financial support for people who are in financial need.

Social assistance provides support for:

- Basic needs and shelter
- Prescription medication
- Employment- and training-related expenses
- Dental care for children and adults

The delivery of social assistance is mandated by the Province of Ontario through legislation. The Province provides some funding for benefits paid to clients and some funding towards the administrative costs of the municipality. Province-wide technology is used to issue payment and manage client information.

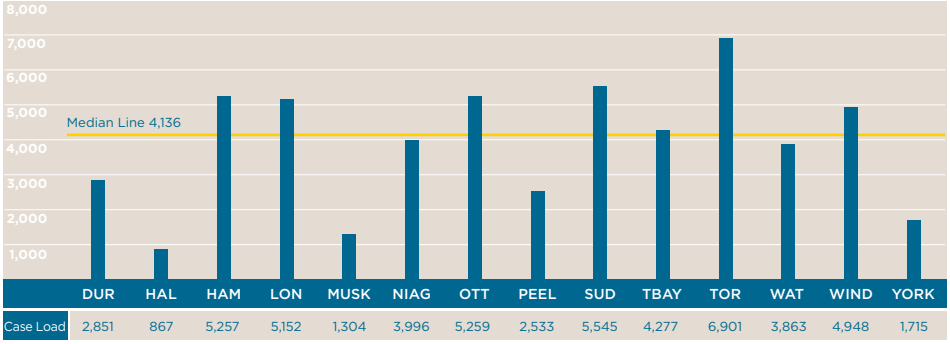
A number of factors can result in local variations for social assistance services:

- Differences in case load turnover
- Type of case (single versus family)
- Age of the client
- Local economic conditions
- Geography
- Cultural make-up
- Immigration trends and patterns
- Infrastructure
- Labour costs

In the following graphs, a case can represent one individual or a family who receives social assistance.

HOW MANY PEOPLE ARE RECEIVING SOCIAL ASSISTANCE?

FIG. 7.1 Monthly Social Assistance Case Load per 100,000 Households (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Case Load	2,851	867	5,257	5,152	1,304	3,996	5,259	2,533	5,545	4,277	6,901	3,863	4,948	1,715

This graph shows the number of cases receiving social assistance in each municipality per 100,000 households. The lower the bar in the graph, the lower the number of social assistance cases.

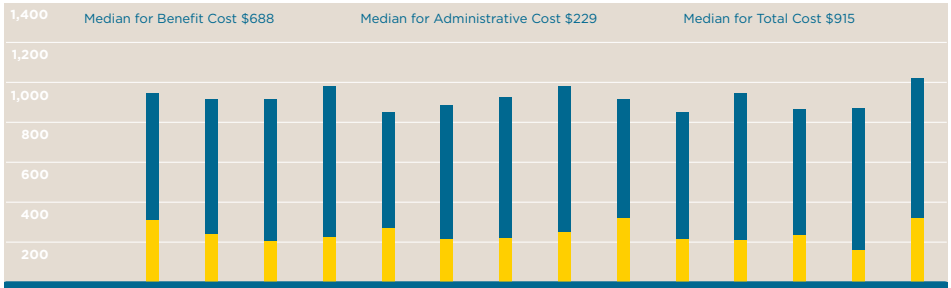
The comparison of case load levels is an indicator of the level of service required in a municipality and is also an indication of the economic and social well-being of a community. Case loads directly influence the overall cost of service delivery and are influenced by a municipality's unique demographic, social, and economic conditions.

There are a variety of service delivery challenges facing municipalities including:

- Varied literacy and education levels
- Physical and mental health problems
- Limited English language skills

HOW MUCH DOES IT COST TO PROVIDE SOCIAL ASSISTANCE SERVICES?

FIG. 7.2 Monthly Social Assistance Benefit and Administrative Cost per Case (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Benefit $	638	676	712	758	581	673	703	731	595	639	736	632	707	701
Administrative $	309	236	205	224	267	211	220	249	319	214	207	234	160	319
Total $	947	912	917	982	848	885	923	980	914	853	943	866	867	1,019

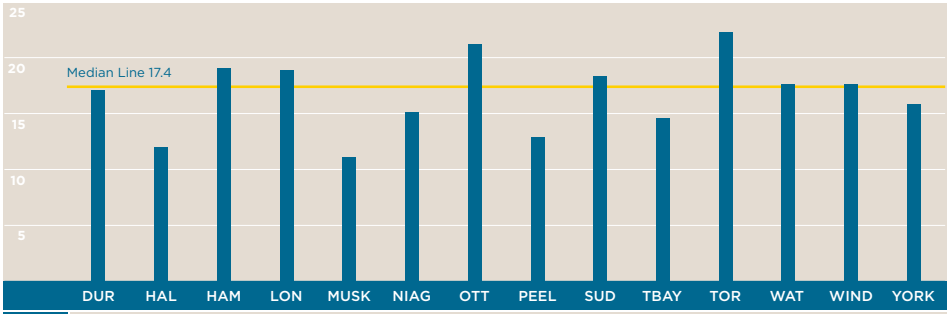
This graph shows the average monthly cost per social assistance case. The lower the bar, the lower the cost per case.

The cost per case is made up of two major components:

- Benefits cost—represents the amount of benefit paid to social assistance clients through the variety of programs and services. Benefits paid can vary based on the mix of cases (single or family) and the types of benefits provided. Eligibility criteria and benefit amounts are mandated by the Province with resulting costs shared by the municipality.
- Administration cost—represents the cost to deliver and administer the programs and services to the client.

WHAT IS THE AVERAGE LENGTH OF TIME SPENT ON SOCIAL ASSISTANCE?

FIG. 7.3 Average Time on Social Assistance (Months) (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Months	17.1	12.0	19.1	18.9	11.1	15.1	21.2	12.9	18.3	14.6	22.3	17.6	17.6	15.8

This graph measures the average amount of time in months that clients receive social assistance. People on social assistance are actively seeking and gaining employment and sources of income other than assistance, often remaining on assistance for less than 12 months. The lower the bar, the lower the length of time on social assistance.

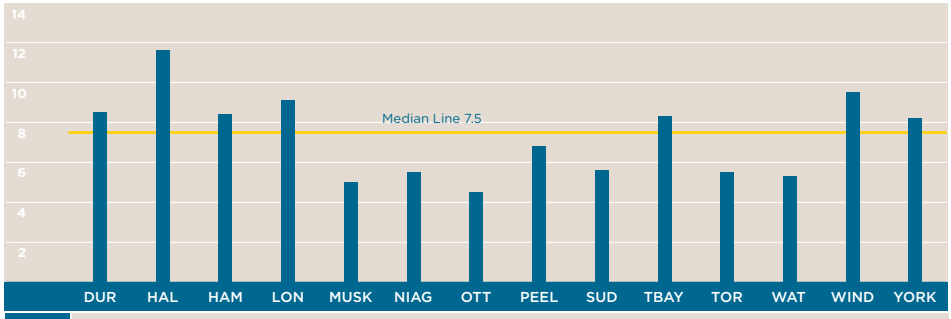
The average amount of time spent on social assistance can be influenced by factors such as:

- Employment opportunities available
- Socio-demographics of the case load
- Different service delivery models
- Different municipal business practices
- A relatively small number of challenging cases that can result in a longer time spent on that case relative to other cases, which results in a higher average time spent on social assistance for a municipality as a whole

In general, the objective is to lower the length of time clients receive social assistance. New measures are being developed that will identify the portion of the case load that exceeds certain thresholds of time on assistance.

HOW LONG DOES IT TAKE TO INFORM A CLIENT IF THEY ARE ELIGIBLE FOR SOCIAL ASSISTANCE?

FIG. 7.4 Social Assistance Response Time to Client Eligibility (Days) (2005)



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Days	8.5	11.6	8.4	9.1	5.0	5.5	4.5	6.8	5.6	8.3	5.5	5.3	9.5	8.2

This graph shows how long it takes in days for clients to be informed (response time) if they are eligible to receive social assistance—from the time they request assistance from the municipality to the time they are informed of their eligibility. The lower the bar, the less time it takes for a client to be informed of a decision.

A number of factors affect this response time, including:

- How long it takes for a client to provide the necessary information
- The availability of interpreters when English is not the first language
- How the municipality delivers the service

NEXT STEPS

Future work includes obtaining a more comprehensive picture of the trends within and across municipalities and exploring how different funding models such as cost-sharing scenarios affect citizens.

In addition, employment-focused indicators are being developed in consultation with the Province to measure how the service helps clients and ensures that social assistance objectives are met.

8 Solid Waste Management Services

The efficient handling, transfer, and disposal of garbage, as well as the diversion of blue box materials, organics, and yard waste by municipalities helps reduce our reliance on landfill sites, and lessens the impact on the environment and local communities.

Solid waste management services include:

- The collection and disposal of garbage
- The collection, processing, and sale of recyclable materials
- The collection, disposal or processing of yard waste and food organics

Solid waste management services also coordinate a variety of other programs to help residents and businesses reduce how much waste they generate. The goal for municipalities is to reduce or divert the amount of waste disposed in landfill sites. This is achieved through diversion programs such as:

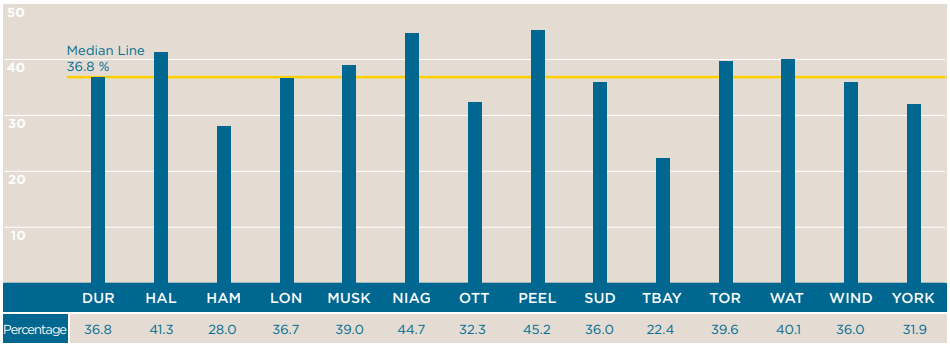
- Blue box (bottles, cans, paper, etc.)
- Green bin (food waste)
- Household hazardous waste
- Composting initiatives (leaf and yard waste)

In some municipalities, commercial customers are also served through waste diversion programs such as food waste collection and the yellow bag program. With this program, businesses must buy bags from the municipality to be eligible for waste collection.

A number of best practices have been identified in solid waste management services and are listed in Appendix D.

HOW MUCH RESIDENTIAL GARBAGE IS DIVERTED AWAY FROM LANDFILL SITES?

FIG. 8.1 Percentage of Solid Waste Diverted—Residential (2005)



Note: Brant data not available.

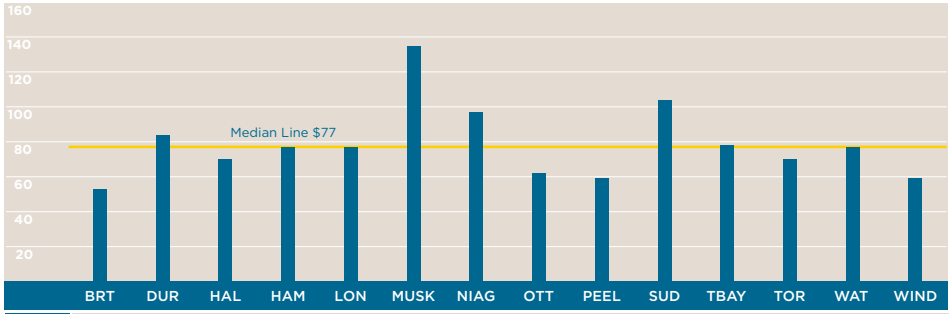
This graph illustrates what percentage of residential garbage was diverted away from landfill sites in 2005. The higher the bar, the more garbage was recycled and diverted or kept out of landfill sites.

A number of factors affect how much garbage can be diverted away from landfill sites:

- How a municipality manages and enforces its recycling program
- The rate of public participation in recycling activities
- The number of material types included in diversion programs (e.g., organics)
- Seasonal residents or tourists and their participation in diversion programs
- The number of daily newspapers published in a municipality
- The mix of single family homes, and multi-unit residential buildings where recycling is more difficult

HOW MUCH DOES IT COST TO COLLECT RESIDENTIAL GARBAGE?

FIG. 8.2 Operating Costs for Garbage Collection per Tonne—Residential (2005)



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND
Dollars	53	84	70	77	77	135	97	62	59	104	78	70	77	59

Note : York operates two tier systems and is not responsible for the collection of garbage.

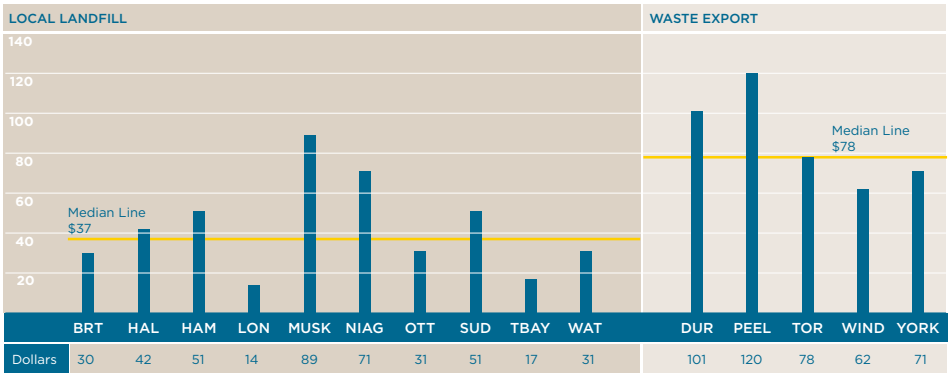
This graph shows the cost of residential garbage collection, per tonne. The lower the bar, the less costly it is for a municipality to collect residential garbage.

Collection costs can be influenced by:

- The frequency of collection (weekly or bi-weekly pick-ups)
- The existence of any bag limits for residents
- The mix of houses versus apartment units and the different collection methods required

HOW MUCH DOES GARBAGE DISPOSAL COST?

FIG. 8.3 Operating Costs for Solid Waste Disposal per Tonne—All Streams (2005)



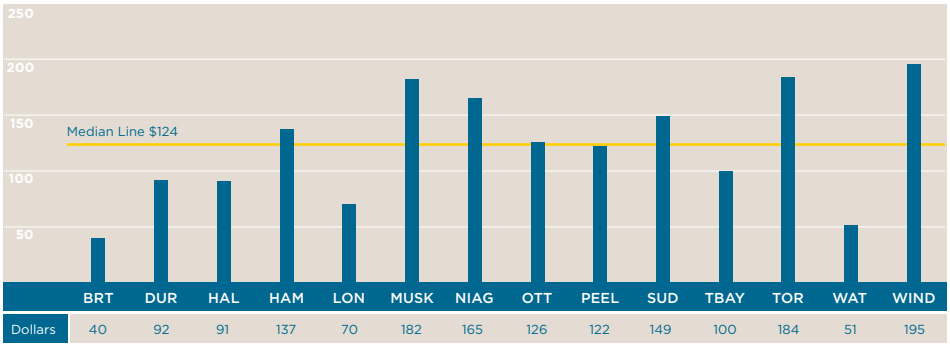
This graph shows how much it costs to dispose of a tonne of garbage. The lower the bar, the lower the disposal costs.

Disposal costs can be influenced by:

- The existence of a local landfill site for disposal as opposed to increased costs associated with transporting and disposing waste in a landfill site outside the community
- Higher costs associated with the incineration of garbage in some municipalities
- The use of private contractors

HOW MUCH DOES IT COST TO DIVERT RESIDENTIAL WASTE?

FIG. 8.4 Operating Costs for Solid Waste Diversion per Tonne—Residential (2005)



Note : York operates two-tier systems and is not responsible for the collection of recyclables.

This graph illustrates the costs associated with diverting a tonne of residential waste through recycling and other diversion programs. The lower the bar, the lower the diversion cost.

Diversion rates in OMBI municipalities are improving due to a number of factors:

- Increased promotion of programs, public awareness, and public participation in these programs
- More material types that can be recycled are being added as new technology evolves

While there is a market for processed recyclables and these revenues can help offset a portion of the diversion costs, diverted material is more costly to collect, and in most cases more costly to process, than regular garbage.

New diversion targets set by the Ontario Ministry of the Environment will mean substantial increases in diversion costs if those targets are to be achieved.

NEXT STEPS

The OMBI solid waste expert panel has investigated the efficiency of how municipalities divert waste and the types of recycling programs they use. Most recently, the panel has also compared public and private sector waste collection services and studied the addition of global positioning system (GPS) technology on solid waste vehicles as a cost efficient means to gather additional information on collection routes. The panel is currently focusing on improving how results are shared with all associated agencies.

9 Sports and Recreation Services

Physical and social activities are important contributing factors to mental and physical well-being. Municipally managed sports and recreation facilities and programming play a key role in supporting a healthy quality of life for residents.

Sports and recreation activities are provided at facilities such as:

- Community centres
- Indoor and outdoor pools
- Ice arenas and outdoor artificial ice rinks
- Sports fields
- Tennis courts

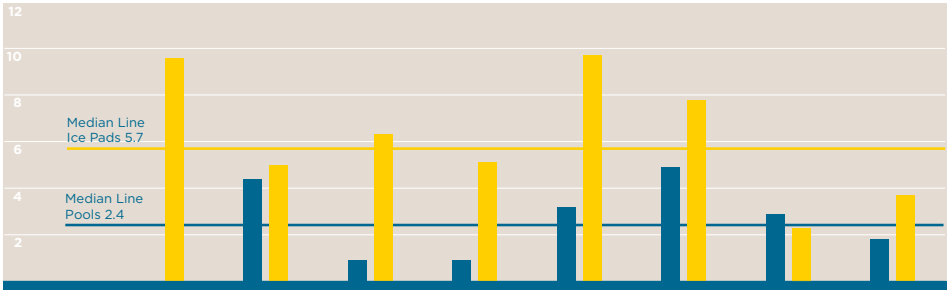
Programming is targeted to all age groups from early years to seniors, and covers a wide variety of activities, including swimming, skating, sports, arts, camps, dance, drama, and fitness.

OMBI has focused on two key areas to examine municipal sports and recreation service levels:

- The number and type of sports and recreation facilities
- The type and volume of programming offered and utilized

HOW MANY INDOOR POOLS AND ICE PADS ARE THERE IN EACH MUNICIPALITY?

FIG. 9.1 Number of Municipally Owned/Operated Indoor Pools and Ice Pads per 100,000 Population (2005)

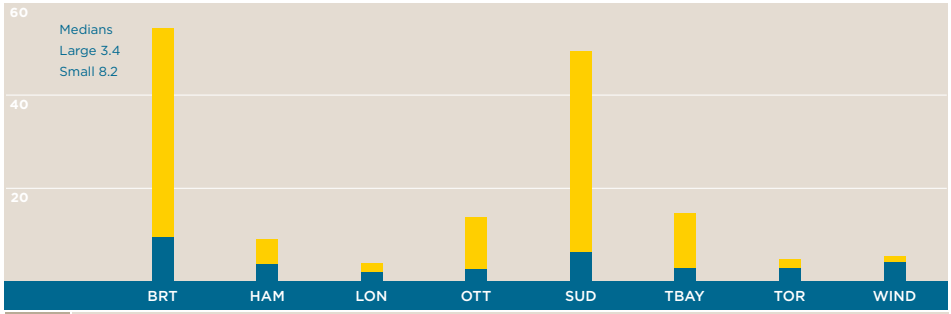


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Indoor Pools	0.0	4.4	0.9	0.9	3.2	4.9	2.9	1.8
Indoor Ice Pads	9.6	5.0	6.3	5.1	9.7	7.8	2.3	3.7

This graph shows the number of indoor ice pads (rinks) and the number of indoor pools owned and/or managed by municipalities per 100,000 persons. In some cases, there can be multiple ice pads or pools at one location. The higher the bar, the greater the number of indoor ice pads or pools per 100,000 persons.

HOW MANY SPORTS AND RECREATION COMMUNITY CENTRES ARE THERE IN EACH MUNICIPALITY?

FIG. 9.2 Number of Large and Small Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population (2005)



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Total	54.3	9.1	4.0	13.8	49.5	14.6	4.9	5.5
Large	9.6	3.7	2.0	2.7	6.4	2.9	3.0	4.1
Small	44.7	5.4	2.0	11.1	43.1	11.7	1.9	1.4

This graph shows the number of sports and recreation community centres per 100,000 persons where the municipality has some control or influence over the programming offered at the centres. A large centre is defined as 10,000 square feet or more; a small community centre is less than 10,000 square feet. The higher the bar, the greater the number of sports and recreation centres per 100,000 persons.

Population density can affect where sports and recreation facilities are located. Fewer and/or larger facilities may be required in a densely populated community whose residents live close to the facilities. A less densely populated community may require proportionately more facilities to ensure that residents have easy access to them.

Programming is the second key area examined for municipal sports and recreation services. Programming can be provided and managed either directly by municipal staff, or indirectly through other groups such as community associations that are supported by the municipality through provision of the facility and/or operating grants.

The three main types of programming are:

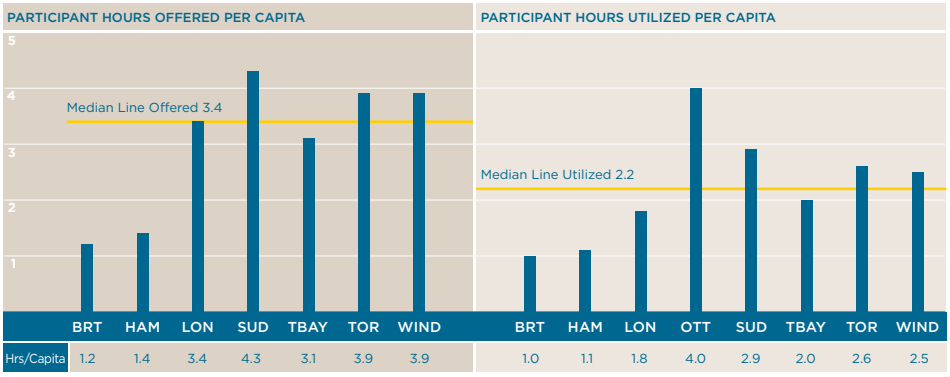
- Registered programs—where residents register to participate in structured activities such as swimming lessons, dance or fitness classes, or day camps
- Drop-in programs—where residents participate in unstructured sports and recreation activities such as public swimming or skating, fitness centres, or open gyms
- Permitted programs—where residents and/or community organizations obtain permits or short-term rental of sports and recreation facilities such as sports fields, meeting rooms, and arenas (e.g., hockey league renting ice)

Each municipality tailors its sports and recreation programming to meet the needs of its local communities. The municipality determines how to best serve its residents by balancing registered, drop-in, and permitted programs, as well as establishing the blend of municipal staff and other organizations such as community groups that provide the programming.

Registered sports and recreation programming provided directly by the municipality is currently the most comparable area of programming between municipalities, and is the focus of the graphs that follow. However, it should be noted that this comparison represents only one component of sports and recreation services, and can vary in significance by municipality.

HOW MANY PARTICIPANT HOURS OF REGISTERED SPORTS AND RECREATION PROGRAMMING ARE OFFERED AND USED PER RESIDENT?

FIG. 9.3 Average Participant Hours Offered at Capacity and Utilized per Capita—Directly Provided Registered Programs (2005)



Note: Ottawa data not availabe for participant hours offered.

This graph provides the average number of participant hours of registered sports and recreation programming available to the public ("offered") and compares it to the amount actually used ("utilized") by residents on a per capita/person basis. The higher the bar, the more registered sports and recreation participant hours offered to or utilized by residents.

FOR EXAMPLE:

A "Learn to Swim" course is offered over eight weeks for one hour per week, and has enough space for 10 children. This equates to 80 participant hours offered.

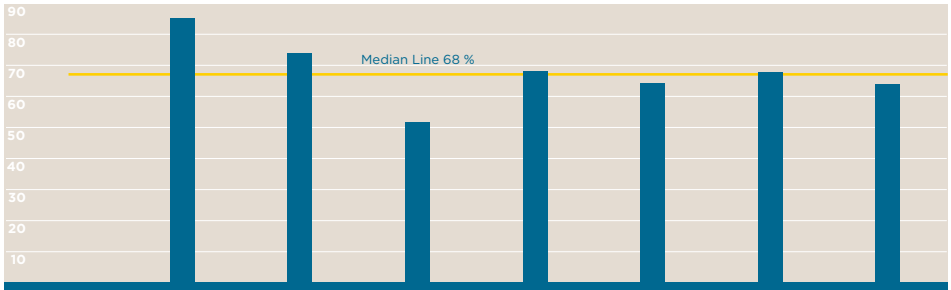
Capacity = 1 hour per week x 10 participants x 8 weeks = 80 participant hours offered

If seven children actually register, a total of 56 participant hours are utilized.

Utilization = 1 hour per week x 7 participants x 8 weeks = 56 participant hours utilized

WHAT PERCENTAGE OF THE CAPACITY OF REGISTERED PROGRAMS IS BEING USED?

FIG. 9.4 Percentage of Available Participant Hours (Capacity) Utilized—Directly Provided Registered Programs (2005)



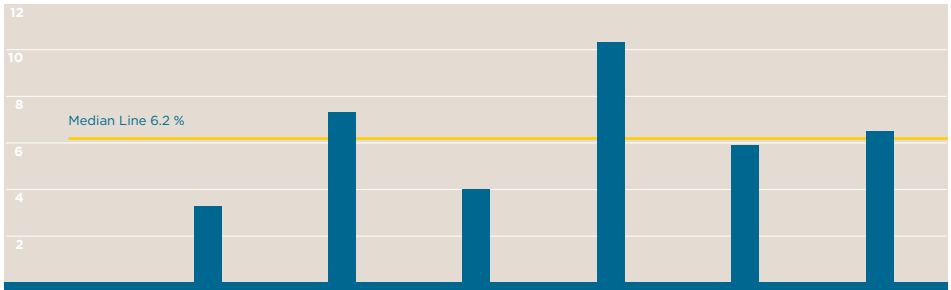
	BRT	HAM	LON	SUD	TBAY	TOR	WIND
Percentage	85	74	52	68	64	68	64

Note: Ottawa data not available.

One measure of assessing whether registered sports and recreation programming offered to residents is satisfying resident demands is the percentage of capacity that has actually been used. This graph shows the percentage of available participant hours (capacity) in registered programs that were used by residents. The higher the bar, the greater the use of the registered programming offered.

WHAT PERCENTAGE OF RESIDENTS REGISTERS FOR AT LEAST ONE SPORTS AND RECREATION PROGRAM?

FIG. 9.5 Percentage of Population (Unique Users) Using Registered Sports and Recreation Programs (2005)



	HAM	LON	SUD	TBAY	TOR	WIND
Percentage	3.3	7.3	4.0	10.3	5.9	6.5

Note: Brant and Ottawa data not available.

One way to measure the success of municipalities in reaching residents through directly provided registered sports and recreation programs is shown in this graph. It depicts the percentage of residents who registered for at least one sports and recreation program in 2005. Individuals who registered for more than one program are only counted once;

therefore, this graph represents "unique users." The higher the bar, the greater the percentage of persons using registered programs.

CONCLUSION

A major objective of sports and recreation programs is to have active, involved, fit, and healthy citizens. As stated earlier, this report focuses on directly provided registered programs, but this is just one type of programming offered in municipalities. In the future, it is expected that more consistent information about other program types will be available for measurement. These include drop-in and permitted programs, and programs supported by community partners.

10 Transit Services

Public transit systems benefit all citizens by reducing traffic congestion and improve air quality by reducing the number of vehicles on roads and highways. Public transit also provides citizens an efficient means of traveling to their intended destination whether it is school, work, home or play.

A successful transit service meets the following criteria:

- Predictable
- Dependable
- Accessible
- Reliable
- Safe
- Convenient
- Affordable
- Reflective of the needs of its ridership

Operating costs for transit systems are funded through a combination of:

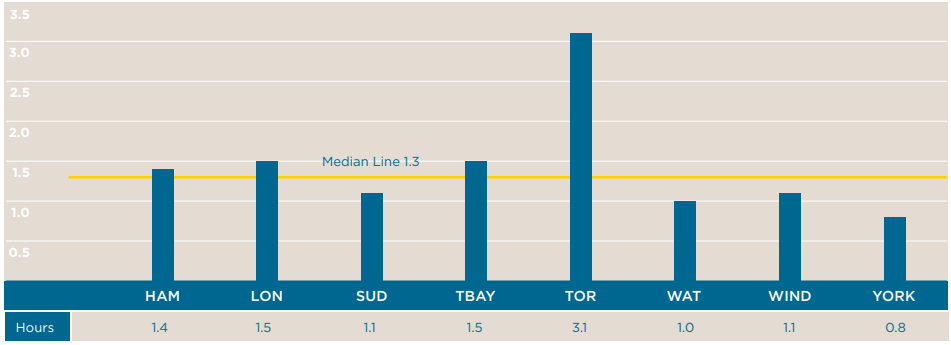
- Provincial grants
- Municipal property taxes
- Transit users fees
- Other sources

This report only includes information on conventional transit services that are provided to the general public. Specialized transit services for persons with transportation limitations provided by some municipalities are not included.

A number of best practices have been identified in the Transit Services area and are listed in Appendix D.

HOW MANY TRANSIT VEHICLE HOURS ARE AVAILABLE TO USERS?

FIG. 10.1 Transit In-Service Vehicle Hours per Capita in the Service Area (2005)



Note: Ottawa data not available.

This graph shows the number of in-service transit vehicle hours that are available in a year to residents on a per capita/person basis. The higher the bar, the more hours transit vehicles are available for use by citizens.

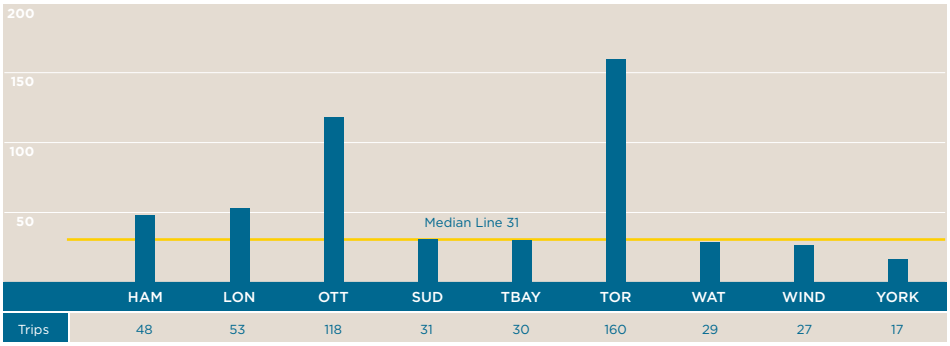
An "in-service vehicle hour" refers to the hours a transit vehicle accepts paying passengers. The graph does not include information for other passenger services such as school contracts, charters and cross-boundary service or for vehicle hours devoted to road tests or maintenance activities.

Factors that can influence the number of in-service vehicle hours available to the public and the number of transit trips taken in a year (see following graph) are:

- Size and population density of the service area
- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit policies such as parking rates, park and rides, etc.
- Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.)

HOW OFTEN DOES THE AVERAGE PERSON TAKE PUBLIC TRANSIT?

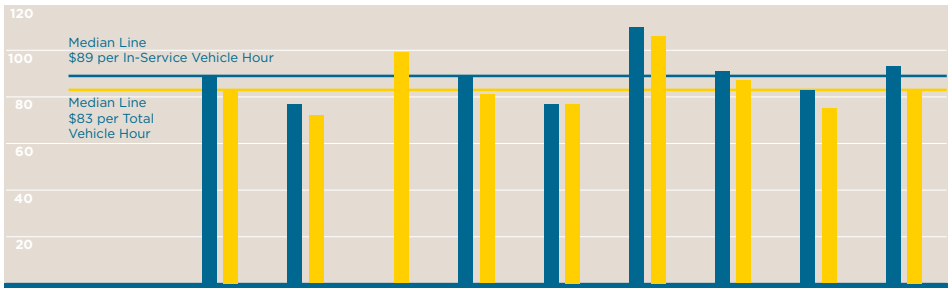
FIG. 10.2 Number of Conventional Transit Trips per Capita in the Service Area (2005)



This graph shows the average number of transit trips taken in a year on a per capita/person basis in each municipality. The higher the bar, the higher the number of transit trips taken per person.

HOW MUCH DOES IT COST PER HOUR TO OPERATE A PUBLIC TRANSIT VEHICLE?

FIG. 10.3 Transit Cost per In-Service Vehicle Hour and Transit Cost per Total Vehicle Hour (2005)



	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars per In-Service Vehicle Hour	89	77		89	77	110	91	83	93
Dollars per Total Vehicle Hour	83	72	99	81	77	106	87	75	83

Note: Ottawa data not available for Revenue Vehicle Hours.

This graph shows the cost per hour to operate a public transit vehicle. The lower the bar, the lower the cost per hour. Two different measures are included:

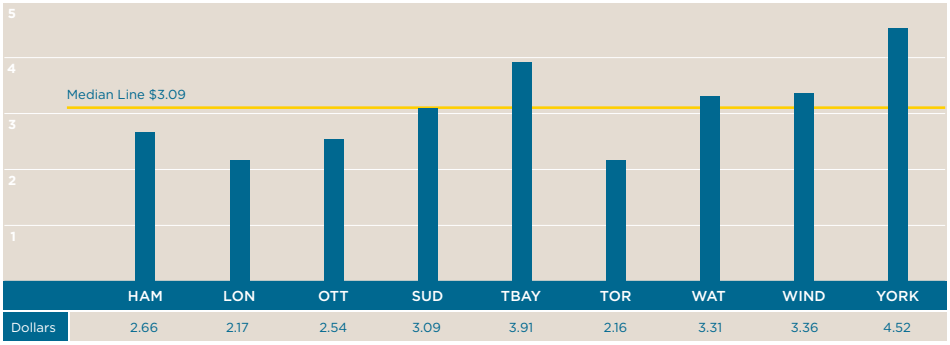
- Cost per in-service vehicle hour—relates transit costs to the number of hours that a transit vehicle accepts paying passengers and provides the cost for one in-service vehicle hour.
- Cost per vehicle hour—relates transit costs to the number of hours that a transit vehicle accepts paying passengers (the previous measure) as well as the hours that vehicles are deadheading or undergoing maintenance work. This provides the cost per vehicle hour. "Deadheading" is the period when a vehicle is being driven to and from the garage or between routes.

Each municipality chooses an approach for delivering service based on its best judgment of how to maximize the efficiency of its transit vehicles. In some jurisdictions, the approach may require more "deadheading" than in other communities to ensure that customer trips are as efficient as possible. Generally, more deadheading will increase the cost per in-service vehicle hour.

Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.) can affect the cost to operate a public transit vehicle.

WHAT DOES IT COST TO PROVIDE EACH PASSENGER TRIP?

FIG. 10.4 Operating Costs for Conventional Transit per Regular Service Passsenger Trip (2005)



This graph shows what it costs to provide a passenger trip. The lower the bar, the lower the cost per passenger trip.

The following factors can impact the cost of a passenger trip:

- Size and population density of the service area
- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit policies such as parking rates, park and rides, etc.
- Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.)

CONCLUSION

Public transit provides economic and environmental benefits to citizens. An efficient means of public transportation reduces traffic congestion and provides improved air quality to the community.

11 Wastewater Services

The collection and safe/effective treatment of wastewater from municipal customers is important to the continued health and well-being of the community. Treatment standards established by provincial and federal agencies ensure that the impact on the natural environment associated with wastewater treatment is minimized.

Wastewater services comprise:

- Collection of wastewater from the customer via the municipal sewage system
- Operation of wastewater treatment facilities
- Disposal of wastewater in accordance with federal and provincial regulations

Wastewater services are provided to residential and ICI (industrial, commercial, and institutional) sector customers. The quality of wastewater discharged to the municipal sewage system is controlled by municipal sewer-use by-laws. Funding for these services is generally provided through municipal water rates, which usually include a sewer surcharge to recover the costs of wastewater collection and wastewater treatment.

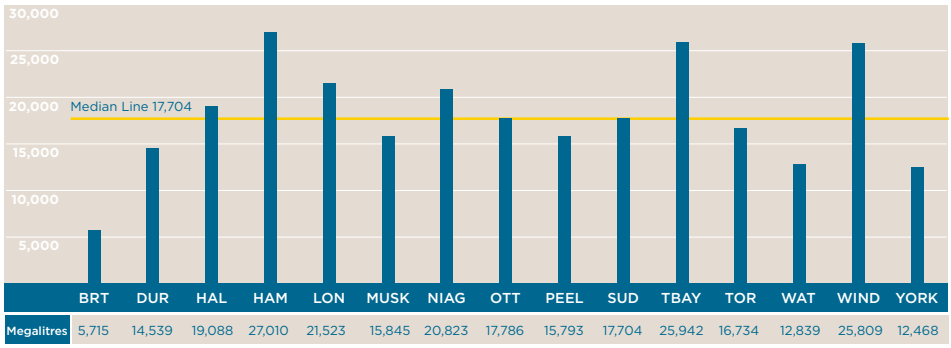
Continuing challenges related to wastewater services are:

- Financial impact of adherence to provincial regulations
- Shortage of operations staff
- Repair and replacement costs for an aging infrastructure
- Rising costs associated with utilities, laboratory testing, and treatment chemicals
- Escalating construction costs

A number of best practices have been identified in the Wastewater Services area and are listed in Appendix D.

HOW MUCH WASTEWATER IS TREATED IN EACH MUNICIPALITY?

FIG. 11.1 Megalitres of Wastewater Treated per 100,000 Population (2005)



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Megalitres	5,715	14,539	19,088	27,010	21,523	15,845	20,823	17,786	15,793	17,704	25,942	16,734	12,839	25,809	12,468

This graph shows the volume of wastewater treated per 100,000 persons, including the wastewater received from the ICI sector. These volumes are in megalitres. One megalitre

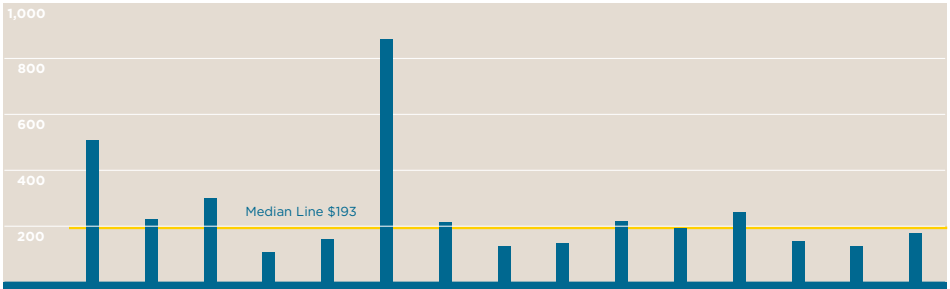
is equivalent to one million litres. The higher the bar, the more wastewater treated.

The volume of wastewater treated can be affected by a number of factors, including:

- The volume of wastewater generated by the ICI sectors
- Urban form (high-density urban versus suburban)
- The extent to which storm sewers are connected to or combined with sanitary sewers and the impact of rainfall events on flows into wastewater treatment plants

HOW MUCH DOES WASTEWATER TREATMENT AND DISPOSAL COST?

FIG. 11.2 Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (2005)



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	508	223	298	108	154	868	213	129	140	217	193	251	146	129	173

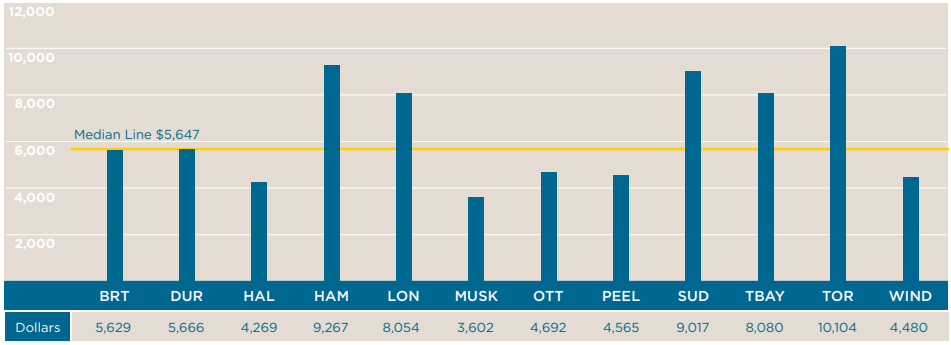
This graph shows the cost of treating wastewater and disposing of bio-solids, per megalitre of wastewater treated. Bio-solids are primarily organic, accumulated solids separated from wastewater that have been stabilized by treatment and can be beneficially used. Wastewater is treated to meet or exceed the provincial Ministry of Environment regulations and standards. The lower the bar, the lower the cost of wastewater treatment.

Key factors that can influence wastewater treatment costs are:

- The sensitivity of lakes and rivers to receive treated wastewater, which dictates the complexity and cost of the required wastewater treatment process
- The number, size, and complexity of wastewater treatment plants operated by the municipality
- Specific municipal requirements for the quality of wastewater treatment

HOW MUCH DOES WASTEWATER COLLECTION COST?

FIG. 11.3 Operating Cost of Wastewater Collection per Km of Wastewater Pipe (2005)



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
Dollars	5,629	5,666	4,269	9,267	8,054	3,602	4,692	4,565	9,017	8,080	10,104	4,480

Note: Niagara, Waterloo and York operate a two-tier system and are not responsible for the collection of wastewater.

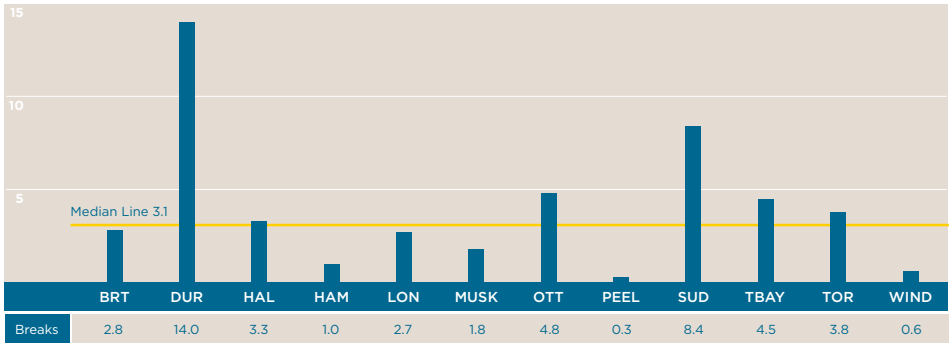
This graph shows the annual cost of wastewater collection per kilometre of wastewater pipe (sewer). The lower the bar, the lower the cost.

Key factors that can influence wastewater collection costs are:

- Age of the wastewater collection infrastructure
- Number of independent wastewater collection systems operated by the municipality
- Frequency of maintenance activities
- Proximity of infrastructure to other utilities

HOW OFTEN DO WASTEWATER MAINS BACK UP?

FIG. 11.4 Annual Number of Wastewater Main Backups per 100 Km of Wastewater Collection Pipe (2005)



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
Breaks	2.8	14.0	3.3	1.0	2.7	1.8	4.8	0.3	8.4	4.5	3.8	0.6

Note: Niagara, Waterloo and York operate a two-tier system and are not responsible for the collection of wastewater.

This graph shows the number of times a municipal wastewater main (sewer) backed up per 100 kilometres of wastewater pipe. The lower the bar, the lower the rate of wastewater main backups.

Key factors that can influence the rate of wastewater main backups are:

- Capacity of the wastewater sewer system
- Rate of water infiltration/inflow into the wastewater sewer system
- Frequency of wastewater sewer system maintenance

CONCLUSION

The OMBI water and wastewater expert panel has a well-established network with other organizations, including the Provincial Municipal Performance Measurement Program (MPMP), the Ontario Centre for Municipal Best Practices (OCMBP), the National Water and Wastewater Benchmarking Initiative, and Infra-Guide (National Guide to Sustainable Municipal Infrastructure).

Municipalities will continue to provide safe and effective treatment of wastewater to minimize the impact on the natural environment and to ensure the health and well-being of their community.

12 Water Services

To ensure that the drinking water from your tap is of high quality, it undergoes continuous water quality monitoring and testing during the treatment process. Frequent monitoring within the water distribution system is also carried out to ensure a safe drinking water supply. Annual water quality reports are available from your municipal water provider showing compliance with rigorous provincial and federal water quality regulations.

Water services comprise:

- The treatment of water from the source at water treatment plants to ensure the quality of drinking water meets or exceeds regulatory requirements
- The distribution of drinking water to customers through the system of watermains, water pumping stations, and storage reservoirs

Water services are provided to residential and ICI (industrial, commercial, and institutional) sector customers. Funding for these services is generally provided through municipal water rates.

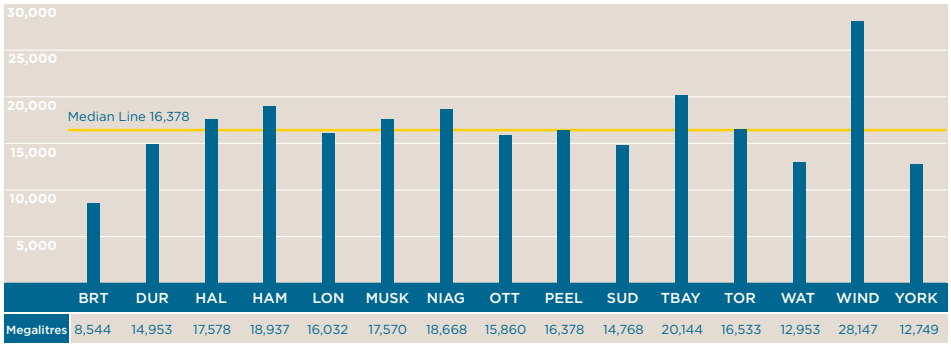
Continuing challenges related to water services are:

- Financial impact of adherence to regulations
- Shortage of operations staff
- Repair and replacement costs for an aging infrastructure
- Rising costs associated with utilities, laboratory testing, and treatment chemicals
- Escalating construction costs

A number of best practices have been identified in the Water Services area and are listed in Appendix D.

HOW MUCH WATER IS TREATED IN EACH MUNICIPALITY?

FIG. 12.1 Megalitre of Water Treated per 100,000 Population (2005)



This graph shows the volume of drinking water treated per 100,000 persons, including the water provided to the ICI sector. These volumes are in megalitres (one megalitre is equivalent to one million litres). The higher the bar, the more water treated.

"We're starting to get some robust results, and have identified several recommended practices with broad potential for implementation in many Ontario municipalities".

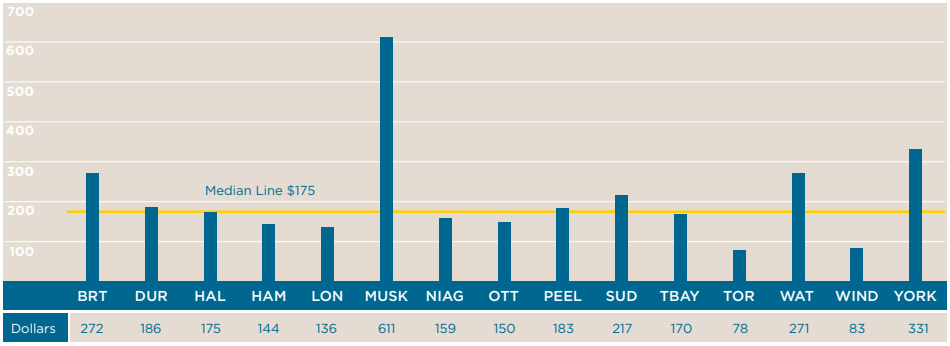
KEN THOMPSON, P. Eng / Ken Thompson & Associates / (Lead, Water/Wastewater Expert Panel)

The volume of drinking water treated can be influenced by a number of factors, including:

- Source and adequacy of the water supply (municipal well or surface water supply)
- Demand from the ICI sector
- Urban form (high-density urban versus suburban)
- Impact of municipal water conservation programs

HOW MUCH DOES IT COST TO TREAT DRINKING WATER?

FIG. 12.2 Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated (2005)



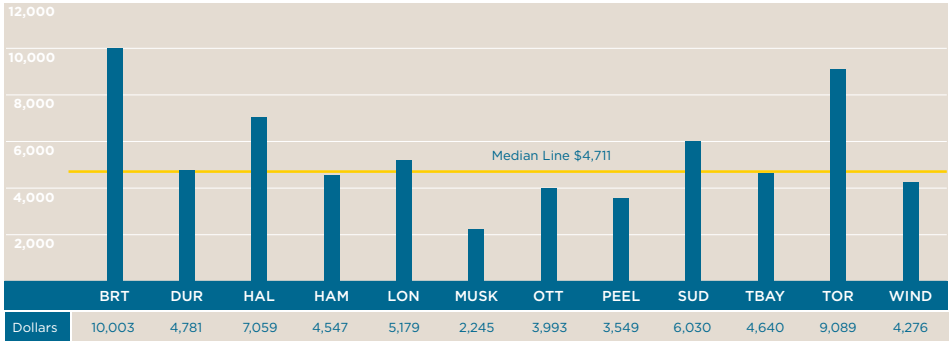
This graph shows the cost of treating a megalitre of drinking water. Costs include operation and maintenance of treatment plants as well as quality assurance and laboratory testing to ensure compliance with regulations. The lower the bar, the lower the cost of water treatment.

Key factors that can influence water treatment costs are:

- Water source—ground water or surface water considering specific water quality issues, which will dictate the complexity and cost of the water treatment process
- The number, size, and complexity of water treatment plants operated by the municipality
- Specific municipal requirements for the quality of drinking water provided to customers, which may exceed provincial regulations

HOW MUCH DOES IT COST TO DISTRIBUTE DRINKING WATER?

FIG. 12.3 Operating Cost for Distribution of Drinking Water per Km of Water Distribution Pipe (2005)



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
Dollars	10,003	4,781	7,059	4,547	5,179	2,245	3,993	3,549	6,030	4,640	9,089	4,276

Note: Niagara, Waterloo and York operate two-tier systems and are not responsible for the distribution of water.

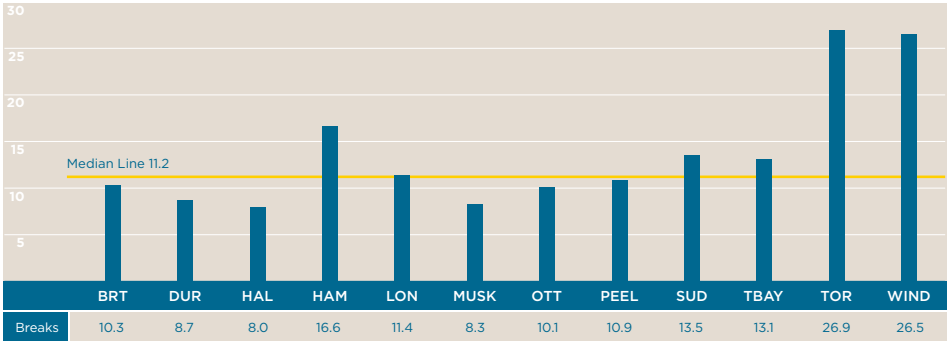
The graph shows the cost, per kilometre of water distribution pipe (watermain), for the distribution of drinking water to customers. Costs include the distribution of water from the water treatment plant to the customer. The lower the bar, the lower the cost of water distribution.

Key factors that can influence water distribution costs are:

- Age of the water distribution infrastructure
- Number of independent water distribution systems operated by the municipality
- Frequency of maintenance activities
- Urban form (proximity of infrastructure to other utilities)
- Extreme cold weather (frozen watermains and frequency of watermain breaks impacting the cost for infrastructure repair and replacement)

HOW OFTEN DOES A WATERMAIN BREAK?

FIG. 12.4 Annual Number of Watermain Breaks per 100 Km of Water Distribution Pipe (2005)



Note: Niagara, Waterloo and York operate two-tier systems and are not responsible for the distribution of water.

This graph shows the number of municipal watermain breaks, per 100 kilometres of pipe. The lower the bar, the lower the rate of watermain breaks.

Key factors that can influence the rate of watermain breaks include:

- Age and condition of the pipe
- Type of pipe material (cast iron, ductile iron, PVC, etc.)
- Proximity of the pipes to other utilities
- Extreme cold weather (frozen watermains and frequency of watermain breaks, which impact the cost for infrastructure repair and replacement)
- Soil conditions, which can increase risk of corrosion
- Topography, which can cause pressure variations

NEXT STEPS

The OMBI water and wastewater expert panel will continue to work with groups and agencies in Ontario and across Canada to compare, communicate, and collaborate on service provision and implementation of best practices to improve service delivery. Current discussion by the panel relates to addressing specific legislation and regulations such as Bill 175 (*The Sustainable Water and Sewerage Act*) and Public Sector Accounting Board PS3150 (Tangible Capital Assets).

Information for Decision Making and Accountability

The *2005 Performance Benchmarking Report* for Ontario municipalities prepared by the Ontario Municipal CAOs' Benchmarking Initiative is the result of a successful collaboration of its partners. The data collected and recorded are valuable in their own right. They give municipalities a tool to understand how they are performing, how their performance compares to other municipalities, and how and where improvements can be made. It also points out that every municipality is unique in some ways. It takes into consideration and respects differences in our communities, geographic location, population density, and the size of a municipality, among other things.All play a role in understanding how and how well a municipality performs.

"The complex nature of government, its myriad of objectives and its public accountability requires multi-faceted reporting. Additional information that supplements the financial statements adds further depth users' understanding, enhances management decision making and improves accountability".

TIM BEAUCHAMP Director, Public Sector Accounting / Canadian Institute of Chartered Accountants

OMBI's measurements help municipalities address the growing demand for greater accountability and transparency in the planning and delivery of municipal services and programs. In addition, these measurements contribute to the development and sharing of best practices, which can lead to greater efficiency in program and service delivery, and lower costs. For taxpayers, this can mean better and faster service and more effective use of their tax dollars.

Finally, for the employees providing municipal services and delivering them to citizens, the opportunity to collaborate, learn, network with peers, and exchange information is invaluable. This experience will be vital in future as municipalities increase their capacity to gather and report information on municipal services and programs.

Appendices

Appendix A OMBI Performance Measurement Framework
Appendix B OMBI Partners
Appendix C Partner Web Sites
Appendix D Best Practices
Appendix E Success Stories
Appendix F Frequently Asked Questions
Appendix G Additional Information

Appendix A
OMBI Performance Measurement Framework

OMBI has developed a "performance measurement framework" for reporting performance information based on research into other benchmarking initiatives and pilot projects.

Initially, these performance measures were based on the decision-making needs of CAOs.

However, as the benchmarking initiative progressed, more measures were added to meet the information requirements of service area experts. Over time these measures have evolved into a framework encompassing four types of measures depicted in the diagram below.

Performance Measurement Framework

HOW WE DO IT

To support the overall benchmarking model and the implementation of the performance measurement framework, OMBI has developed a number of key tools, practices, and processes that contribute directly to its success.

Seven-step benchmarking cycle

In 2001, OMBI developed a seven-step benchmarking methodology that forms an ongoing cycle of design, measure, analysis, and implementation leading to quality and service excellence.

Indirect costing methodology

In 2001, the OMBI treasurers' group developed a methodology for the allocation of indirect costs (e.g., human resources and information technology) to facilitate the consistent costing of all programs and services. The Ministry of Municipal Affairs and Housing subsequently adopted this methodology for use in its mandatory Municipal Performance Measurement Program (MPMP).

Data sharing protocol

In 2002, OMBI developed a data sharing protocol that provided guidance for sharing OMBI data, information, and products among participating OMBI municipalities for internal management purposes.

In 2006, the Data Sharing Protocol was updated to include the protocol for public or external communication of OMBI results. This document ensures that the goodwill and integrity of the OMBI process is maintained and that each municipality follows certain guidelines in developing its messaging about benchmarking results in any local reports.

This OMBI protocol has become the basis for similar protocols in other benchmarking initiatives such as the Ontario Fire Marshall's Office for the Performance Measurement Benchmarking System and the Social Housing Services Corporation.

Data warehouse

In 2003, OMBI developed an award-winning web-based data warehouse to facilitate the collection, consolidation, and reporting of performance measurement framework and other data.

Measurement definitions

Launched in 2004 and updated annually, definitions were developed for each measure to provide comprehensive technical definitions to guide the experts in the collection of data and to assure that data is comparable among OMBI municipalities. The definitions are updated annually by the program experts.

Appendix B
OMBI Partners

OMBI MUNICIPALITIES BY GOVERNMENT TYPE	POPULATION* December 2005	NUMBER OF HOUSEHOLDS* December 2005	GEOGRAPHIC AREA Sq Km**
Single tier			
County of Brant	31,264	12,649	845
City of Hamilton	518,745	203,236	1,149
City of London	351,900	154,945	423
City of Ottawa	865,560	348,080	2,796
City of Greater Sudbury	155,339	70,891	3,627
City of Thunder Bay	102,617	49,186	328
City of Toronto	2,698,400	1,026,400	641
City of Windsor	217,249	86,900	145
Upper tier			
Regional Municipality of Durham	585,290	198,543	2,535
Regional Municipality of Halton	427,500	152,455	967
District of Muskoka	54,650	44,671	3,816
Regional Municipality of Niagara	434,347	181,524	1,896
Regional Municipality of Peel	1,181,124	372,000	1,225
Regional Municipality of Waterloo	497,900	180,080	1,382
Regional Municipality of York	918,383	273,358	1,756

*** Source: OMBI Data Warehouse, Municipal Data for 2005.**

**** Provided by each municipality.**

Appendix C
Partner Web Sites

www.county.brant.on.ca	www.london.ca	www.region.peel.on.ca	www.region.waterloo.on.ca
www.region.durham.on.ca	www.muskoka.on.ca	www.city.greatersudbury.on.ca	www.citywindsor.ca
www.halton.ca	www.regional.niagara.on.ca	www.thunderbay.ca	www.region.york.ca
www.hamilton.ca	www.ottawa.ca	www.toronto.ca	

Appendix D
Best Practices

BEST PRACTICE/SHARED PRACTICE REPORTS OF OMBI MUNICIPALITIES

Expert panels or service area expert groups have been established for each of the areas that OMBI is measuring. This includes many service areas and the engagement of numerous service experts. Through the reporting and analysis of performance data and networking between municipalities, experts identify best practices or "better" practices. This process promotes continuous improvements and a culture of performance measurement for the delivery of programs and services, and may result in new ideas or creative solutions for program and/or service issues.

Listed below are best practice reports published by OMBI's expert groups. These reports are available on-line at **www.ombi.ca**

Road Services

Winter Control reports

1. *Contract Terms which facilitate timely call out decisions by front line patrollers*, January 2004, Regional Municipality of York
2. *Year-Round Mix of Contracted and Direct Staff Resources*, November 2004, City of London

Shared Practices

Solid Waste Management Services

1. *Contract Enabling Contractors to Reduce Municipal Costs*, November 2001, Regional Municipality of Niagara
2. *Community Partnership Building*, July 2003, City of London
3. *Measuring Types of Recyclable Materials Collected*, October 2004, Regional Municipality of Peel
4. *Long Term Waste Management Plan*, October 2004, Regional Municipality of Niagara

Transit Services

1. *Urban Transit*—Service Expansion, October 2005, York Region

Water/Wastewater Services

1. *Integrated Business and Information Systems* (Water and Wastewater), April 2004, City of Toronto
2. *Maintenance of Chlorine Residuals with By-Pass (Water)*, April 2004, Regional Municipality of Peel
3. *Maintenance of Chlorine Residuals with Automatic Controls (Water)*, April 2004, Town of Richmond Hill
4. *Water Conservation and Deferral of Capital Upgrades*, April 2004, City of Windsor
5. *Operator Cross Training a Multi-skilled /Multi-Licensed Work Force (Water and Wastewater)*, April 2004, Regional Municipality of Peel
6. *Energy Management Strategy*, October 2006, Regional Municipality of Peel
7. *Energy Management with Water Distribution Optimization Modeling*, October 2006, City of Thunder Bay
8. *Energy Management with Water Loss Control—Leak Detection*, October 2006, City of Thunder Bay and Regional Municipality of Halton
9. *Energy Management with Metering and Billing Control/Verification*, October 2006, Regional Municipalities of Peel and Durham
10. *Energy Management with Alternative Sources of Energy*, October 2006, City of Ottawa
11. *General Energy Management Practices*, October 2006, City of Toronto and Regional Municipality of Durham

OMBI municipalities developed shared practices following the evaluation of survey results on the business question on "The Shortage of Qualified Operators"

12. *Co-Operative Training and Certification Program*, Regional Municipality of Niagara
13. *Operator Certification Training Program*, Regional Municipality of Peel

Appendix E
Success Stories

CAPITAL ASSETS

In 2004, OMBI developed guidelines on accounting for capital assets in anticipation of an amendment to the *Public Sector Accounting Handbook* that would make local governments responsible for including such information in their annual financial statements. The OMBI guidelines established practical guidance for implementing the new standard.

In 2005, with financial support from the Province of Ontario (Ministry of Finance/Ministry of Municipal Affairs and Housing), OMBI began developing a Capital Asset Guide to help all municipalities comply with this new reporting requirement. Methodologies contained in the guide are now being piloted in several OMBI municipalities. This reporting requirement, established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants, will come into effect in 2009.

OMBI FALL FORUM

Each year, OMBI holds a conference to celebrate its accomplishments in benchmarking during the year and to promote the exchange of information and best practices and to increase the awareness of the importance of benchmarking and performance management. The theme for this year's fall forum was "Leveraging Results". It focused on the 2005 performance measurement framework data collection process and its continuing evolution as a tool for planning services and allocating resources. The two-day 2006 event (October 26 and 27) was held in Toronto.

RECOGNITION FOR PUBLIC SECTOR LEADERSHIP

The data provided by OMBI partners is stored in a web-based data warehouse. It contains data all members can share, and is a one-stop shop for other information of relevance to service expert groups.

Left to right: Ron Gibson, OMBI Director and Stefan Loker, OMBI Data Warehouse System Administrator, at the 2005 Public Sector Quality Fair.

OMBI was awarded a bronze medal at the 2005 Public Sector Quality fair for its data warehouse and service quality achievements. The public sector quality fair is an annual event that showcases service quality excellence within Ontario in the federal, provincial, municipal, and broader public sectors. It is designed to increase awareness and use of accepted quality principles and practices and to provide inspiration to others on their quality initiatives.

The OMBI data warehouse is expanding its services to include areas for service expert groups to collect more detailed information, as well as to view and analyze data. These tools increase the potential to investigate and identify best practices.

Appendix F
Frequently Asked Questions

1. What is OMBI?

The Ontario Municipal Benchmarking Initiative (OMBI) is a groundbreaking collaboration of 15 Ontario municipalities that represent 9.1 million citizens or 72% of the population. Led by the Chief Administrative Officers (CAOs) and City Managers in each participating municipality, it fosters a culture of service excellence in municipal government. It does this by creating new ways to measure, share, and compare performance statistics and allows experts in participating municipalities to share ideas on operational best practices.

2. Why is OMBI important?

OMBI is important because it:

- Fosters a culture of service excellence in municipal government
- Helps councils, staff, and citizens understand where city administrations are performing well and how they compare to other municipalities
- Allows experts to share ideas on operational best practices
- Helps service experts improve service delivery

3. What is performance measurement?

Performance measurement assesses an organization's progress in meeting predetermined goals. OMBI's performance measurement framework includes four categories of measures:

Service level—The number, type, or level of services provided to residents in municipalities. For example, the number of kilometres of road, or the number of library materials available.

Efficiency—How municipalities use their resources. For example, the cost of transit per passenger trip or the cost of wastewater treatment per megalitre.

Customer service—The quality of service to citizens. For example, the satisfaction level of clients in long term care homes or the percentage of roads where the pavement quality is rated as good or very good.

Community impact—The effect programs and services have on our communities. For example, measuring the percentage of garbage that is diverted away from landfill sites, or measuring crime rates.

4. What is benchmarking?

A benchmark is an established point of reference against which things can be measured and compared, such as a person's last swimming speed, a company's last customer satisfaction level, or a municipality's last efficiency rating.

In OMBI's case, benchmarking involves the examination of the partners' data over many years, and comparing it with the other partners' data to gain a better understanding of the information and identify best or better practices.

5. Why benchmark?

Municipalities use benchmarking practices to:

- Assess their strengths and opportunities for improvement
- Identify best practices that can lead to improved services and potential cost savings
- Integrate performance measurement information into their strategy for continuous improvement of services and programs
- Access ideas on new processes, systems, technologies, and creative solutions to help solve problems

6. How will OMBI performance information be used?

Municipal government decision-makers will use this information to give them better insight into their own performance and allow them to investigate new opportunities for learning and operational improvements. By seeing which municipalities are doing well in a certain service area, participants can ask better questions about the best practices that may lead to improved efficiency and effectiveness in service delivery, and formulate new ideas for improvement that make sense within their own unique municipal context.

Appendix G
Additional Information

For more information about OMBI or the *2005 Benchmarking Report for Ontario Municipalities*, please visit our web site at **www.ombi.ca** or contact our office. One of our project members will assist you in obtaining any further information you require.

HEAD OFFICE:

Ontario Municipal Benchmarking Initiative
2201 St. David's Road
Thorold, ON
L2V 4T7

Tel: 905-685-4225 x 3228 (Ron Gibson)

Fax: 905-641-5208

For information, questions or concerns about OMBI's municipal government partners, please consult their web sites listed in Appendix C.

OMBI

ONTARIO MUNICIPAL CAOs' BENCHMARKING INITIATIVE

www.ombi.ca