OMBI

ONTARIO MUNICIPAL CAO's BENCHMARKING INITIATIVE

Partnering for
Service Excellence

2008

PERFORMANCE BENCHMARKING REPORT

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October 2009

LETTER

from the Chief Administrative Officers and City Managers

We are pleased to present the 2008 Performance Benchmarking Report prepared by the Ontario Municipal Chief Administrative Officers Benchmarking Initiative (OMBI).

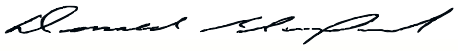
The results presented in this OMBI document reflect the joint efforts of 15 municipalities representing more than 9.4 million residents, or 73 per cent of Ontario's population.

Residents and businesses across Ontario benefit from the broad range of services provided by their municipal governments. For this edition of the report, we have expanded from 22 to 26 service areas delivered by OMBI municipalities, with up to three years of data for each service.

The results, after taking into consideration the unique characteristics of each municipality, can be used locally to aid in decision-making processes in terms of understanding municipal performance over time, and within a broader context by providing comparable information from other member municipalities. This process enables our expert panels to collaborate and share information, achieve greater insights, introduce new ideas, and improve the services provided to our citizens.

For our employees delivering municipal services to citizens, the opportunity to collaborate, learn and network with peers and exchange information is invaluable. By working together, we pool our knowledge to make optimal use of limited resources. It demonstrates our accountability, and builds further support and trust in municipal government.

As this is a comparative report and does not focus on the results of any one municipality, requests for additional information should be directed to the municipal representative listed on page 93 of this report.



Don Glassford
Chief Administrative Officer
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Jim Green
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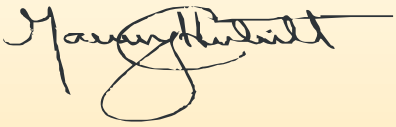

Garry H. Cubitt, M.S.W.
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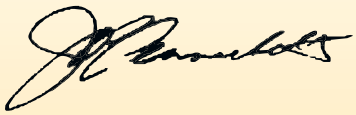

Joe Pennachetti
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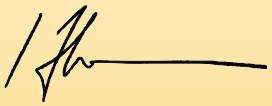

Kent Kirkpatrick
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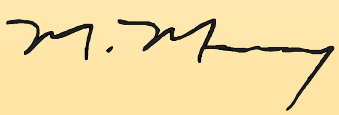

Mike Murray
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Chris Murray
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City of London

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INTRODUCTION

What is OMBI?

The Ontario Municipal Benchmarking Initiative (OMBI) is a groundbreaking collaboration of 15 Ontario municipalities that represent 9.4 million citizens or 73% of the population of Ontario. The initiative is led by the Chief Administrative Officers (CAOs) and City Managers in each participating municipality. OMBI fosters a culture of service excellence in municipal government by creating new ways to measure, share and compare performance statistics and operational practices. OMBI acts as a source of credible information to assist Council, staff and citizens to understand how their municipality is performing over time and in relation to others. For information on the evolution of OMBI please see page 89.

Who are the members of OMBI?

In many parts of this province there can be two levels of municipal government delivering service to the residents. Upper-tier municipalities are districts or regional governments delivering services such as police and social services while the lower-tiers or local municipalities deliver services such as fire and parks. Services delivered by local municipalities within these regions are not currently included in this report. The OMBI member municipalities reporting 2008 results include the following:

Single-Tier Municipalities	County of Brant, City of Greater Sudbury, City of Hamilton, City of London, City of Ottawa, City of Thunder Bay, City of Toronto, City of Windsor
Upper-Tier Municipalities	Regional Municipality of Durham, Regional Municipality of Halton, Region of Niagara, District of Muskoka, Region of Peel, Regional Municipality of Waterloo, Regional Municipality of York

Note: For purposes of reporting, the County of Brant has been included as a single-tier municipality. The City of Windsor has not been able to provide data in 2008 due to a labour disruption. Some data from the City of Toronto may also be unavailable due to a labour disruption. The City of Barrie has also recently joined OMBI and will begin reporting data next year.

Additional statistical information on the OMBI partners is provided on page 91.

How do we work together?

OMBI member municipalities collaborate closely on the development of the performance measures used in benchmarking municipal services. Close collaboration is fundamental to developing consensus on what to measure and how to measure it.

Representatives from each member municipality meet as a group (OMBI Management Committee) to lead and direct the OMBI initiative collectively representing the overall interests of their respective municipality, their City Managers and CAOs. These representatives also serve as a liaison between their municipal experts (that serve on the Expert Panels), their financial experts (that serve on the Financial Advisory Panel) and the Management Committee.

Expert Panel members from each municipality meet as a group to collaborate, learn, network with peers and exchange information. This collaboration also extends to the members of the Financial Advisory Panel that meet to ensure that costs are measured in a consistent manner, including consistency in methodology of allocating program support costs and in the future incorporating the amortization of capital costs.

WHO DOES WHAT?

This report discusses 26 service areas for which OMBI performance measures have been established. Not all municipalities however are responsible for delivering all services. The chart below identifies the services provided by each of the OMBI member municipalities for 2008.

Indicates service provided by that municipality.

Services / Municipalities	County of Brant	Region of Durham	Region of Halton	City of Hamilton	City of London	District of Muskoka	Region of Niagara	City of Ottawa	Region of Peel	City of Greater Sudbury	City of Thunder Bay	City of Toronto	Region of Waterloo	City of Windsor	Region of York
1. Accounts Payable Services	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2. Building Permits and Inspection Services	■			■	■			■		■	■	■		■	
3. By-law Enforcement Services	■			■	■			■		■	■	■		■	
4. Child Care Services		■	■	■	■	■	■	■	■	■	■	■	■	■	■
5. Culture Services			■	■	■			■		■	■	■		■	
6. Emergency Hostels Services		■	■	■	■		■	■	■	■	■	■	■	■	■
7. Emergency Medical Services	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
8. Fire Services	1			■	■			■		■	■	■		■	
9. General Revenues Services	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
10. Investment Management Services	■	■	■	■	■	6	■	■	■	■	■	■	■	■	■
11. Legal Services	■	■	■	■	■	6	■	■	■	■	■	■	■	■	■
12. Library Services	■			■	■			■		■	■	■	4	■	
13. Long-Term Care Services	1	■	■	■	■	■	■	■	■	■	■	■	■	■	■
14. Parking Services				■	■			■		■	■	■		■	
15. Parks Services	■			■	■			■		■	■	■		■	
16. Planning Services	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
17. Police Services	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
18. Roads Services	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
19. Social Assistance Services	1	■	■	■	■	■	■	■	■	■	■	■	■	■	■
20. Social Housing Services	1	■	■	■	■	■	■	■	■	■	■	■	■	■	■
21. Sports and Recreation Services	■			■	■			■		■	■	■		■	
22. Taxation Services	■			■	■			■		■	■	■		■	
23. Transit Services		2		■	■			■		■	■	■	■	■	■
24. Waste Management Services	■	3	■	■	■	■	■	■	■	■	■	■	■	■	3
25. Wastewater Services	■	■	■	■	■	■	5	■	■	■	■	■	5	■	5
26. Water Services	■	■	■	■	■	■	5	■	■	■	■	■	5	■	5

1 *County of Brant collaborates with nearby municipalities for delivery of these services.*

2 *The responsibility for Durham transit was transferred to the Region January 1, 2006.*

3 *Regional Municipality of Durham is responsible for the collection of solid waste in only 5 out of 8 of its local municipalities and the Regional Municipality of York operates a two-tier system and is not responsible for the collection of solid waste.*

4 *Regional Municipality of Waterloo only provides library services to four rural townships.*

5 *Regional Municipalities of Niagara, Waterloo and York operate two-tier systems for both water and wastewater services.*

6 *District of Muskoka's data is unavailable for 2006, 2007 and 2008.*

THE OMBI BENCHMARKING PROCESS

What is benchmarking?

A benchmark is an established point of reference against which things can be measured and compared. In OMBI's case, benchmarking involves comparing municipal performance data over time. OMBI data is expressed on a common basis such as cost per unit of service or as a rate per capita. This assists in making comparisons between municipalities more meaningful.

OMBI members have developed a common benchmarking framework to help its partners' measure and compare their progress. This framework encompasses the four types of measures depicted in the diagram below.

OMBI's BENCHMARKING FRAMEWORK

The effect programs and services have on our communities. For example, measuring the percentage of garbage that is diverted away from landfill sites or percentage of population using sports and recreation programs.	**Community Impact Measures**	**Service Level Measures**	The number, type or level of service delivered to residents in municipalities. For example, the number of social assistance cases or the number of kilometres of road network.
How municipalities use their resources, often expressed as a cost per unit of service or the volume of output per staff member. For example, the cost of transit per passenger trip or the cost of emergency medical services per in-service vehicle hour.	**Efficiency Measures**	**Customer Satisfaction Measures**	The quality of services delivered to citizens. For example, the satisfaction level of clients in long-term care homes, or the clearance rate of violent crime.

Why benchmark?

Municipalities use benchmarking data to:

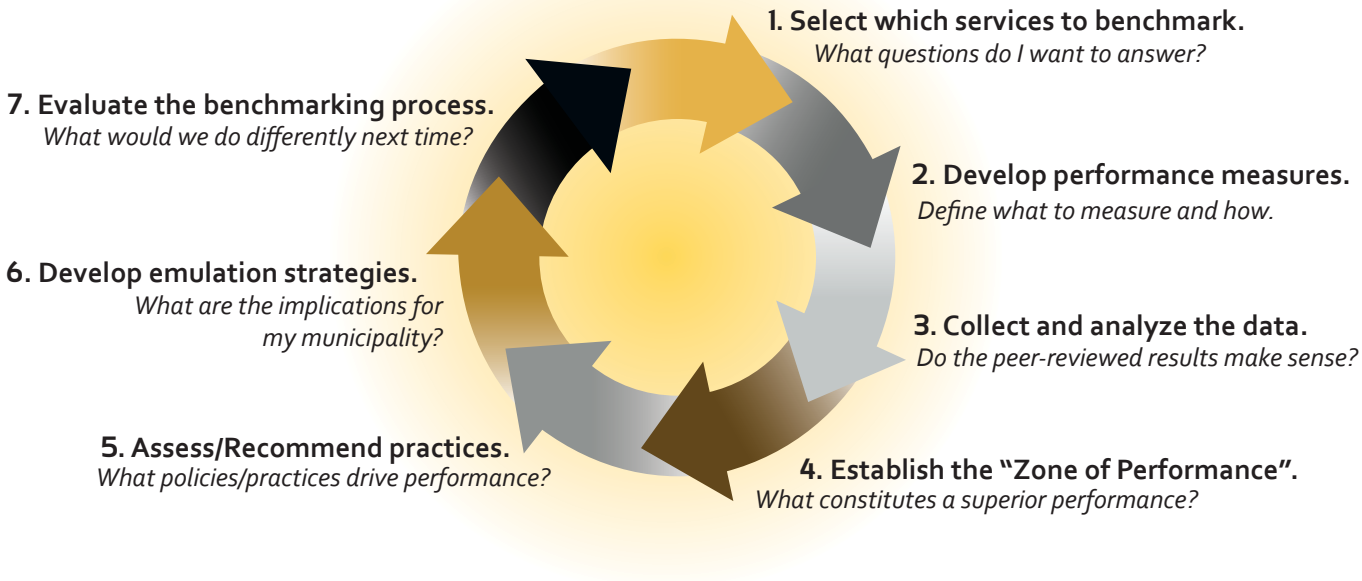
- assess the areas where they are strong and are doing well
- identify areas where there may be an opportunity to improve services that could result in cost savings or service improvements
- integrate benchmarking into strategies for continuous improvement of municipal operations
- share ideas on new processes, systems, technologies and creative solutions to help make the best use of valuable resources
- identify leading practices in some municipalities that may also be applicable to other municipalities
- provide a foundation for more detailed analysis of selected services

THE OMBI BENCHMARKING PROCESS

What is the process?

OMBI has developed a seven-step benchmarking methodology that forms an ongoing annual cycle of design, measurement, analysis and action to improve services. This cycle supports the goals of OMBI and the pursuit of municipal service excellence. Key steps of the OMBI 7-Step annual benchmarking cycle are shown below.

OMBI Annual 7-Step Benchmarking Cycle



The steps of this cycle represent opportunities for OMBI members to collaborate and undertake a peer review of the data. This is a key difference between OMBI benchmarking and 'survey based' initiatives in other jurisdictions.

How do we make OMBI results comparable?

The bases for comparisons between OMBI member municipalities are common:

- measurement frameworks
- performance measures
- detailed data definitions
- data collection protocols
- costing methodologies
- quality assurance procedures
- peer-reviewed data
- consensus on what factors influence the results

Each of these components is essential to ensure a fair "apples-to-apples" comparison of the data between municipalities. Accordingly, comparing OMBI data with other 'non-OMBI' municipalities that do not use this methodology is not recommended. OMBI may invite additional Ontario municipalities to participate in its benchmarking initiative as time and resources permit.

Please see page 90 for more detailed information on these practices.

How will OMBI performance information be used?

Municipal government decision-makers will use this information as an additional tool to assist them in making informed decisions about how best to deliver municipal services. OMBI performance data can be used by each of its member municipalities to compare their performance to other like municipalities to provide new insights. By seeing which municipalities are doing well in a program or service, participants can ask better questions about business practices and processes. This can lead to improved efficiency and effectiveness in service delivery, and the formation of new ideas for improvement that make sense within each municipality's unique context.

Where do we go from here?

OMBI members will continue to make contributions to municipal accountability, transparency and continuous improvement initiatives collectively through:

- citizen satisfaction surveys
- analysis of specific service areas
- assessment of trends in the data
- understanding key drivers of performance

Municipal performance measurement and benchmarking is a key aspect of municipal service delivery. OMBI continues to make important contributions to the growing body of knowledge in this discipline.

HOW TO READ THE GRAPHS

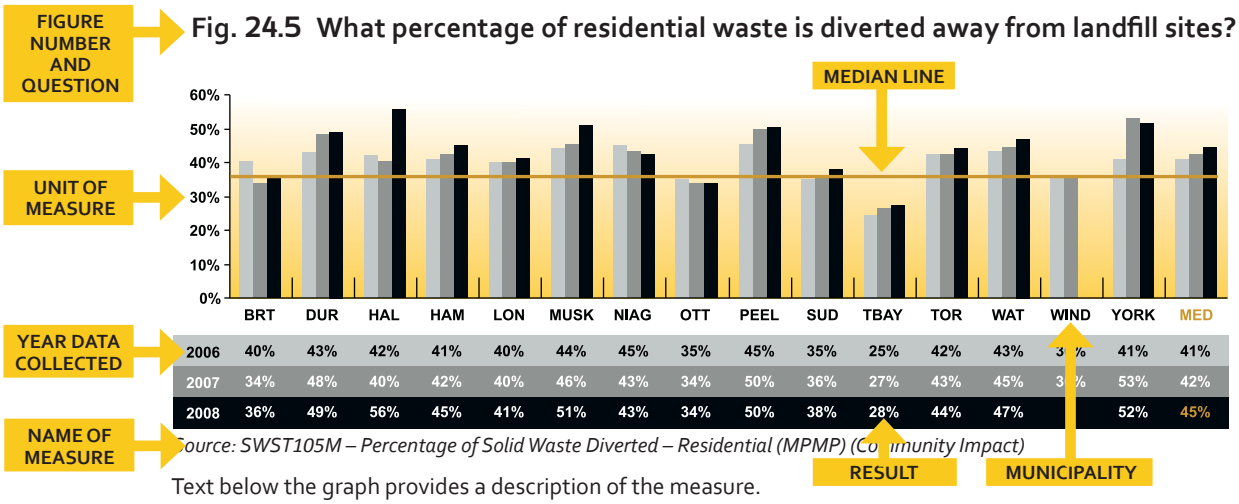
The graphs in this document are designed to show how participating municipalities compare with each other on selected service parameters. Results for 2008 are shown along with comparative results from 2007 and 2006. The median line provides a point of reference to help the reader better understand these 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.

Due to the significant difference in the size of municipalities, and to ensure results are comparable, we state results on a common basis, for example, on a per capita/person, per household or per unit of service basis.



Text below the graph provides a description of the measure.

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

2008 COMPARATIVE RESULTS

1. ACCOUNTS PAYABLE

What is the Service?

The goal of Accounts Payable is to ensure the efficient and effective management of payments to suppliers.

Specific objectives include:

- timely processing of invoices
- accurate payment of bills
- analyzing patterns in expenses and taking advantage of available discounts
- maintaining relationships with suppliers
- providing customer service to internal departments and vendors

The Accounts Payable function supports the delivery of municipal products and services, thus adding to the credibility and overall reputation of the municipality.

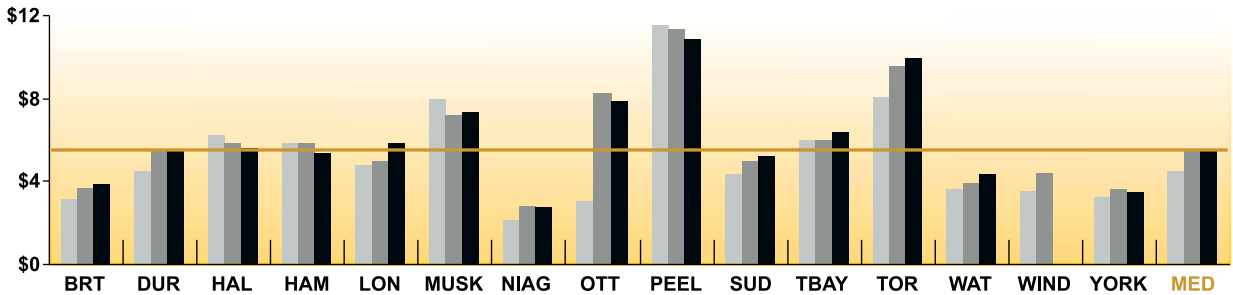
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- organizational form: centralized vs. de-centralized invoice approval process
- credit card purchases: some invoices are system generated (credit cards) which reduces the number of invoices to process
- payment policy: timeline for paying invoices will vary according to different local policies

What are the results?

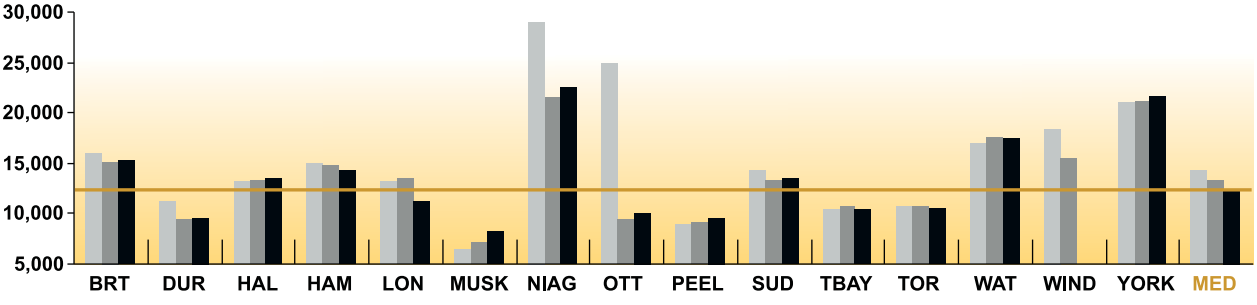
Fig. 1.1 How much does it cost to process an invoice?



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	3.13	4.49	6.22	5.82	4.81	7.95	2.11	3.04	11.51	4.37	6.02	8.03	3.66	3.58	3.23	4.49
2007	3.68	5.42	5.85	5.82	4.96	7.15	2.83	8.26	11.35	4.97	6.03	9.56	3.92	4.42	3.64	5.42
2008	3.90	5.43	5.61	5.33	5.82	7.32	2.80	7.90	10.90	5.18	6.37	9.94	4.36		3.51	5.52

Source: FINV317 – Accounts Payable Cost per Invoice Paid (Efficiency)

Fig. 1.2 How many invoices are processed by each accounts payable staff member?

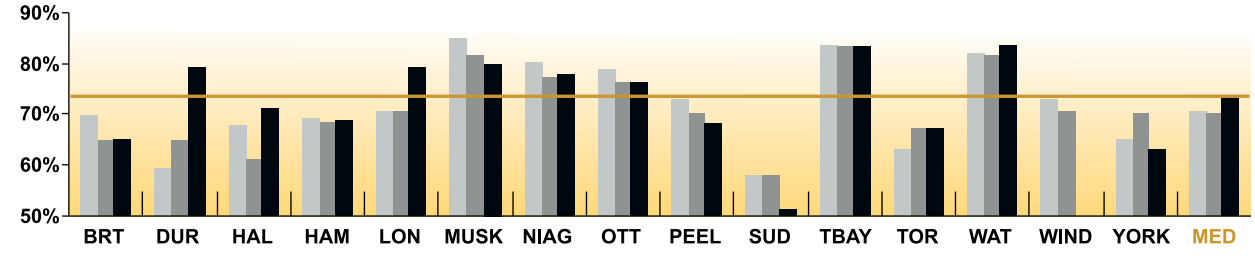


	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	15,912	11,129	13,226	14,966	13,105	6,432	29,075	24,900	8,857	14,296	10,387	10,738	17,003	18,402	20,945	14,296
2007	15,145	9,405	13,275	14,800	13,492	7,196	21,537	9,442	9,148	13,333	10,662	10,746	17,512	15,392	21,219	13,333
2008	15,300	9,632	13,556	14,291	11,270	8,222	22,412	10,136	9,613	13,545	10,426	10,588	17,483		21,604	12,408

Source: FINV325 – Number of Invoices Paid per Accounts Payable FTE (Efficiency)

Figure 1.2 shows the number of invoices paid by Accounts Payable full-time and part-time administrative staff.

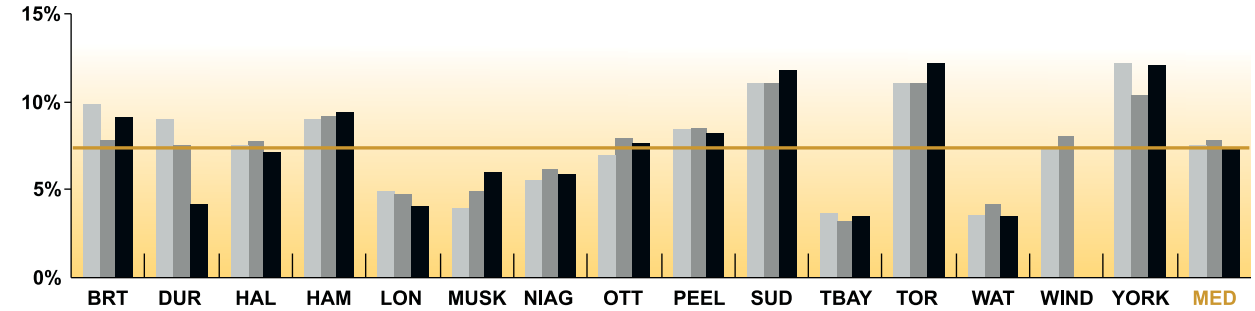
Fig. 1.3 What is the percentage of invoices paid within 30 days?



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	70%	59%	68%	69%	71%	85%	80%	79%	73%	58%	84%	63%	82%	73%	65%	71%
2007	65%	65%	61%	68%	71%	82%	77%	76%	70%	58%	83%	67%	82%	70%	70%	70%
2008	65%	79%	71%	69%	79%	80%	78%	76%	68%	51%	83%	67%	83%		63%	74%

Source: FINV410 – Percentage of Invoices Paid Within 30 Days (Customer Satisfaction)

Fig. 1.4 What percentage of invoices paid is over 60 days?



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	9.9%	9.0%	7.5%	9.0%	4.9%	4.0%	5.5%	7.0%	8.4%	11.0%	3.7%	11.0%	3.6%	7.4%	12.2%	7.5%
2007	7.8%	7.5%	7.7%	9.2%	4.7%	4.9%	6.2%	7.9%	8.5%	11.0%	3.2%	11.0%	4.2%	8.1%	10.3%	7.8%
2008	9.1%	4.2%	7.2%	9.4%	4.1%	6.0%	5.9%	7.6%	8.2%	11.8%	3.5%	12.2%	3.5%		12.1%	7.4%

Source: FINV420 – Percentage of Invoices Paid 60 Days or Greater (Customer Satisfaction)

2. BUILDING PERMITS AND INSPECTIONS

What is the Service?

Building Permits and Inspections Services are governed under the Ontario Building Code Act, with the goal to protect the public by:

- ensuring buildings and structures are constructed, renovated or demolished in a safe and orderly manner
- undertaking reviews and inspections to verify whether new construction or renovation has incorporated the minimum building standards for health, life safety, accessibility, structural sufficiency, environmental integrity and energy efficiency
- issuing building permits and enforcing the Ontario Building Code Act, the Ontario Building Code and applicable law

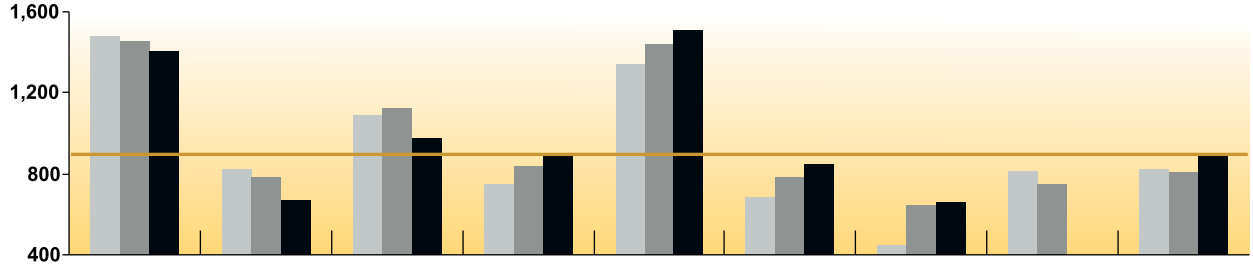
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- permit requirements: municipal policy for what type of construction requires a permit and the phasing of permits (one for the foundation, one for plumbing, one for the structure, etc.)
- complexity: size and technical complexity of permit applications and construction work requiring varying amounts of review/inspection times
- volume of work and resource levels
- established service standards
- geographic size: can lead to more travel time and fewer inspections per day resulting in higher costs

What are the results?

Fig. 2.1 How many building permits were issued?

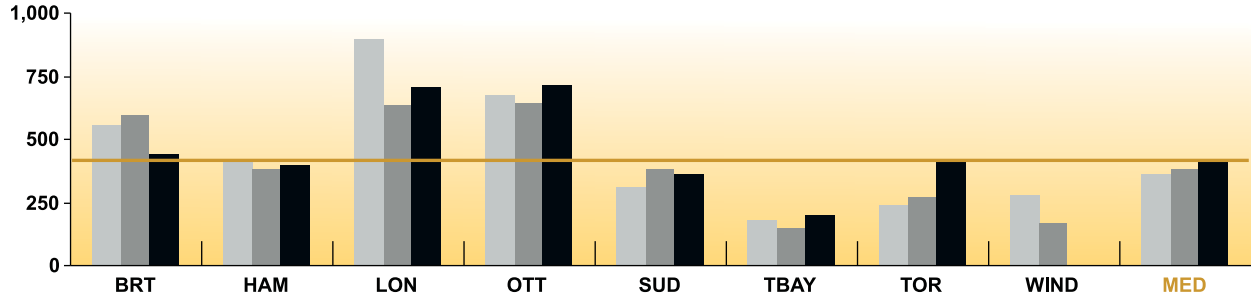


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	1,478	822	1,085	746	1,343	685	451	817	820
2007	1,454	781	1,120	835	1,441	783	643	748	809
2008	1,404	668	974	893	1,513	843	662		893

Source: BLDG205 – Number of Building Permits Issued per 100,000 Population (Service Level)

Figure 2.1 illustrates the annual number of building permits issued for all types of construction per 100,000 Population. With increased construction activity in most of the municipalities, the median value has increased significantly in comparison to 2007.

Fig. 2.2 How many new residential dwelling units were created?



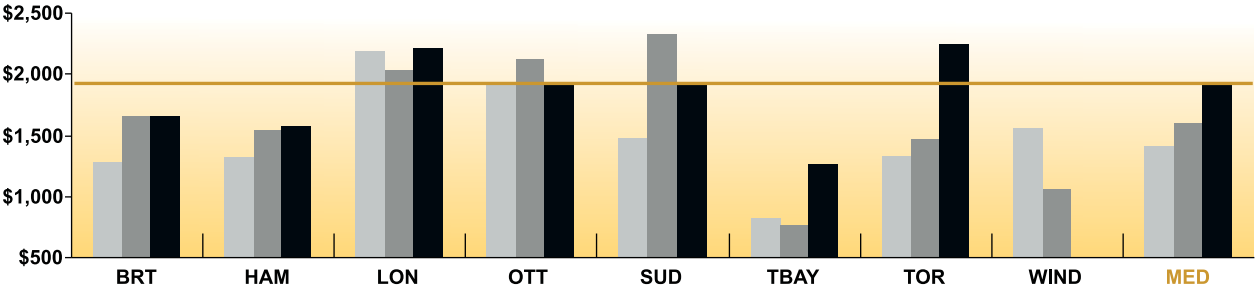
	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	561	419	899	672	313	183	242	282	366
2007	597	383	634	644	386	150	271	168	384
2008	443	398	706	713	363	203	419		419

Source: BLDG221 – New Residential Units Created per 100,000 Population (Service Level)

Figure 2.2 illustrates the number of new residential units of all types (e.g., houses, apartments) per 100,000 population. This is an economic indicator that serves to highlight development trends in a municipality. Typically, there is a correlation between the number of new residential dwelling units, population growth, and the overall economic growth of a municipality.

London and Ottawa had the highest percentage increase in population in the past year, which begins to explain why these two municipalities are appreciably above the median. Ottawa has also experienced a shift in residential construction type from single dwelling units to multi-residential units with empty nesters moving from their larger homes into condos and townhomes. A word of caution, one permit may create many units. Windsor's result has been considerably influenced by the economic downturn, and is seeing most of its new residential units coming from the conversion of other buildings, rather than new construction.

Fig. 2.3 What is the dollar value of construction activity?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	1,284	1,325	2,193	1,903	1,476	825	1,336	1,558	1,406
2007	1,657	1,547	2,031	2,128	2,322	764	1,472	1,064	1,602
2008	1,657	1,574	2,216	1,930	1,917	1,261	2,241		1,917

Source: BLDG235 – Construction Value of Total Permits Issued per Capita (Service Level/Community Impact)

Fig. 2.4 What is the total value of building activities?

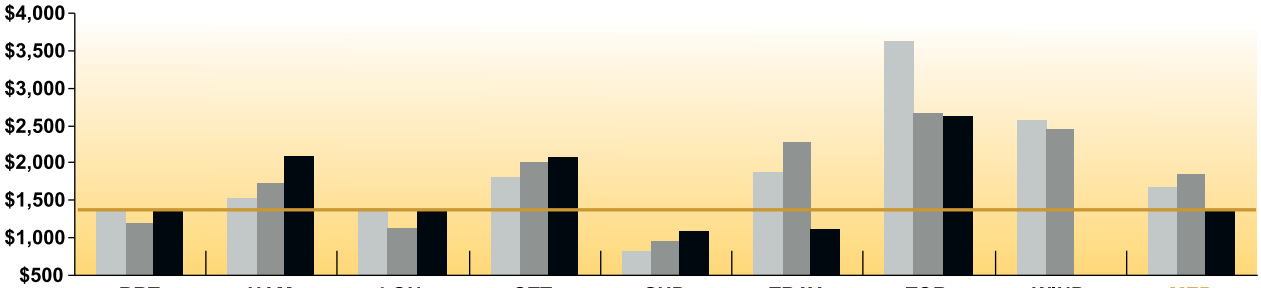
	Construction Value of Residential Building Permits Issued (of Construction Value >= 50,000) per Capita			Construction Value of Residential Building Permits Issued (of Construction Value < 50,000) per Capita			Construction Value of Institutional, Commercial and Industrial (ICI) Building Permits Issued per Capita		
Municipality	**2008**	**2007**	**2006**	**2008**	**2007**	**2006**	**2008**	**2007**	**2006**
Brant	852	1,128	929	97	82	96	708	447	259
Hamilton	759	724	746	24	30	33	781	763	518
London	994	995	1,227	112	88	112	1,109	934	836
Ottawa	1,063	1,125	930	28	26	24	832	977	949
Greater Sudbury	770	824	509	118	112	146	1,024	1,278	822
Thunder Bay	287	242	249	22	22	31	930	480	525
Toronto	641	460	655	21	22	7	1,578	990	674
Windsor		283	432		31	33		751	1,093
Median	**$770**	**$774**	**$700**	**$28**	**$30**	**$33**	**$930**	**$849**	**$748**

Source: BLDG240, 245, 252 – Construction Value of Residential and ICI Building Permits Issued per Capita (Service Level)

Table 2.4 shows the dollars spent to construct buildings (i.e., professionals to prepare the designs and to oversee the construction, the materials, finishes, etc.). This is an economic indicator that serves to highlight the economic health of the municipality. Municipalities base their building permit fees on either the gross area of work or the construction value associated with the permit. Of the top four results, Toronto and London base their fees on area of work, whereas Ottawa and Sudbury base their fees on construction value. Sudbury numbers mirror those of Ottawa, which may appear odd given Ottawa is a larger municipality. The higher values may flow from Sudbury's rigorous approach to vetting the value declared by the applicant m thus ensuring the values quoted reflect best estimates. Ottawa is in the process of switching methodologies from value based to area based which over time will segregate the value of construction from fee estimates and the values will adjust upwardly to reflect best estimates. The economic downturn in 2008 significantly impacted Windsor's construction industry, and this is evident in their lower result for this measure.

Again, Ottawa and London's scores for BLDG240, which represent new residential housing, are likely a result of their higher percentage increases in population and the tail end of the related construction boom. Sudbury and London posted higher scores for BLDG245, which primarily represents home renovations and projects like sheds or garages. This would explain why these scores are lower in larger municipalities, as there may not be as much space on the properties for accessory buildings. Finally, Institutional, Commercial and Industrial (ICI) construction played a significant role in the economies of Toronto and Sudbury.

Fig. 2.5 How much does it cost to enforce the Building Code Act?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	1,370	1,537	1,404	1,816	833	1,882	3,628	2,569	1,677
2007	1,192	1,723	1,128	2,001	957	2,276	2,658	2,450	1,862
2008	1,374	2,100	1,344	2,073	1,096	1,110	2,629		1,374

Source: BLDG305 – Cost of Building Permits and Inspection Services Averaged over the Number of Permits Issued (Efficiency Measure)

Figure 2.5 illustrates the costs of enforcing the Building Code Act and Code averaged over the number of building permits issued. Enforcement includes activities such as:

- processing permit applications
- undertaking reviews to determine intention to comply with the Building Code and applicable law (i.e. zoning by-law, Heritage Act, etc.)
- issuing permits
- inspecting at key stages of completed construction
- issuing orders and prosecution where compliance is not obtained

The results do not represent the average building permit fee but rather the cost of the program divided by the number of permits. In addition, the results ascribe costs to the permits that are not associated with permits, such as costs incurred due to illegal construction, pre-consultations or provision of general information, etc. These costs tend to be higher in larger municipalities because they see more ICI and complex buildings that require them to employ engineers and other professionals and this escalates operating costs. Ottawa is geographically large, and this has an impact on costs because services are provided at multiple satellite offices across the City and travel time is increased for inspectors.

3. BY-LAW ENFORCEMENT SERVICES

What is the Service?

By-law Enforcement Services help protect the public health, safety, and property rights of citizens through timely, consistent and effective enforcement of by-laws. The number and nature of municipal by-laws vary extensively throughout OMBI municipalities. OMBI benchmarks the following specific by-laws, which most of the single-tier OMBI municipalities have in common:

- yard maintenance
- property standards
- noise control
- zoning enforcement
- animal control

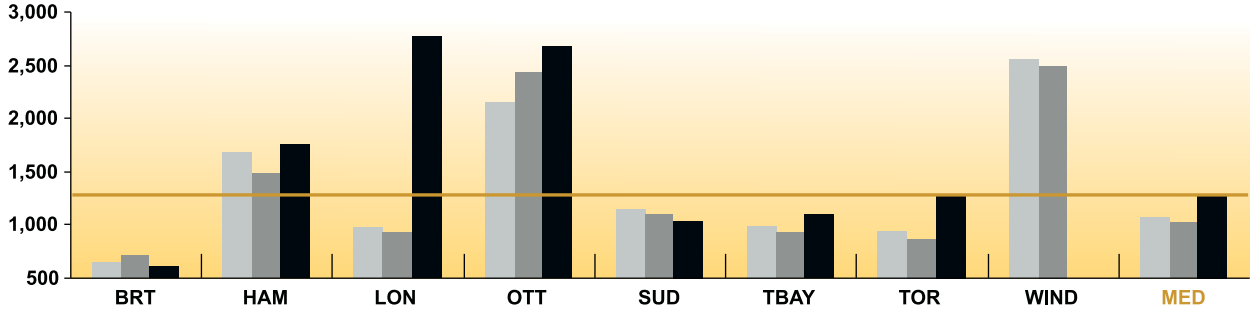
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- service standards: set by each municipality's Council
- geographic size: area and population density of the municipality
- different organizational structures: i.e. Windsor by-law enforcement is performed by Building Inspectors, along with Building Code enforcement
- monitoring and compliance tracking: type and quality of systems used to track complaints, inspections, and related data (3-1-1 service, for example)
- inspection policies: extent and complexity of inspections or other responses carried out by each municipality, including the growing use of proactive inspections
- response capability: nature of the complaint and resources available to respond, which will affect the timeliness of the response

What are the results?

Fig. 3.1 How many specified by-law complaints are received?

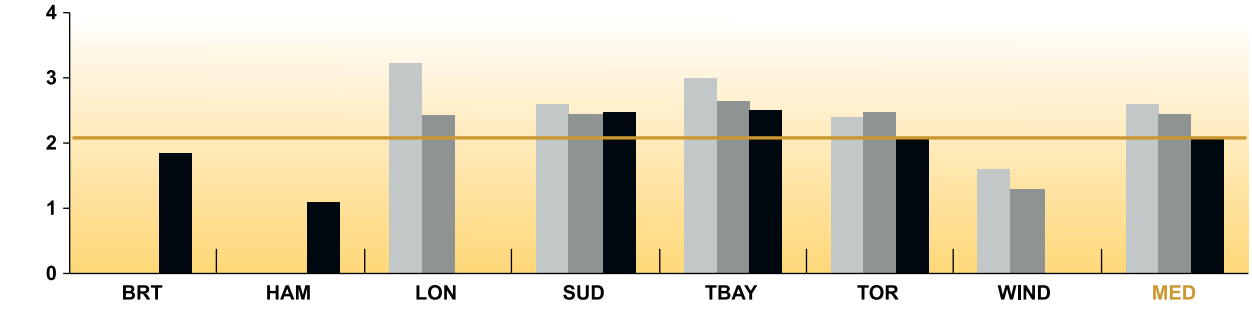


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	647	1,678	972	2,160	1,150	994	942	2,563	1,072
2007	717	1,481	935	2,425	1,095	931	871	2,489	1,015
2008	615	1,759	2,776	2,675	1,029	1,092	1,285		1,285

Source: BYLW205 – Number of Specified By-law Complaints per 100,000 Population (Service Level)

The graph shows citizens' and proactive staff by-law complaints in the municipality for yard maintenance, property standards, noise control and zoning by-laws per 100,000 population. The variation in results reflects local enforcement practices and/or conditions. For instance, noise complaints are handled in Ottawa, Hamilton, and London by municipal staff; in the other municipalities the Police perform this task. Police statistics are not included in these results. London's 2008 results were also affected by by-law consolidations.

Fig. 3.2 How many inspections are performed on specified by-law complaints received?

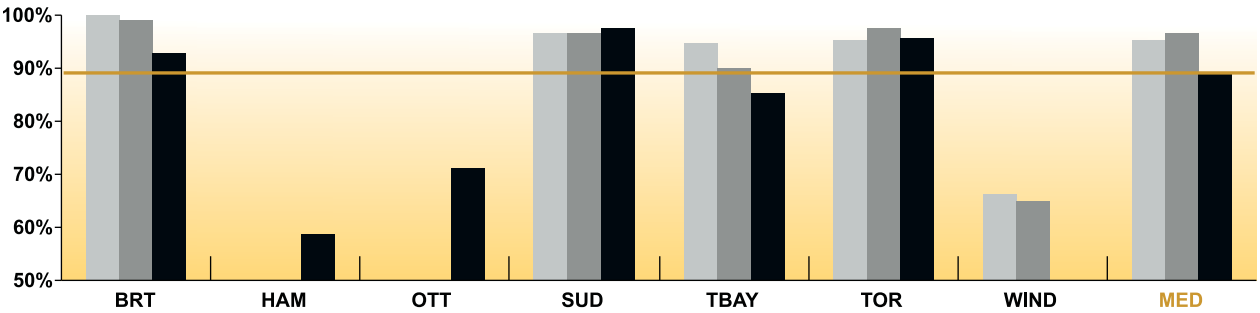


	BRT	HAM	LON	SUD	TBAY	TOR	WIND	MED
2006			3.22	2.61	3.00	2.40	1.59	2.61
2007			2.43	2.44	2.66	2.47	1.29	2.44
2008	1.85	1.09		2.47	2.49	2.08		2.08

Source: BYLW226 – Total Number of Inspections per Specified By-law Complaint (Service Level)
Note: Ottawa's data is unavailable for 2006, 2007 and 2008. Brant and Hamilton's data is unavailable for 2006 and 2007. London's data is unavailable for 2008.

On-site inspections are used by municipalities to verify the validity of a complaint and a citizen's subsequent remedial action taken. Lower results in some municipalities may reflect Council directives on alternative methods - send a letter or call citizen regarding compliance, before a by-law officer is required to follow up in person. Brant, Ottawa, and Hamilton are refining their methods for tracking inspections.

Fig. 3.3 What is the level of voluntary compliance to the specified by-laws?

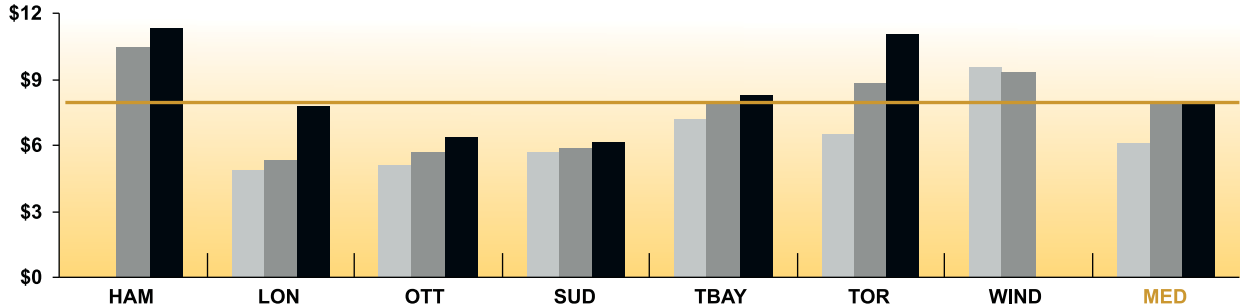


	BRT	HAM	OTT	SUD	TBAY	TOR	WIND	MED
2006	100%			97%	95%	95%	66%	95%
2007	99%			97%	90%	98%	65%	97%
2008	93%	59%	71%	98%	85%	96%		89%

Source: BYLW120 – Percentage of Voluntary Compliance to Specified By-laws (Community Impact)
Note: London's data is unavailable for 2006, 2007, and 2008. Hamilton and Ottawa's data is unavailable for 2006 and 2007.

The primary goal of municipal by-law enforcement is to ensure citizens' timely adherence to requests for action, in response to formal complaints about non-compliance with specified by-laws. High levels of compliance may indicate citizens' overall understanding of and respect for local by-laws. Ottawa and Hamilton began tracking voluntary compliance in 2008.

Fig. 3.4 How much does it cost to enforce the specified by-laws?



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006		4.92	5.10	5.72	7.15	6.49	9.59	6.11
2007	10.44	5.33	5.73	5.86	7.90	8.85	9.33	7.90
2008	11.37	7.77	6.38	6.14	8.30	11.13		8.04

Source: BYLW270 – Total Specified By-law Enforcement Cost per Capita (Community Impact)
Note: Brant's data is unavailable for 2006, 2007 and 2008. Hamilton's data is unavailable for 2006.

The graph shows the variation in costs due to different service delivery models and organizational forms among the municipalities to enforce the specified by-laws. London's increase reflects staffing increases due to re-alignments and consolidation. Brant is unable to separate out its costs for only the specified by-laws.

4. CHILD CARE SERVICES

What is the Service?

Municipal Children's Services divisions plan and manage their local child care system, focusing on the integration of government initiatives, inter-agency coordination, and the development of quality programs and services for children and their families.

Municipalities are mandated by provincial legislation under the Day Nursery Act to plan, direct, and deliver child care services. Objectives of child care services include:

- providing a continuum of quality community-based services accessible to children, their families and caregivers
- fostering partnerships with the community in planning and service delivery to ensure equitable access to high quality child care for children and support for families
- providing financial support to eligible families to enable them to participate fully in employment, training and developmental opportunities
- innovating and building on leading practices

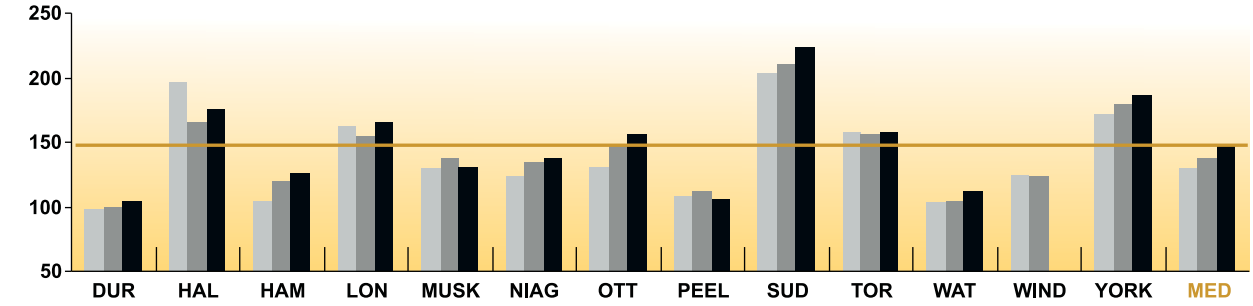
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- varying levels of child poverty in municipalities results in differing needs for subsidized child care
- cost to provide child care can be impacted by economic variables such as the cost of living in the municipality and the income levels of its residents
- rates for child care spaces other than those directly operated by a municipality, are set in service agreements between the municipality and the child care service providers; these rates can be influenced by the level of funding available, local wage conditions, pay equity legislation, municipal policies and business practices

What are the results?

Fig. 4.1 How many regulated child care spaces are available?

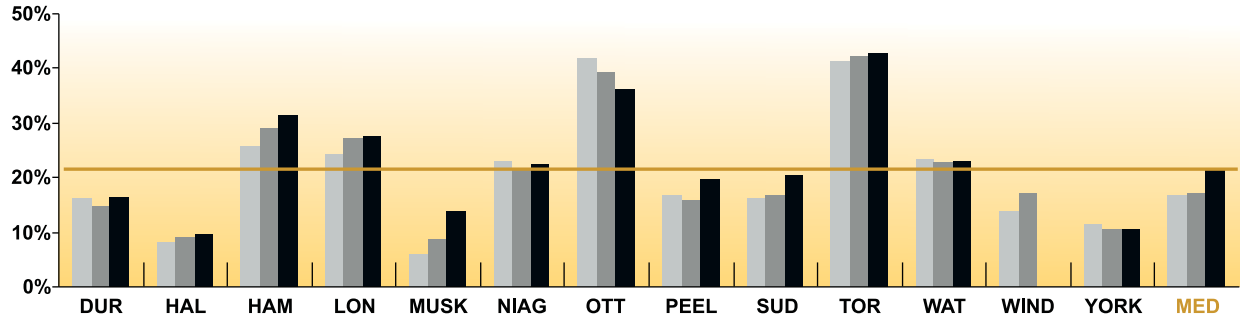


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	98	197	104	162	130	124	130	109	204	158	103	125	172	130
2007	100	165	119	155	137	134	148	112	211	157	104	123	179	137
2008	105	176	126	165	131	138	157	106	223	158	112		187	147

Source: CHDC105 – Regulated Child Care Spaces in the Municipality per 1,000 Children (12 and under) in Municipality (Community Impact)

Figure 4.1 shows the number of licensed spaces in the municipality per 1,000 children 12 and under. Most municipalities showed an increase in spaces from 2006 to 2007. However, for some municipalities, growth in child care spaces is offset, in varying degrees, by growth in the child population.

Fig. 4.2 What percentage of available spaces is subsidized?

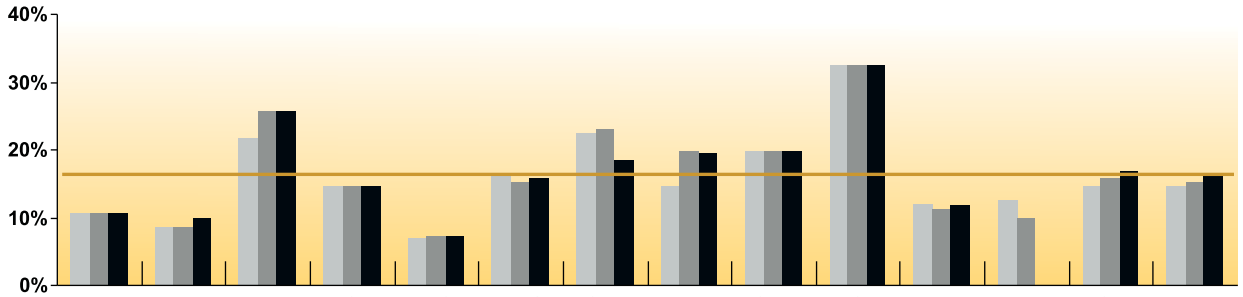


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	16%	8%	26%	24%	6%	23%	42%	17%	16%	41%	23%	14%	11%	17%
2007	15%	9%	29%	27%	9%	22%	39%	16%	17%	42%	23%	17%	11%	17%
2008	17%	10%	31%	27%	14%	22%	36%	20%	21%	43%	23%		10%	21%

Source: CHDC112 – Percentage of Spaces that are Subsidized (Community Impact)

Fig. 4.2 illustrates that higher demands in Toronto, Ottawa and Hamilton can be indicative of the number of lower income families requiring child care (refer to next figure for more information).

Fig. 4.3 What percentage of children come from low-income families?

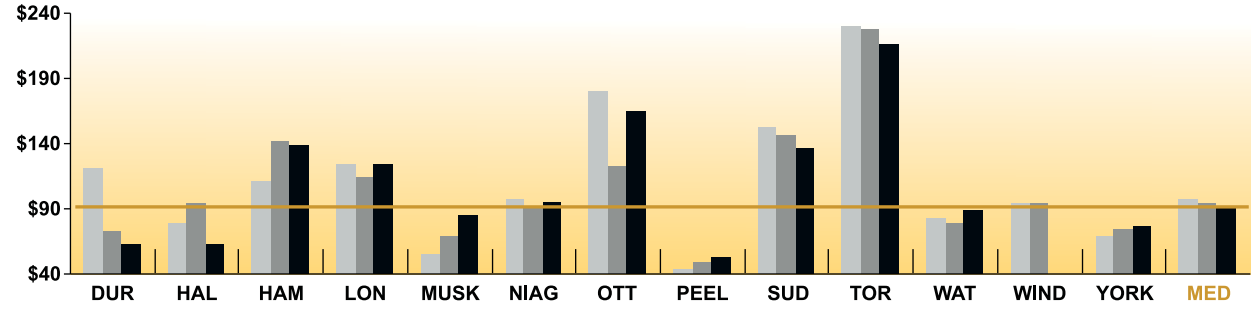


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	11%	9%	22%	15%	7%	16%	23%	15%	20%	33%	12%	13%	15%	15%
2007	11%	9%	26%	15%	7%	15%	23%	20%	20%	33%	11%	10%	16%	15%
2008	11%	10%	26%	15%	7%	16%	19%	20%	20%	33%	12%		17%	16%

Source: CHDC115 – Percentage of Children (12 and under) in the Municipality that come from Low-income Families (Community Impact)

Figure 4.3 illustrates that low-income families tend to drive the demand for subsidized spaces for children 12 and under in the municipality.

Fig. 4.4 What is the investment per child in the municipality?

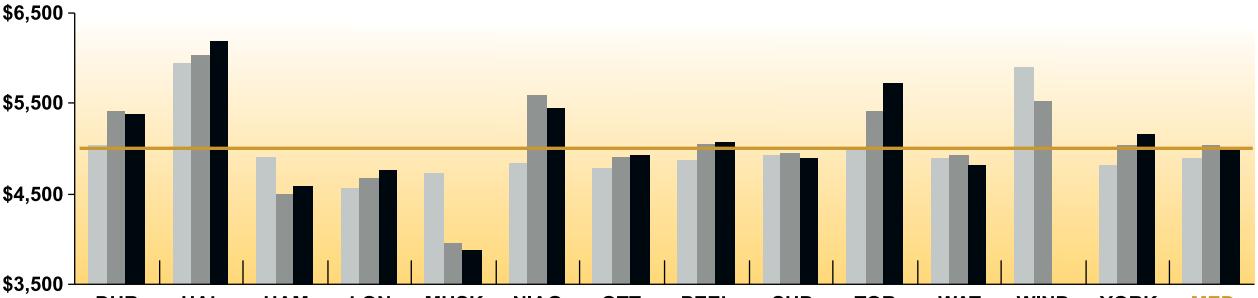


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	121	78	111	124	55	97	181	43	152	230	82	94	69	97
2007	73	94	141	114	69	90	122	49	146	227	79	94	74	94
2008	62	63	139	124	85	95	165	52	136	216	88		77	92

Source: CHDC225 – Net Investment per Child (12 and under) in the Municipality (Service Level)

Figure 4.4 illustrates the amount of municipal funding that is going into the child care system. While a majority of the funding is from the province, municipalities share in the cost of the service, and can spend 100% municipally provided funds to provide supplemental services as is the case in the City of Toronto.

Fig. 4.5 How much does a subsidized child care space cost?



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	5,036	5,935	4,903	4,563	4,731	4,834	4,781	4,877	4,925	5,013	4,900	5,908	4,828	4,900
2007	5,413	6,031	4,491	4,667	3,961	5,595	4,911	5,058	4,948	5,408	4,921	5,522	5,038	5,038
2008	5,374	6,199	4,587	4,761	3,875	5,457	4,923	5,078	4,895	5,723	4,821		5,170	5,000

Source: CHDC305 – Annual Gross Fee Subsidy Cost per Normalized Subsidized Child Care Space (Efficiency)

Figure 4.5 results have been normalized to reflect the mix of age groups and required staff ratios. A high cost result could reflect a higher percentage of spaces being directly operated by the municipality with higher wages, or the higher cost of care in large urban cities.

5. CULTURE SERVICES

What is the Service?

Culture Services is the municipal investment in local artists, culture and heritage organizations. It enriches the quality of life, generates considerable benefits and greatly contributes to a community's ability to build wealth through innovation and creativity. Culture Services are provided to residents by creating and encouraging opportunities for local artists.

Culture Services endeavours to:

- improve artistic activity and participation by promoting access to cultural venues: display local culture by promoting interest in cultural festivals and events
- encourage development of the culture sector in each municipality
- fund and support non-profit cultural organizations to provide arts and heritage programs across the community
- promote and display local heritage, through our local museums and heritage initiatives

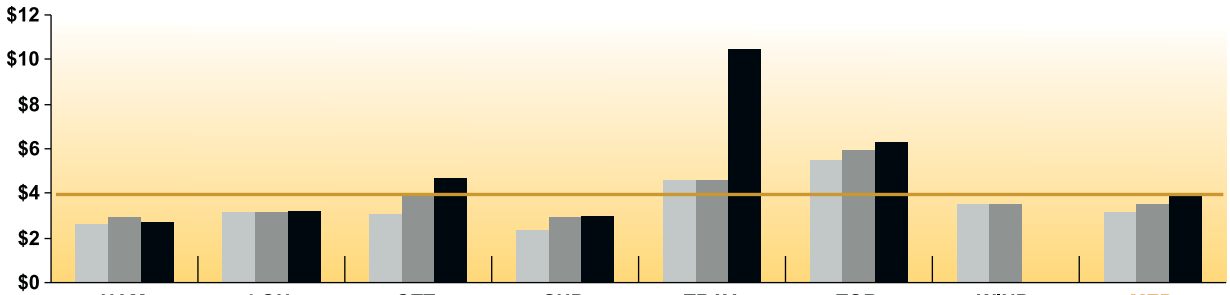
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- program mix: each municipality funds a different set of programs in terms of historical sites, arts grants, cultural events and other cultural services
- financial support: arts grants per capita can be influenced by the size of the funding envelope and the size of the arts community
- planning and integration: whether a municipality has adopted a cultural policy or plan may affect the way in which programs and services are delivered, how annual data is collected, and the amount of funding invested in the community

What are the results?

Fig. 5.1 How many arts grants per resident?



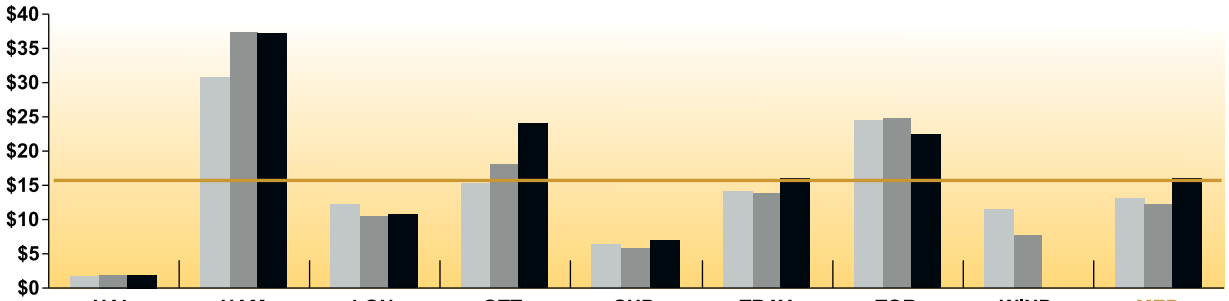
	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	2.63	3.17	3.08	2.35	4.61	5.52	3.54	3.17
2007	2.90	3.18	3.92	2.95	4.61	5.95	3.53	3.53
2008	2.70	3.24	4.65	3.00	10.46	6.27		3.95

Source: CLTR110 – Arts Grants per Capita (Community Impact)
Note: Halton data not available for 2006, 2007 and 2008.

Figure 5.1 refers to municipal funding awarded to non-profit arts organizations. The direct municipal investment in arts funding is relative to a city's service delivery model, the size of its arts community, and its funding envelope.

In 2008, Thunder Bay has significantly increased its funding to non-profit organizations.

Fig. 5.2 How much does it cost to provide culture services?



	HAL	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	1.69	30.64	12.13	15.23	6.49	14.06	24.51	11.44	13.10
2007	1.91	37.27	10.46	18.07	5.81	13.82	24.82	7.65	12.14
2008	1.88	37.24	10.70	24.02	6.80	15.93	22.36		15.93

Source: CLTR205 – Gross Culture Cost including Grants per Capita (Service Level)

Figure 5.2 shows the costs for culture services provided to venues such as art galleries, historical sites, cultural centres and museums. The types of programs/exhibits offered in these venues can also impact cost. Cultural services often attract participants from beyond a municipality's borders; however tourists are not accounted for in this population-based measure.

6. EMERGENCY HOSTELS SERVICES

What is the Service?

The provision of Emergency Hostel Services support efforts to:

- ensure that individuals and families experiencing homelessness have access to temporary emergency shelter services that will help them stabilize their situations and move into appropriate accommodation in the community
- provide safe and secure basic accommodations and meals for individuals and/or families experiencing homelessness

Some municipalities view the services provided through emergency hostels/shelters as a key point of access to a broad range of social services, however, it is well understood that emergency hostels and shelters should not serve as permanent housing.

The provision of emergency hostel services by a municipality is not mandatory. Municipalities may choose to offer emergency shelter services directly or through third-party contracts with community-based agencies.

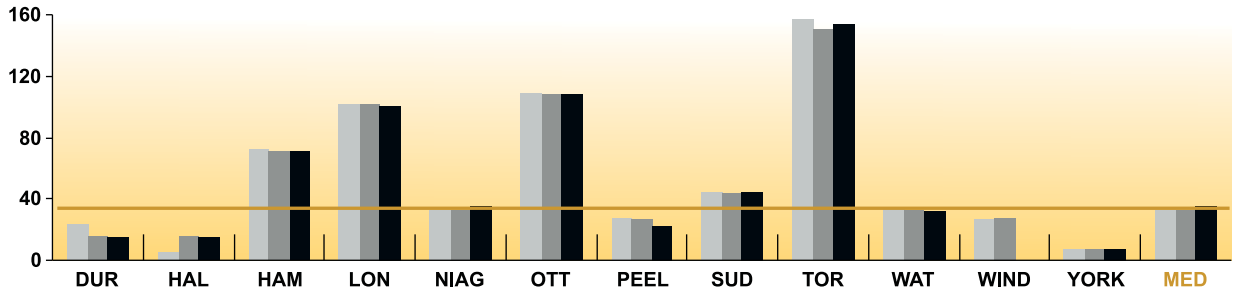
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- uncontrollable factors: many of the factors that influence demand and length of stay are beyond the control of emergency shelter operators e.g. natural disasters, weather related events, communicable diseases, agency or funder policies, and community capacities for providing sufficient housing, income and support for residents who are experiencing or at risk of homelessness
- municipal policies: average lengths of stay are shortened by municipal policies that limit funding to a set time period
- supply of and demand for beds: the number of emergency shelter beds available in a community may vary by season and by climate

What are the results?

Fig. 6.1 What is the supply of available beds?

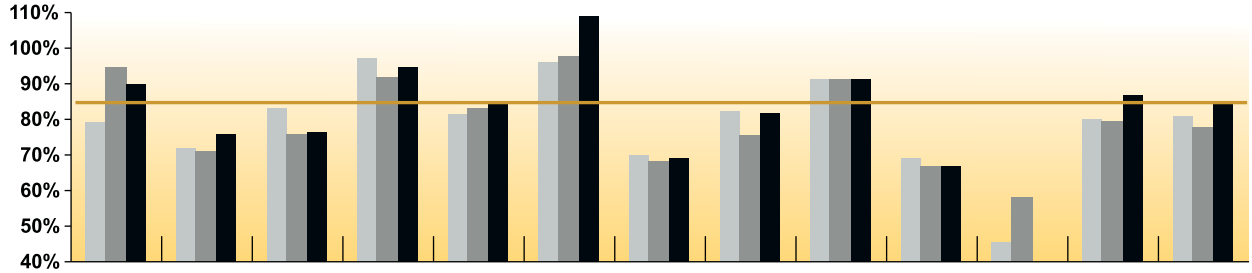


	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	23	6	72	102	33	109	27	45	157	34	26	8	33
2007	16	15	71	101	33	108	26	44	150	33	28	8	33
2008	15	15	71	100	35	108	22	45	154	31		7	35

Source: HSTL205 – Average Nightly Number Emergency Shelter Beds Available per 100,000 Population (Service Level)

Figure 6.1 should be viewed in relation to the demand for these beds shown in figure 6.2. While a municipality may provide fewer beds per capita this may be reflective of the demand.

Fig. 6.2 What is the demand for these beds?

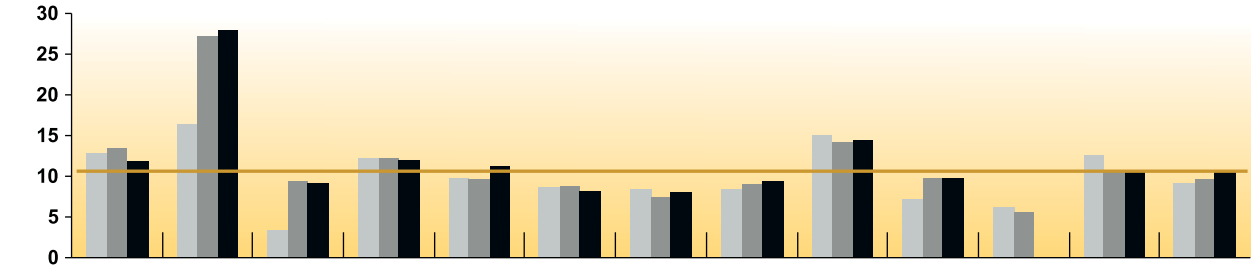


	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	79%	72%	83%	97%	81%	96%	70%	82%	91%	69%	45%	80%	81%
2007	94%	71%	76%	92%	83%	98%	68%	75%	91%	67%	58%	79%	78%
2008	90%	76%	77%	94%	85%	109%	69%	82%	92%	67%		87%	85%

Source: HSTL410 – Average Nightly Bed Occupancy Rate of Emergency Shelters (Customer Satisfaction)

Figure 6.2 shows the average occupancy rate for emergency hostels over the course of a year. Occupancy rates can be indicative of efficiencies in terms of how well services are utilized. However, occupancy rates are influenced significantly by social conditions and trends existing in the municipality. The City of Ottawa's 109.3% result is reflective of their use of overflow spaces (i.e. shelter mats, motel rooms).

Fig. 6.3 What is the average length of stay?

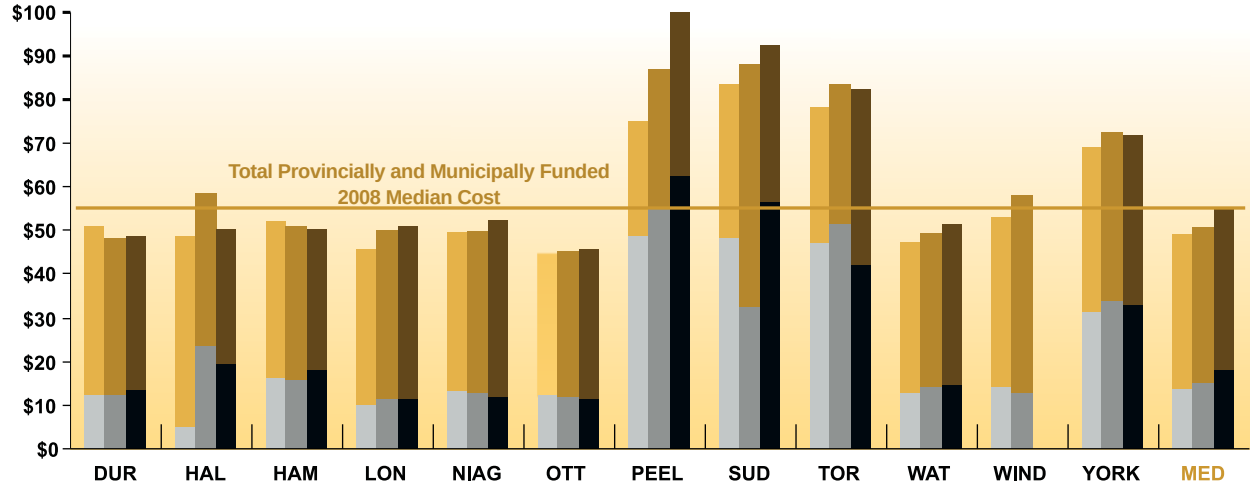


	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	12.8	16.4	3.5	12.2	9.9	8.7	8.5	8.5	15.1	7.2	6.2	12.6	9.3
2007	13.4	27.2	9.5	12.2	9.6	8.9	7.4	9.0	14.3	9.8	5.6	10.6	9.7
2008	11.8	28.0	9.2	12.0	11.2	8.3	8.1	9.4	14.4	9.8		10.8	10.8

Source: HSTL105 – Average Length of Stay per Admission to Emergency Shelters (Community Impact)

Figure 6.3 the average length of stay per admission, where one admission equals one resident (one adult or one child). In general, the length of stay is longer for families when compared to individuals.

Fig. 6.4 How much does it cost to provide a shelter bed?



Municipally Funded Cost

	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	12	5	16	10	13	12	49	48	47	13	14	31	14
2007	12	23	16	11	13	12	55	32	51	14	13	34	15
2008	14	19	18	12	12	11	62	56	42	15		33	18

Provincially Funded Cost

	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	39	44	36	36	36	33	26	35	31	35	39	38	36
2007	36	35	35	39	37	34	32	55	32	35	45	39	36
2008	35	31	32	40	41	34	38	36	40	37		39	37

Source: HSTL305, HSTL306 – Gross (Municipally and Provincially Funded) Cost per Emergency Shelter Bed Night (Efficiency)

Figure 6.4 illustrates the gross cost (including funding from other levels) and net cost (cost to the municipality) of providing one shelter bed for one night.

7. EMERGENCY MEDICAL SERVICES

What is the Service?

Emergency Medical Services (EMS), often referred to as ambulance or paramedic services, provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities.

The objectives of EMS are:

- accessibility: all citizens should have equal access to ambulance services
- integration: ambulance services are an integrated part of the overall Emergency Health Care Services
- seamlessness: the closest available and appropriate ambulance will respond to a patient regardless of political, administrative or other artificial boundaries
- accountability: ambulance service operators are medically, operationally and financially accountable to provide service of the highest possible calibre
- responsiveness: ambulance services must adapt to the changing health care, demographic, socio-economic and medical needs in their area

Note: Due to issues with the consistency and quality of the data, the Emergency Medical Services results are not available at this time.

8. FIRE SERVICES

What is the Service?

The goal of Fire Services is to protect the life and property of citizens and businesses from fire and other hazards. The three primary fire safety activities provided in communities in support of these objectives are:

- public education and fire prevention
- fire safety standards and enforcement
- emergency response

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 activity.

What should you consider when reviewing these results?

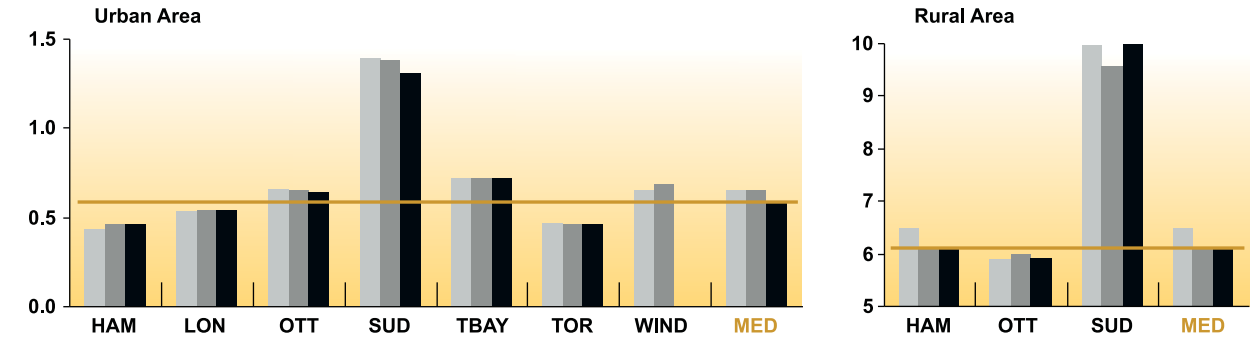
Each municipality's results are influenced to varying degrees by a number of factors, including:

- the nature and extent of fire risks: the type of building construction or occupancy (apartment dwellings vs. single family homes vs. institutions such as hospitals)
- geography: topography, urban/rural mix, road congestion, fire station locations, and travel distances from those stations
- fire prevention and education efforts: enforcement of the fire code, and presence of working smoke alarms
- differences in collective agreements: differences in what stage of multi-year agreements municipalities are at and also differences in agreements about how many staff are required on a fire vehicle
- staffing model: full-time firefighters or composite (full-time and part-time)

What are the results?

To improve the comparability of the information in this report, separate urban and rural results have been provided where appropriate. Urban areas have been defined as those served by full-time firefighters stationed with their vehicles on a continuous basis. Rural areas are defined as those served by volunteer firefighters who are engaged in other professions, but are on call to respond to emergencies as they arise. The one notable OMBI exception to this is the City of Thunder Bay, which uses full-time firefighters to serve both urban and rural areas. Where this report provides separate rural and urban data, Thunder Bay's results have been summarized entirely as "urban" to improve the comparability with other municipalities served by full-time firefighters.

Fig. 8.1 How many hours are fire vehicles available to respond to emergencies?



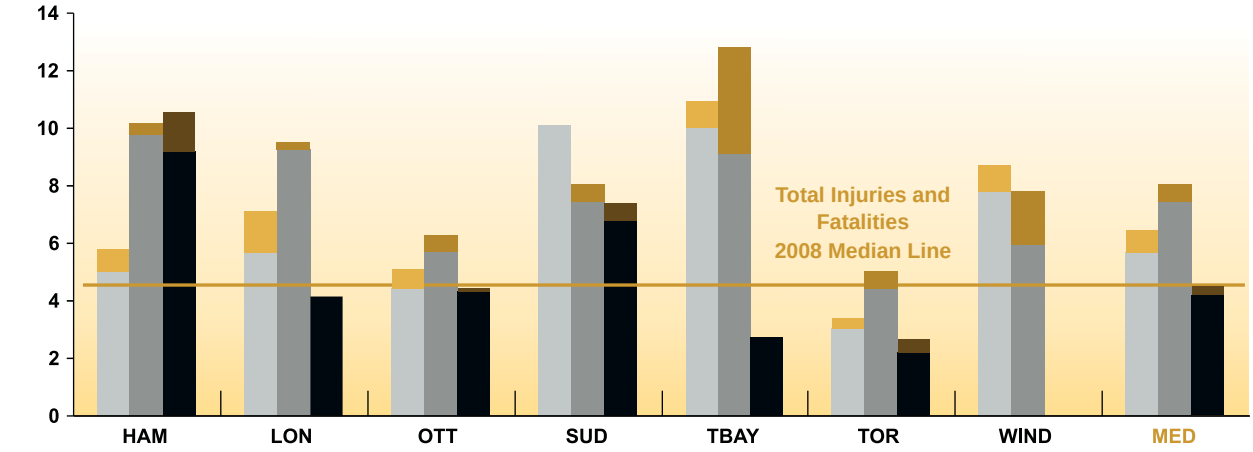
	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	0.43	0.53	0.66	1.39	0.72	0.47	0.65	0.65
2007	0.46	0.54	0.65	1.38	0.72	0.46	0.69	0.65
2008	0.46	0.54	0.64	1.31	0.72	0.46		0.59

	HAM	OTT	SUD	MED
2006	6.47	5.89	9.98	6.47
2007	6.12	6.00	9.58	6.12
2008	6.12	5.93	9.99	6.12

Source: FIRE230, FIRE232 – Number of Fire In-service Vehicle Hours per Capita (Urban and Rural Area) (Service Level)

Figure 8.1 demonstrates that rural areas tend to have higher vehicle hours because a proportionately greater number of vehicles are necessary to adequately cover broader geographic service areas with an acceptable response time. Rural areas also typically do not have fire hydrants, necessitating the use of water tanker vehicles that are not required in urban areas.

Fig. 8.2 How many injuries and fatalities resulted from residential fires?



Injuries

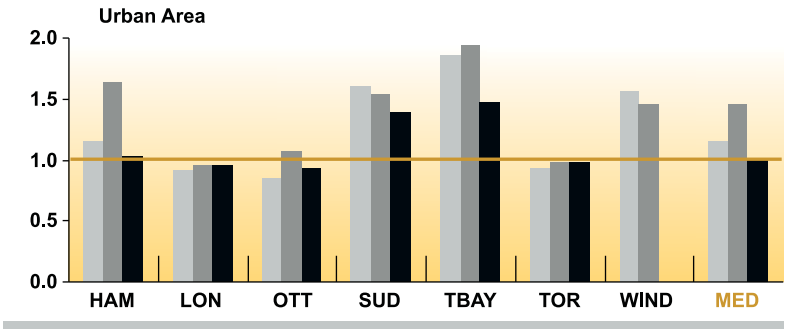
	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	5.1	5.7	4.5	10.1	10.1	3.0	7.9	5.7
2007	9.8	9.3	5.7	7.5	9.2	4.5	6.0	7.5
2008	9.3	4.2	4.3	6.9	2.8	2.3		4.3

Fatalities

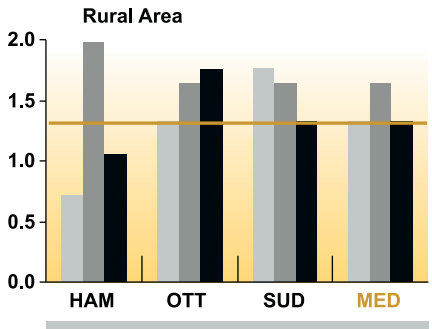
	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	0.8	1.4	0.7	0.0	0.9	0.4	0.9	0.8
2007	0.4	0.3	0.6	0.6	3.7	0.6	1.8	0.6
2008	1.4	0.0	0.1	0.6	0.0	0.5		0.3

Source: FIRE105, FIRE110 – Residential Fire related Injuries and Fatalities per 100,000 Population (Entire Municipality) (Community Impact)

Fig. 8.3 How many fires result in property loss?



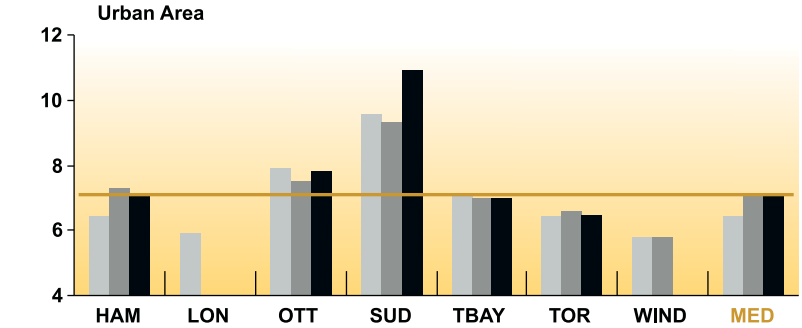
	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	1.2	0.9	0.9	1.6	1.9	0.9	1.6	1.2
2007	1.6	1.0	1.1	1.5	1.9	1.0	1.5	1.5
2008	1.0	1.0	0.9	1.4	1.5	1.0		1.0



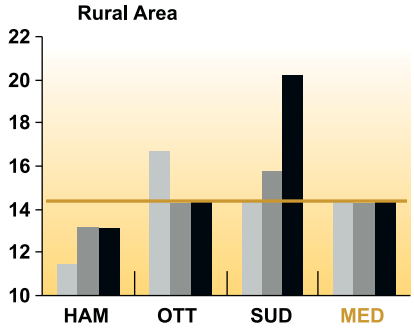
	HAM	OTT	SUD	MED
2006	0.7	1.3	1.8	1.3
2007	2.0	1.6	1.6	1.6
2008	1.1	1.7	1.3	1.3

Source: FIRE116, FIRE117 – Number of Residential Structural Fires with Losses per 1,000 Households (Urban and Rural Area) (Community Impact)

Fig. 8.4 How many minutes does it take to respond to an emergency call?



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	6.4	5.9	7.9	9.6	7.1	6.4	5.8	6.4
2007	7.3		7.5	9.3	7.0	6.6	5.8	7.2
2008	7.1		7.8	10.9	7.0	6.5		7.1



	HAM	OTT	SUD	MED
2006	11.5	16.7	14.4	14.4
2007	13.2	14.3	15.8	14.3
2008	13.1	14.4	20.2	14.4

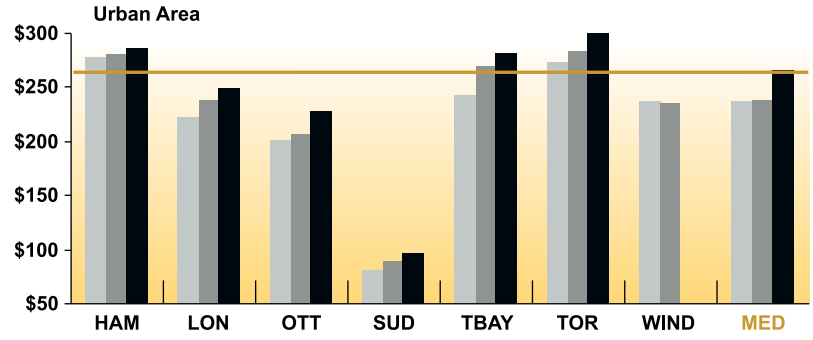
Source: FIRE405, 406 – Actual 90th Percentile Station Notification Response Time for Fire Services (Urban and Rural Area) (Customer Satisfaction)
Note: London's data is unavailable for 2007 and 2008.

Figure 8.4 provides the 90th percentile urban response time, in minutes and seconds, from the point that fire station staff has been notified of an emergency call to the point when they arrive at the emergency scene. This is referred to as the "station notification response time." 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.

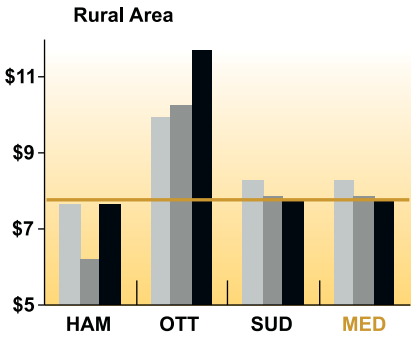
The 90th percentile means that 90% of all emergency calls in municipal urban areas have a station notification response time within the time period reflected on the graph. For example, in Toronto, 90% of all 2008 emergency calls were responded to within 6 minutes, 31 seconds.

Rural areas tend to require greater response times because of larger geographic distances and the fact that volunteer firefighters must first travel from their place of work to the fire station.

Fig. 8.5 How much does it cost for each hour fire services vehicles are available?



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	278	222	200	82	243	274	238	238
2007	281	239	207	89	270	284	236	239
2008	287	250	228	97	282	300		266



	HAM	OTT	SUD	MED
2006	7.63	9.96	8.30	8.30
2007	6.21	10.23	7.88	7.88
2008	7.65	11.69	7.76	7.76

Source: FIRE304, FIRE305 – Fire Operating Cost per In-service Vehicle Hour (Urban and Rural Area) (Efficiency)

Figure 8.5 illustrates the cost per hour to have a front-line fire vehicle available to respond to emergency calls in the urban and rural areas of municipalities.

In order to respond to emergencies, each municipality has a different mix of vehicle types and staffing models, reflecting its fire and community risks. The key front-line fire vehicles for emergency response are pumpers, aerials, water tankers, rescue units, and bush trucks.

In urban areas, Sudbury's costs are significantly lower because of specialized equipment such as bush trucks and water tankers that are located in some of their fire stations to combat forest fires. These vehicles are in-service, but unlike other vehicles do not have fully dedicated staff (leading to lower costs).

The cost per vehicle hour for rural areas served by volunteer firefighter tends to be much lower than urban areas served by full-time firefighters because volunteer firefighters are paid only for the hours in which they are actively responding to emergencies.

9. GENERAL REVENUE SERVICES

What is the Service?

General Revenue Services refers to support services for receivables owed to the municipality by citizens, businesses and other agencies doing business with the municipality. The goal of General Revenues is to ensure the municipality collects revenue to which it is entitled in a timely, accurate, and efficient manner in order to assist the municipality in exercising prudent fiscal management. This service includes:

- cash receipts
- local improvement billing
- special assessment billing
- processing bill payments and collections
- monitoring the performance of accounts receivable

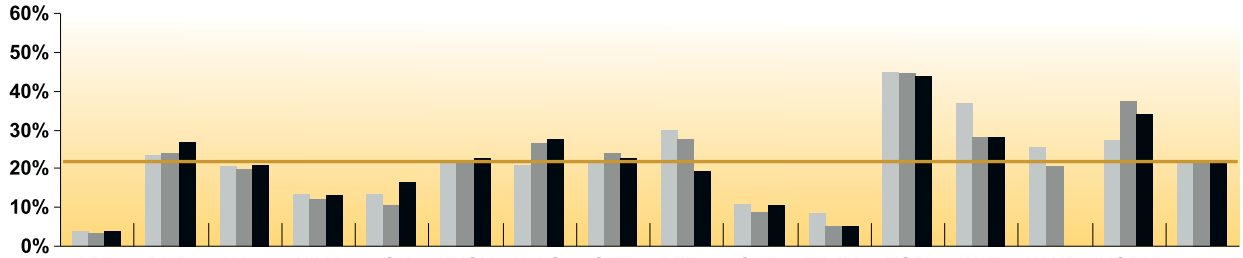
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- level of government and types of services: single-tier vs. two-tier and the specific services each one offers will affect the results
- systems/processes: the type and quality of systems used to capture Accounts Receivable including uploads and automated billing will influence results
- municipal policy: collection practices and payment terms.

What are the results?

Fig. 9.1 What percentage of all revenues is billed?

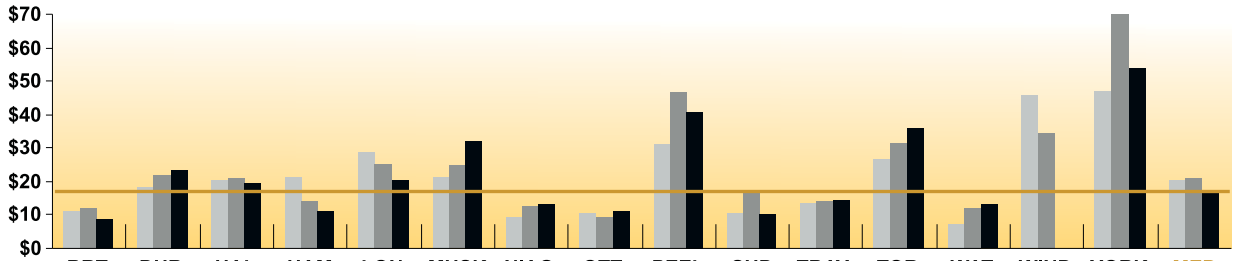


	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	4%	23%	21%	14%	13%	22%	21%	21%	30%	11%	8%	45%	37%	26%	27%	21%
2007	3%	24%	20%	12%	10%	22%	26%	24%	28%	9%	5%	45%	28%	21%	37%	22%
2008	4%	27%	21%	13%	16%	23%	28%	23%	20%	11%	5%	44%	28%		34%	22%

Source: GREV210 – Total Percentage of General Revenues Billed (Service Level)

Figure 9.1 shows the percentage of total municipal revenues billed by each municipality. This measure is largely driven by revenue sources (user fees, grants), accounting practices and management policies regarding the billing process. In Brant the main source of general revenue is largely subsidies from senior levels of government which are not invoiced.

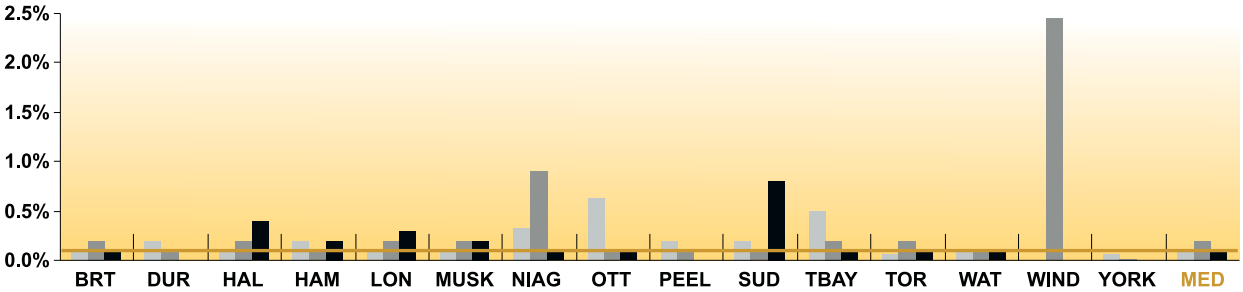
Fig. 9.2 How much does it cost to process and collect one invoice?



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	11	18	20	22	29	21	9	11	31	10	14	27	7	46	47	20
2007	12	22	21	14	25	25	12	9	47	17	14	32	12	34	70	21
2008	9	23	19	11	20	32	13	11	41	10	14	36	13		54	17

Source: GREV310 – Cost of Accounts Receivable Function per Invoice (Efficiency)

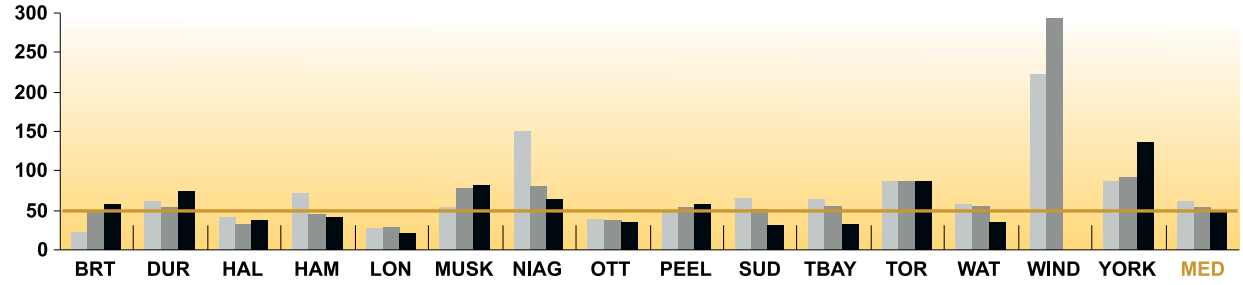
Fig. 9.3 What percentage of billed revenue is written off as uncollectable?



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	0.1%	0.2%	0.1%	0.2%	0.1%	0.1%	0.3%	0.6%	0.2%	0.2%	0.5%	0.1%	0.1%	0.0%	0.1%	0.1%
2007	0.2%	0.1%	0.2%	0.1%	0.2%	0.2%	0.9%	0.1%	0.1%	0.1%	0.2%	0.2%	0.1%	2.5%	0.0%	0.2%
2008	0.1%	0.0%	0.4%	0.2%	0.3%	0.2%	0.1%	0.1%	0.0%	0.8%	0.1%	0.1%	0.1%		0.0%	0.1%

Source: GREV325 – Bad Debt Write-off as a Percentage of Billed Revenue (Efficiency)

Fig. 9.4 What is the average collection period for invoices?



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	22	61	41	71	28	54	149	40	48	67	64	86	58	221	86	61
2007	50	53	32	46	28	78	80	38	53	52	55	87	55	294	92	53
2008	57	73	37	40	21	82	64	34	58	30	34	86	36		135	49

Source: GREV335 – Average Collection Period (Days) (Efficiency)

Figure 9.4 illustrates the Average collection period for invoices. This is another measure of the efficiency of the General Revenues function.

10. INVESTMENT MANAGEMENT SERVICES

What is the Service?

Investment Management Services implements short and long term investment strategies for money market, bond and equity portfolios in accordance with provincial government legislation and the municipality's own investment policies.

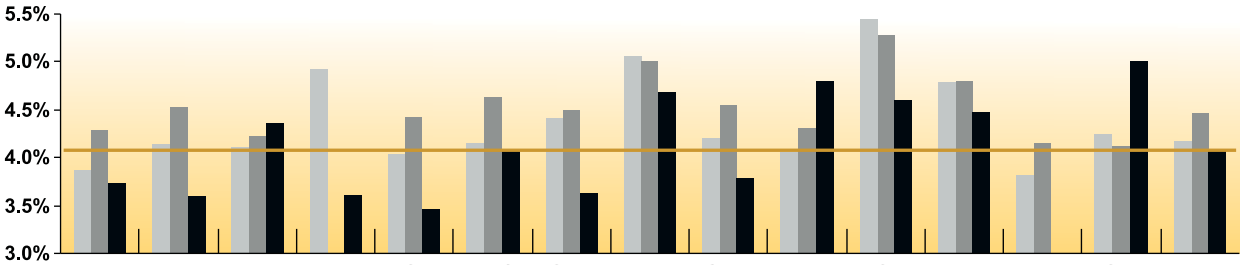
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- asset mix (types of different investment vehicles)
- availability of product
- amount of funds under investment
- cash inflows and outflows (is new cash being added or is the portfolio shrinking?)
- type of investment management (in house vs. the use of external managers and brokers)
- strategies employed (active vs. passive)

What are the results?

Fig. 10.1 What is the investment yield?

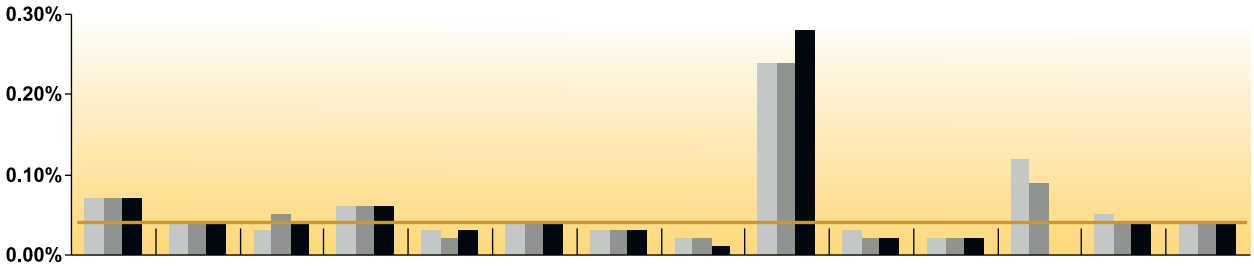


	BRT	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	3.9%	4.1%	4.1%	4.9%	4.0%	4.2%	4.4%	5.1%	4.2%	4.1%	5.5%	4.8%	3.8%	4.2%	4.2%
2007	4.3%	4.5%	4.2%	2.8%	4.4%	4.6%	4.5%	5.0%	4.6%	4.3%	5.3%	4.8%	4.2%	4.1%	4.5%
2008	3.7%	3.6%	4.4%	3.6%	3.5%	4.1%	3.6%	4.7%	3.8%	4.8%	4.6%	4.5%		5.0%	4.1%

Source: INVT310 – Gross Fixed Income Yield (Book Value) (Efficiency)

Figure 10.1 shows the total actual returns (interest and realized gains or losses) before any costs; from all fixed income investments and the general cash account. Amortization of premiums and discounts is also included. As investment in equities is relatively minor it has not been included.

Fig. 10.2 What is the management expense ratio?



	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	0.07%	0.04%	0.03%	0.06%	0.03%	0.04%	0.03%	0.02%	0.24%	0.03%	0.02%	0.12%	0.05%	0.04%
2007	0.07%	0.04%	0.05%	0.06%	0.02%	0.04%	0.03%	0.02%	0.24%	0.02%	0.02%	0.09%	0.04%	0.04%
2008	0.07%	0.04%	0.04%	0.06%	0.03%	0.04%	0.03%	0.01%	0.28%	0.02%	0.02%		0.04%	0.04%

Source: INVT320 – Management Expense Ratio (MER) (Efficiency)
Note: Brant's investment expenses are included in the terms and cannot be separately identified, therefore Brant is not included on this graph.

Figure 10.2 shows the management expense ratio, which is the cost of the investment management program including direct expenses (staffing, supplies, and research) and allocated support costs. The City of Thunder Bay uses the professional services of Money Managers and Adivsors to manage its portfolio; when the MER is deducted from gross return, net returns are comparable.

11. LEGAL SERVICES

What is the Service?

The goal of Legal Services is to provide responsive, cost effective legal support to Council, boards/agencies and staff on strategic initiatives, legislative compliance, risk management and operations issues, using best efforts to see that the actions undertaken by the municipality comply with applicable laws and have the desired legal effect.

Some specific objectives of legal services include:

- meet the needs of council, department heads and staff for timely, accurate and effective legal advice
- protect, advocate for and advance the legal interests of the municipality and the public interest
- provide efficient and cost effective representation of the municipality before the courts and board/tribunals
- prepare, negotiate and review contracts and agreements effectively to protect the municipality's interests
- oversee the delivery of services under the Provincial Offences Act consisting of administrative, prosecutorial and court support functions

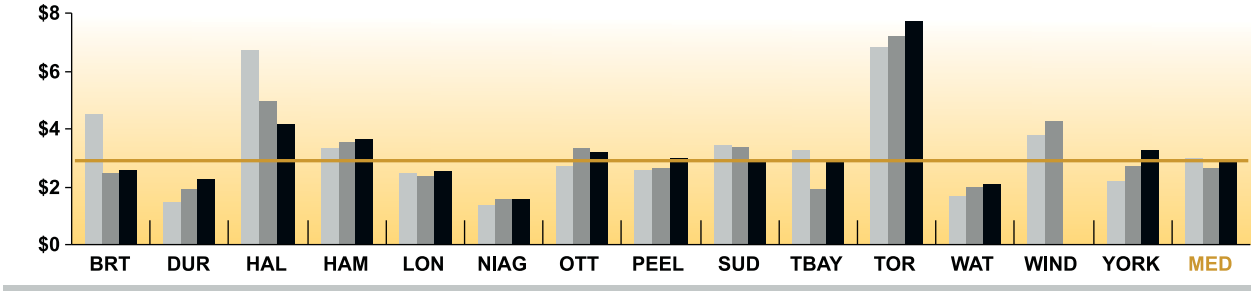
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- organizational form: determines whether all legal costs are controlled centrally by Legal Services as well as the mix of external vs. in-house lawyer hours
- staffing model: the ratio of paralegal and administrative staff to lawyers affects the cost per lawyer hour, as only lawyer hours are tracked
- litigation costs: the nature and volume of legal claims (including civil claims, human rights matters, contractual disputes, by-law challenges, and applications for Judicial review) drive legal costs
- council philosophy: cost benefit of settling claims at different stages
- municipal services: different services can demand varying levels of legal support
- client initiatives: new initiatives (i.e. re-organization or restructuring, amendments to by-laws, introduction of new by-laws, official plan review, major infrastructure projects) often generate a considerable amount of legal work and may impact both internal and external legal hours as well as cost per hour
- reimbursement of legal fees to municipal employees and members of council: employees and council members may be reimbursed for legal costs incurred to retain external lawyers when they are not represented by in-house lawyers

What are the results?

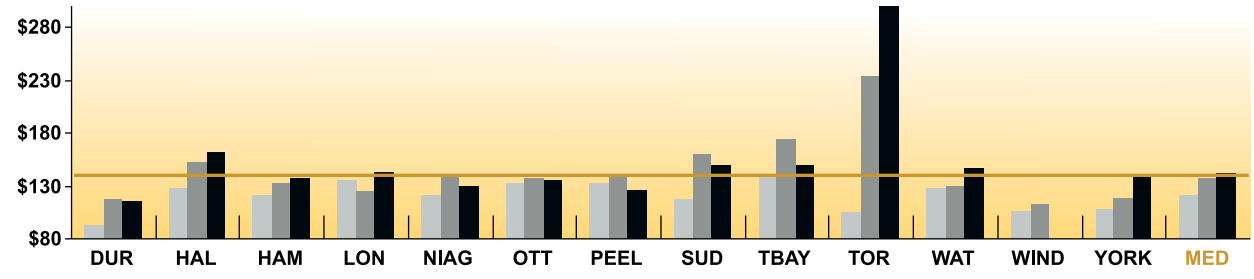
Fig. 11.1 What is the demand for legal services relative to total municipal expenditures?



	BRT	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	4.48	1.44	6.68	3.32	2.46	1.37	2.72	2.61	3.41	3.27	6.82	1.68	3.75	2.22	3.00
2007	2.50	1.94	4.98	3.56	2.37	1.60	3.33	2.62	3.39	1.94	7.21	2.00	4.26	2.73	2.68
2008	2.58	2.23	4.18	3.65	2.52	1.57	3.19	3.00	2.86	2.91	7.74	2.07		3.26	2.91

Source: LEGL260 – Legal Services Cost per 1,000 Dollars Municipal Capital and Operating Expenditures (Service Level)

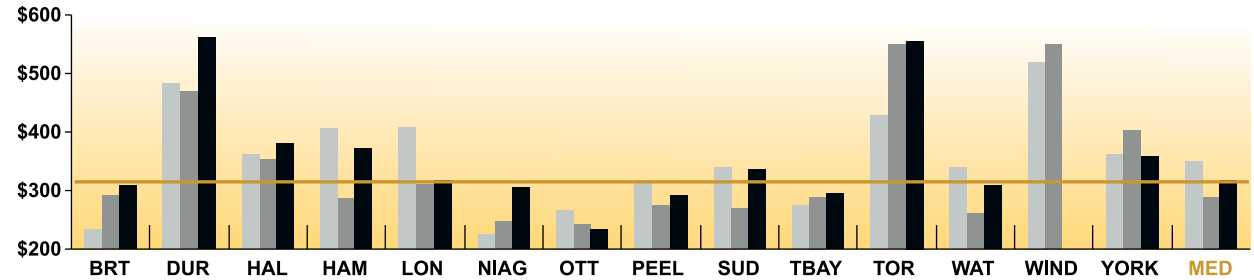
Fig. 11.2 How much do in-house legal services cost?



	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	93	128	121	135	122	133	132	116	140		128	106	108	125
2007	118	152	132	125	140	137	138	160	174	233	129	112	119	137
2008	116	162	137	143	129	135	126	149	148	300	146		139	141

Source: LEGL315 – In-House Legal Costs per In-house Lawyer Hour (Efficiency)
Note: Brant does not provide in-house legal services therefore Brant is not included on this graph. Toronto's data for 2006 is unavailable.

Fig. 11.3 How much do municipalities pay for an hour of external legal services?



	BRT	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	233	483	360	406	409	224	266	318	340	275	428	339	520	361	350
2007	291	468	352	286	311	248	243	274	270	289	550	261	550	402	290
2008	309	562	381	371	318	306	233	292	336	294	556	308		357	318

Source: LEGL320 – External Legal Cost per External Lawyer Hour (Efficiency)

12. LIBRARY SERVICES

What is the Service?

Library Services are an important resource to meet the changing needs of individuals and communities. They foster literacy, life-long learning and support a love of reading in people of all ages. Libraries also provide support for newcomers and job seekers, and build diverse communities. They address the digital divide and help individuals and communities transition to a global, knowledge-based economy.

Library Services meet these objectives through the provision of:

- collections of books, periodicals, magazines and articles
- reference and referral services to provide information and advice
- access to technology and digital content
- individual study space as well as community meeting rooms
- outreach and partnerships initiatives

These services are delivered within the library and beyond through the virtual library and collaborative resource sharing networks.

What should you consider when reviewing these results?

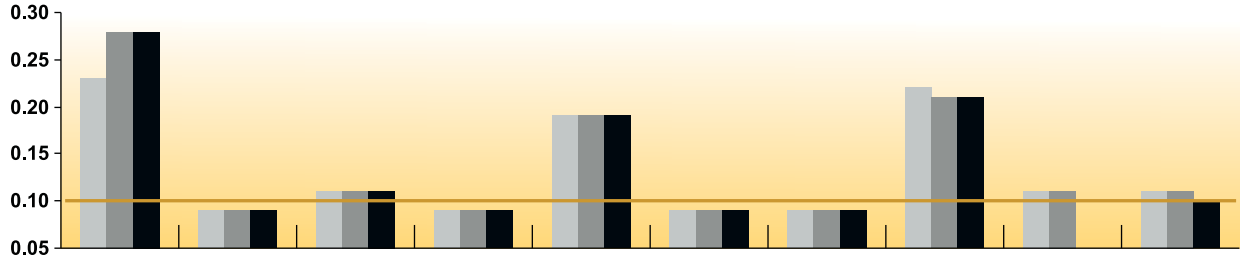
Each municipality's results are influenced to varying degrees by a number of factors, including:

- access: number and size of branches and hours of operation mean municipalities with lower population densities may require more library branches and more service hours to provide residents services within a reasonable distance
- collections: size and mix, as well as number of languages supported
- programs: range of public programs
- library use: mix, variety and depth of library uses and the varying amount of staff resources
- web services: availability and degree of investment
- demographics: socio-economic and cultural make-up of the population served

What are the results?

In Figures 12.1 through 12.5, the results for the Regional Municipality of Waterloo include its four rural townships, and does not include results for the cities of Cambridge, Kitchener and Waterloo.

Fig. 12.1 How many hours are libraries open?

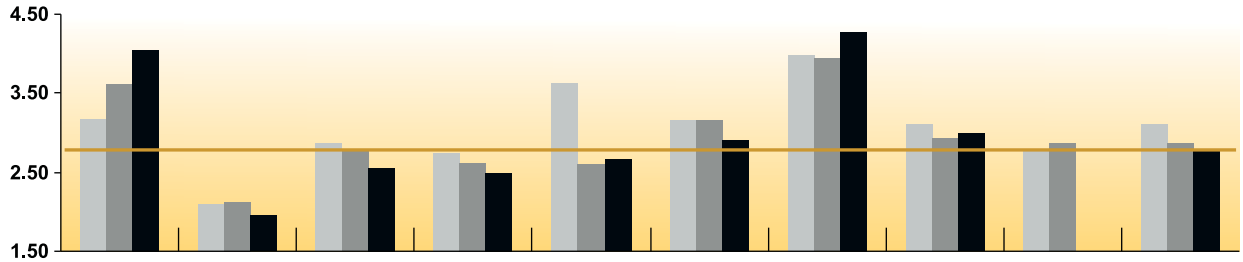


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2006	0.23	0.09	0.11	0.09	0.19	0.09	0.09	0.22	0.11	0.11
2007	0.28	0.09	0.11	0.09	0.19	0.09	0.09	0.21	0.11	0.11
2008	0.28	0.09	0.11	0.09	0.19	0.09	0.09	0.21		0.10

Source: PLIB201 – Annual Number of Library Service Hours per Capita (Service Level)

Figure 12.1 compares the number of hours per capita that all library branches were open in the year, regardless of size. The results exclude on-line services and outreach services such as bookmobiles.

Fig. 12.2 How many holdings do libraries have?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2006	3.2	2.1	2.9	2.7	3.6	3.2	4.0	3.1	2.8	3.1
2007	3.6	2.1	2.8	2.6	2.6	3.2	4.0	2.9	2.9	2.9
2008	4.1	2.0	2.6	2.5	2.7	2.9	4.3	3.0		2.8

Source: PLIB205 – Number of Library Holdings per Capita (Service Level)

Figure 12.2 illustrates the library holdings per capita. Holdings consist of both print and electronic media. Print media include reference collections, circulating/ borrowing collections and periodicals. Electronic media include CDs/DVDs, MP3 materials and audio books. This measure provides an indication of the size of library holdings, but it does not reflect how current or up to date a collection is.

Fig. 12.3 How many times were libraries used?

	Electronic Library Uses per Capita			Non-Electronic Library Uses per Capita			Total Library Uses per Capita		
Municipality	**2008**	**2007**	**2006**	**2008**	**2007**	**2006**	**2008**	**2007**	**2006**
Brant	3.7	2.4	2.0	18.2	15.1	17.1	21.9	17.5	19.1
Hamilton	6.8	7.4	6.6	19.8	19.3	18.7	26.6	26.7	25.3
London	13.2	8.7	6.2	21.2	20.5	20.8	34.4	29.2	27.0
Ottawa	7.8	7.0	6.8	20.3	18.9	18.9	28.1	25.8	25.7
Greater Sudbury	5.3	5.2	5.3	16.7	16.8	16.7	22.0	22.0	22.0
Thunder Bay	8.2	10.1	6.6	16.4	13.7	17.4	24.6	23.8	24.0
Toronto	12.7	12.3	11.9	20.5	20.5	21.7	33.2	32.8	33.6
Waterloo	2.8	3.3	1.7	12.5	13.6	11.7	15.3	16.9	13.4
Windsor		4.4	2.5		13.4	15.3		17.9	17.8
Median	**7.3**	**7.0**	**6.2**	**19.0**	**16.8**	**17.4**	**25.6**	**23.8**	**24.0**

Source: PLIB105, 106, 107 – Total Electronic and Non-electronic Uses per Capita (Community Impact)

Figure 12.3 summarizes the total of electronic and non-electronic library uses on a per capita basis.

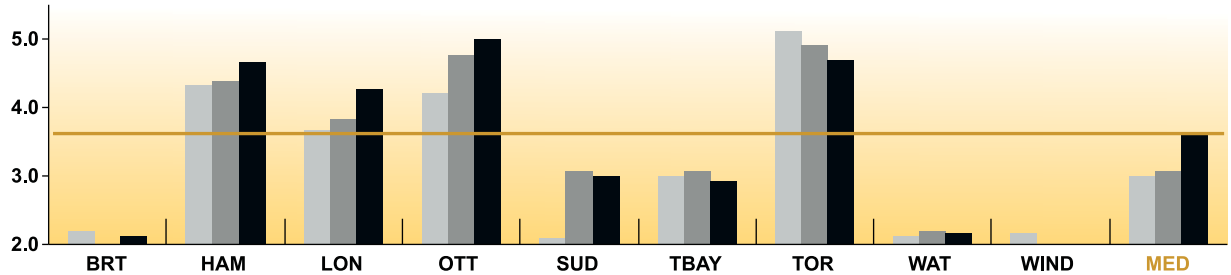
Non-electronic library uses include:

- 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

Fig. 12.4 How many times is each item borrowed from a library?

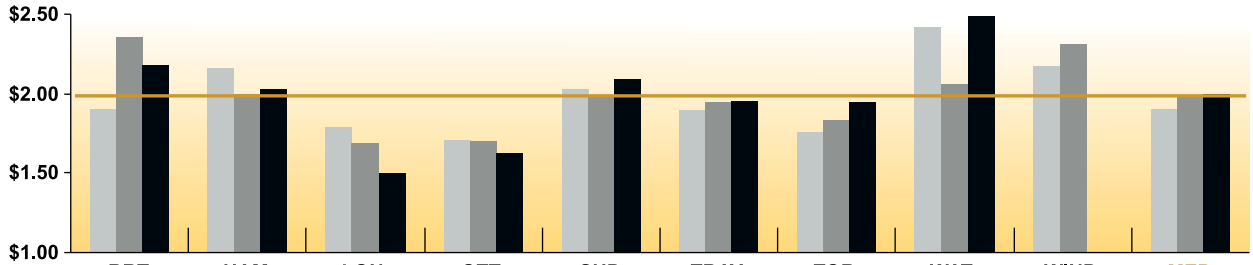


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2006	2.2	4.3	3.7	4.2	2.1	3.0	5.1	2.1	2.2	3.0
2007	2.0	4.4	3.8	4.8	3.1	3.1	4.9	2.2	1.9	3.1
2008	2.1	4.7	4.3	5.0	3.0	2.9	4.7	2.2		3.6

Source: PLIB405 – Average Number of Times in Year Circulating Items are Borrowed (Turnover) (Customer Satisfaction)

Figure 12.4 shows the number of times items are borrowed in a year. This is one way the quality of a library's collection can be evaluated. Generally, if an item has been borrowed many times in a year, it is an indication of how popular and relevant the item is to users.

Fig. 12.5 How much does it cost for each library use?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2006	1.90	2.16	1.79	1.71	2.03	1.89	1.76	2.42	2.17	1.90
2007	2.36	2.00	1.69	1.70	1.99	1.95	1.83	2.06	2.31	1.99
2008	2.18	2.03	1.50	1.63	2.09	1.96	1.95	2.49		2.00

Source: PLIB305M – Library Cost per Use (MPMP) (Efficiency)

Figure 12.5 reflects the cost per library use, which includes all the different types of electronic and non-electronic library uses described earlier. Varying amounts of staff resources are required to support those different types of uses.

13. LONG-TERM CARE SERVICES

What is the Service?

Each municipality is required by legislation to operate a Long-Term Care (LTC) home. Operators can also include charitable and private sector organizations. All LTC operators are provincially funded and governed by the same legislation and standards set by the Ministry of Health and Long-Term Care (MOHLTC).

LTC Services provide quality resident-focused care within municipal LTC homes and offer programs that meet the needs of individuals who are no longer able to live independently. The goal is to maximize quality of life and safety for residents.

Some municipalities provide community programs (for example adult day services, homemakers and meals on wheels) which provide support to clients and family caregivers. These services enable many clients to remain independent in their own homes.

Specific objectives include:

- provision of 24-hour nursing and personal care
- proper dietary and nutritional assessments
- stimulating recreational and social activities
- quality housekeeping and environmental services

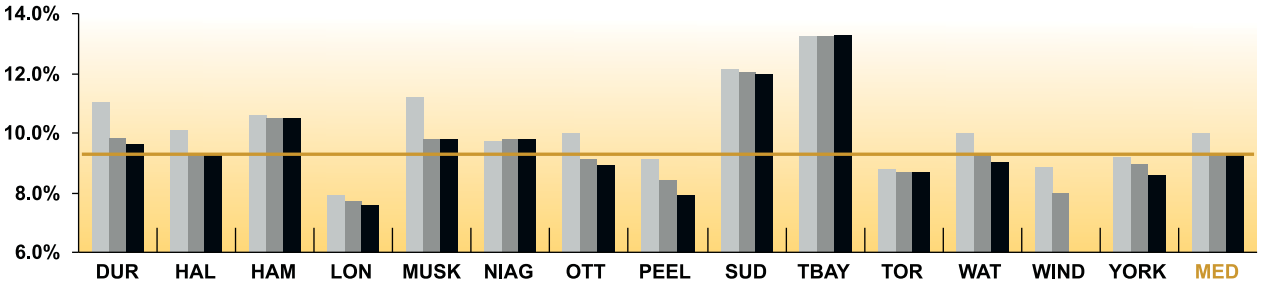
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- staffing levels: higher cost structure for wages and benefits
- service level: support and type of programming provided as determined by Council
- role of Local Health Integration Networks (LHINs): establishing the mix of health services for a given community
- demographics: age of the population and specific needs of the client
- uncontrollable price variables: pay equity legislation and wage arbitration, availability of appropriate skilled workers
- other providers: charitable and private sector participation in the long-term care business

What are the results?

Fig. 13.1 How many citizens aged 75 and over have access to long-term care beds?



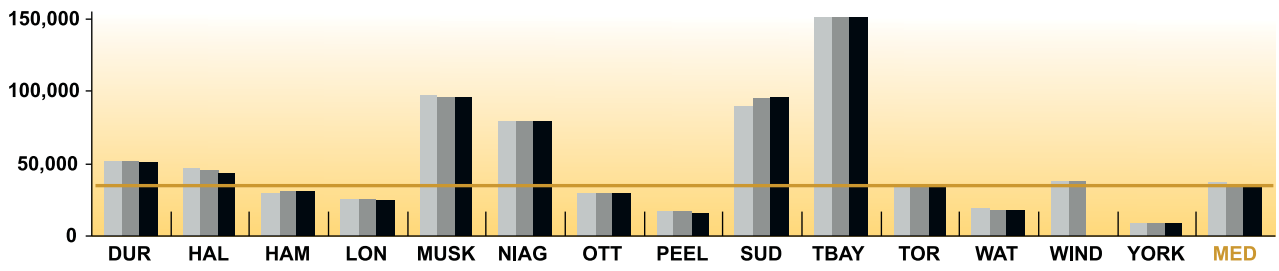
	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	11.0%	10.1%	10.6%	7.9%	11.2%	9.7%	10.0%	9.1%	12.2%	13.2%	8.8%	10.0%	8.9%	9.2%	10.0%
2007	9.8%	9.3%	10.5%	7.7%	9.8%	9.8%	9.1%	8.4%	12.1%	13.2%	8.7%	9.3%	8.0%	9.0%	9.3%
2008	9.6%	9.3%	10.5%	7.6%	9.8%	9.8%	8.9%	7.9%	12.0%	13.3%	8.7%	9.0%		8.6%	9.3%

Source: LTCR105 – Percentage of LTC Community Need Satisfied (Community Impact)

Figure 13.1 shows the number of LTC beds provided by all service providers (municipal, charitable, and private) within a given community as a percentage of the population aged 75 and over. The declining trend observed in most communities show that the number of available beds has not kept pace with the growing/aging population.

The need for LTC beds is influenced by the availability of other services, such as hospital beds (e.g. complex continuing care), other community care services, supportive housing, adult day spaces, etc. These services are designed to work together to provide a continuum of health care for citizens.

Fig. 13.2 How many municipal long-term care bed days are available?

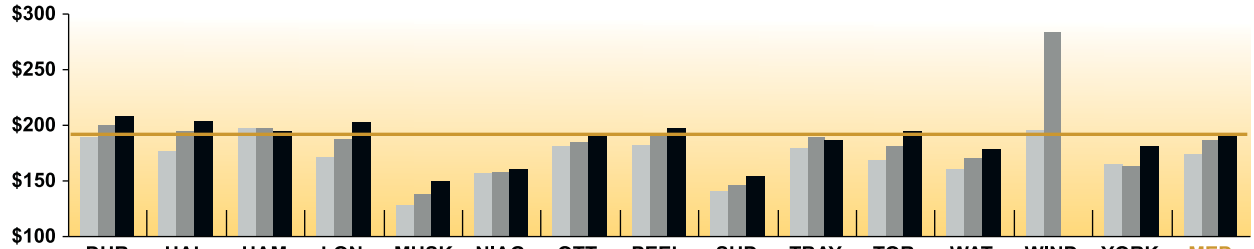


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	51,565	46,779	29,554	25,197	97,333	78,850	29,629	17,007	90,120	150,688	35,312	18,934	38,089	8,904	36,701
2007	51,269	45,265	30,299	24,914	95,738	79,028	29,438	16,513	94,758	150,688	34,976	18,355	37,677	8,614	36,327
2008	50,654	43,027	30,241	24,774	95,738	79,245	29,223	16,257	95,933	150,688	34,956	18,026		8,399	34,956

Source: LTCR217 – LTC Facility Bed Days per 100,000 Population (Service Level)

Figure 13.2 illustrates the availability of municipal beds days. One should also take into account the number of charitable and private care beds days.

Fig. 13.3 How much does it cost to provide one long-term care bed for a day?

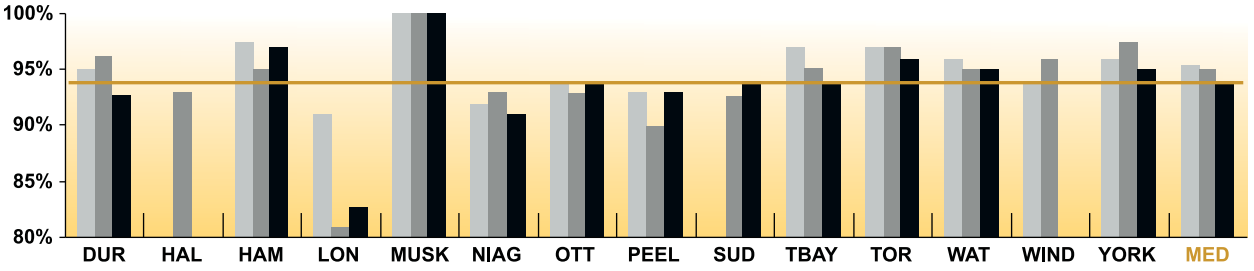


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	189	177	197	172	128	156	181	183	141	179	169	161	196	164	174
2007	200	194	197	188	138	158	185	192	146	189	181	170	283	164	186
2008	209	204	195	203	151	161	191	198	154	187	195	179		182	191

Source: LTCR305 – LTC Facility Cost (CMI Adjusted) per LTC Facility Bed Day (Efficiency)
Note: Based on calculations using the Ministry of Health and Long-Term Care Annual Report Data.

Figure 13.3 reflects the differences in the level and intensity of care required by residents in each LTC home. Many municipalities contribute additional resources to their LTC operations to maintain standards of care that exceed provincial standards.

Fig. 13.4 How satisfied are residents with municipal long-term care services?



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	95%		98%	91%	100%	92%	94%	93%		97%	97%	96%	94%	96%	96%
2007	96%	93%	95%	81%	100%	93%	93%	90%	93%	95%	97%	95%	96%	98%	95%
2008	93%		97%	83%	100%	91%	94%	93%	94%	94%	96%	95%		95%	94%

Source: LTCR405 – LTC Resident Satisfaction (Customer Satisfaction)
Note: Residents of municipal LTC homes were not surveyed in 2006 and 2008 in Halton and in 2006 in Greater Sudbury.

14. PARKING SERVICES

What is the Service?

Parking Services provides parking operations, maintenance and enforcement services for residents, businesses and visitors of the municipality. The goal of Parking Services is to ensure that parking is available in an equitable, affordable and safe manner.

Specific objectives of Parking Services are:

- affordable on-street parking rates, with hours of use conducive to turnover and to the needs of the businesses
- appropriate off-street parking lots and structures that meet the needs of the area community
- residential parking programs that effectively address the parking requests and achieve equitable balance of the limited space requirements in defined areas of municipalities
- enforcement of parking by-laws to ensure safety for the community

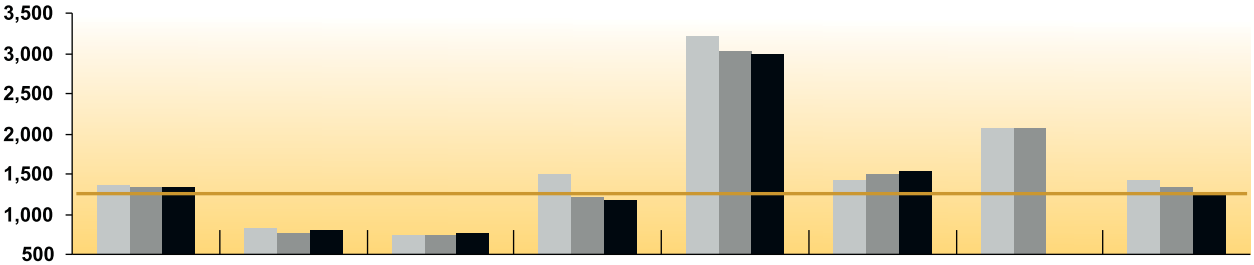
What should you consider when reviewing the results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- service delivery standards and by-laws: vary considerably from one municipality to another, i.e. mix of on-street and off-street parking spaces, municipal staff vs. contracted attendants, use of variable-rate pricing structures, availability of public transit and proximity to parking alternatives (free public parking, private lots)
- technology: the type and quality of technology used to manage operations and enforcement, i.e. handheld devices vs. written, ticket management systems, meters vs. pay and display machines, level of automation at parking surface lots vs. parking garage structures

What are the results?

Fig. 14.1 How many parking spaces do municipalities provide?

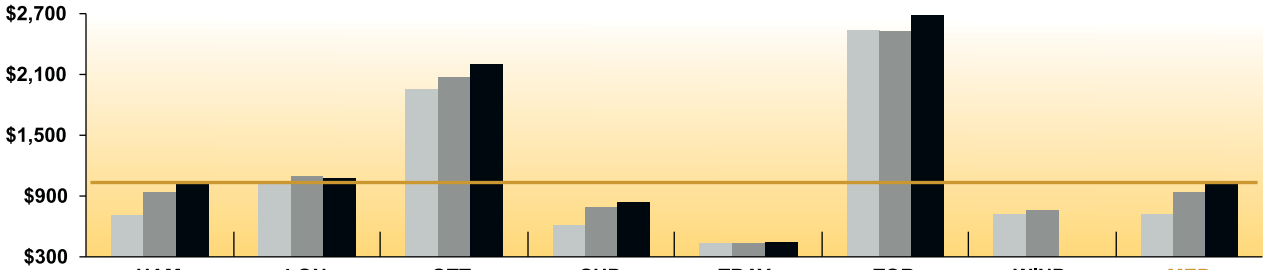


	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	1,355	818	750	1,490	3,208	1,414	2,062	1,414
2007	1,337	773	747	1,216	3,028	1,493	2,062	1,337
2008	1,345	813	775	1,169	2,996	1,536		1,257

Source: PRKG205 – Number of Paid Parking Spaces Managed per 100,000 Population (Service Level)

Figure 14.1 includes both on-street and off-street paid parking spaces in each municipality. In Thunder Bay, the City provides most of the parking in five distinct business areas, as there is no zoning requirement for businesses to provide their own customer and staff parking zones.

Fig. 14.2 How much revenue does one parking space generate?

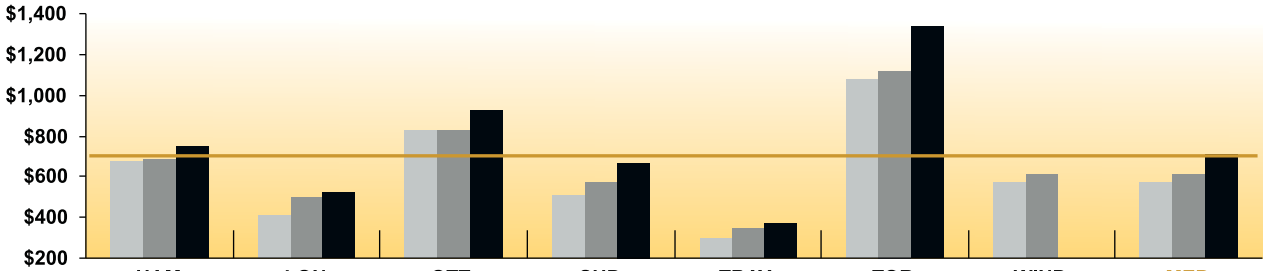


	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	706	1,023	1,948	606	433	2,542	716	716
2007	939	1,087	2,068	783	432	2,517	756	939
2008	1,021	1,085	2,201	828	449	2,688		1,053

Source: PRKG305 – Gross Parking Revenue Collected per Paid Parking Space (Efficiency)

Figure 14.2 indicates the amount of revenue generated, on average for one on-street or off-street paid parking space.

Fig. 14.3 How much does it cost a municipality to maintain one parking space?



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	671	412	826	509	299	1,076	571	571
2007	685	501	824	568	349	1,119	610	610
2008	745	525	924	664	371	1,335		705

Source: PRKG320 – Parking Services Cost per Paid Parking Space Managed (Efficiency)

15. PARKS SERVICES

What is the Service?

Parks Services supports the recreational and leisure needs of the community. Parkland both maintained and natural enhances quality of life, economic, cultural and environmental well-being of the community and is a key component in sustainability plans.

The objectives of Parks Services include the provision of:

- clean, safe, welcoming parks and natural spaces for all residents to enjoy
- opportunities for physical activity including both recreational and competitive sports

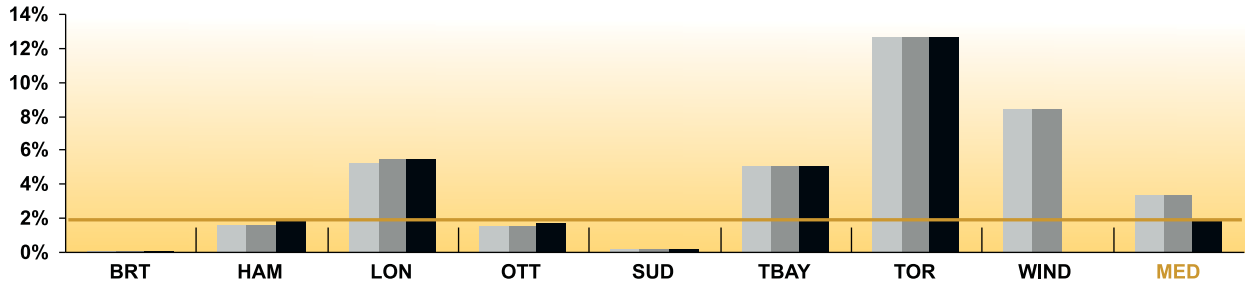
What should you consider when reviewing the results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- service delivery: differences in service standards established by municipal Councils, i.e. types of amenities maintained, frequency of grass cutting
- geographic location: varying topography affects the mix of natural and maintained hectares of parkland in each municipality
- environmental factors: soil composition, weather patterns
- population density: higher densities may mean more intense usage and require different maintenance strategies; for example, irrigation, artificial turf, and sport field and pathway lighting

What are the results?

Fig. 15.1 What percentage of the municipality is dedicated to parkland?

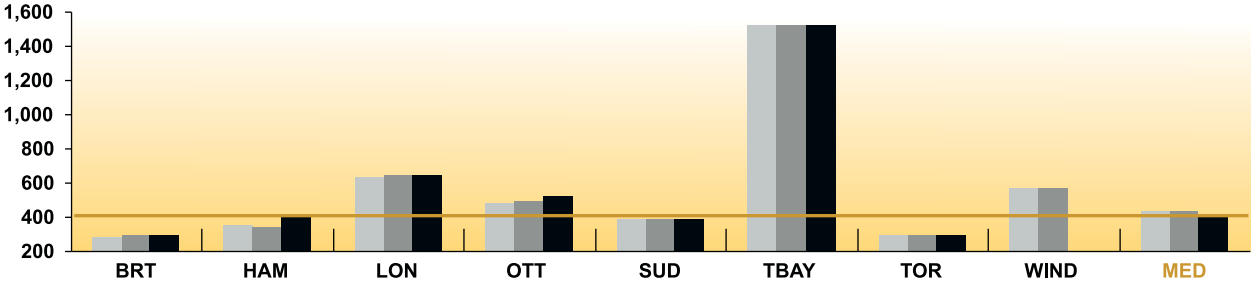


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	0.1%	1.6%	5.3%	1.5%	0.2%	5.1%	12.7%	8.4%	3.3%
2007	0.1%	1.6%	5.4%	1.6%	0.2%	5.1%	12.7%	8.4%	3.4%
2008	0.1%	1.9%	5.5%	1.7%	0.2%	5.1%	12.7%		1.9%

Source: PRKS125 – All Parkland in Municipality as a Percentage of Total Area of Municipality (Community Impact)

Figure 15.1 shows the percentage of the geographic area of the municipality that is maintained or natural parkland. Municipalities with a predominant urban form may find it more difficult to establish new parks within the developed core area.

Fig. 15.2 How much parkland is available per resident?

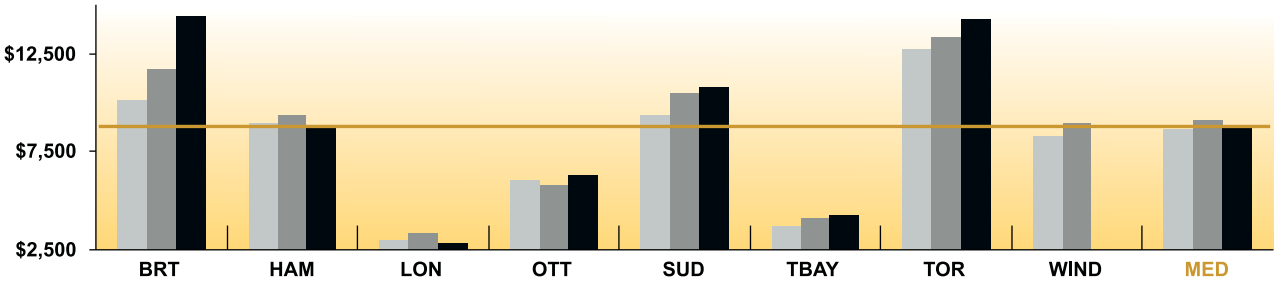


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	290	349	637	490	393	1,521	297	572	441
2007	292	347	645	499	386	1,521	295	570	443
2008	293	409	650	523	386	1,521	294		409

Source: PRKS215 – Hectares of Maintained and Natural Parkland per 100,000 Population (Service Level)

Figure 15.2 shows that Thunder Bay has a sizeable amount of natural parkland and several large parks which significantly impacts the total number.

Fig. 15.3 How much does parkland cost per hectare?

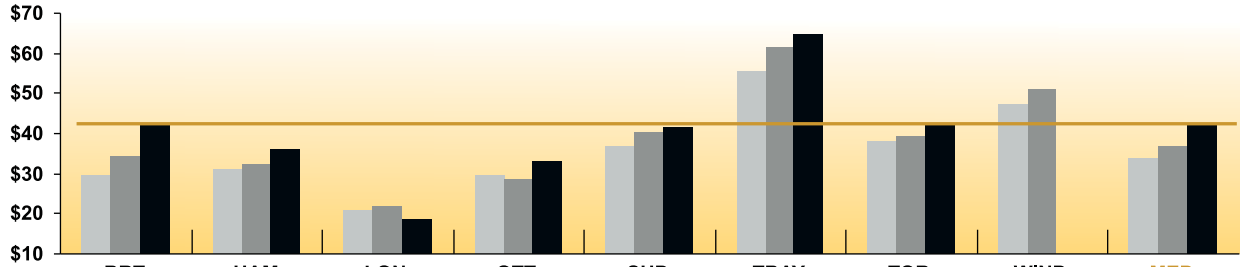


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	10,150	8,922	2,998	6,058	9,339	3,658	12,718	8,293	8,607
2007	11,725	9,349	3,356	5,783	10,474	4,057	13,357	8,954	9,151
2008	14,403	8,751	2,875	6,311	10,786	4,267	14,220		8,751

Source: PRKS315 – Cost per Hectare – Maintained and Natural Parkland (Efficiency)

Figure 15.3 shows that costs per hectare are reflective of the proportion of maintained parkland versus natural parkland, as maintained parkland is more expensive to maintain.

Fig. 15.4 How much does parkland cost per person?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	29	31	21	30	37	56	38	47	34
2007	34	32	22	29	40	62	39	51	37
2008	42	36	19	33	42	65	42		42

Source: PRKS230M – Cost of Parks per Person (MPMP) (Service Level)

16. PLANNING SERVICES

What is the Service?

Municipalities manage growth and physical form through its planning processes. The goal of Planning Services is the efficient and effective management of land and resources to ensure healthy and sustainable communities; economically, socially, and environmentally.

Planning Services may include:

- overseeing the creation and management of a municipality's Official Plan (the master planning document required under Ontario's Planning Act
- processing development applications received for specific projects; applications are reviewed and processed with regard to provincial legislation, Council - approved policies, and by-laws
- leading municipal strategic planning, including environmental initiatives, urban design, transportation planning, area studies and policy development - providing Geographic Information Services (GIS) or mapping information

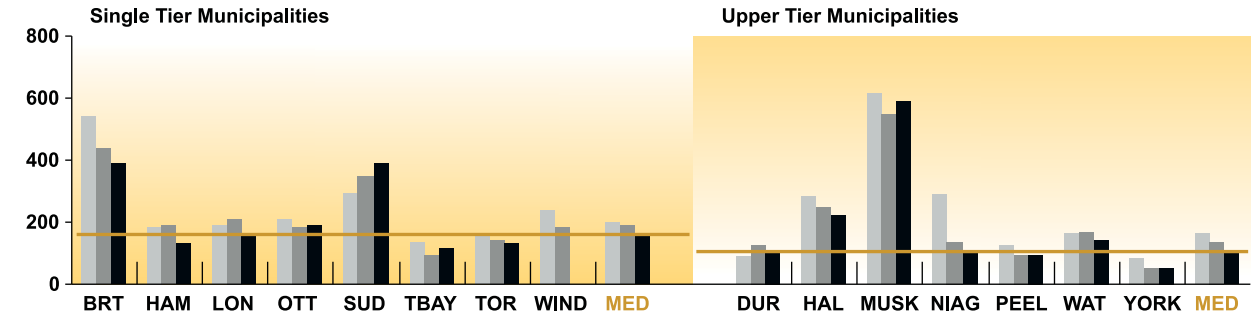
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- municipal governance form: single-tier vs. upper or two-tier; as the review process can be impacted by the requirement for a dual role; some types of applications are not processed by upper-tier governments
- organizational structure: differing models can affect both the application review process (for instance by departments outside of Planning), and the number of activities beyond application processing (including growth management) that are assigned to Planning
- public consultation: costs to process an application can be impacted by local Council decisions regarding opportunities for public input to the planning process
- application variables: type, mix, and complexity (in terms of scope and magnitude) of applications received

What are the results?

Fig. 16.1 What volume of applications are processed?



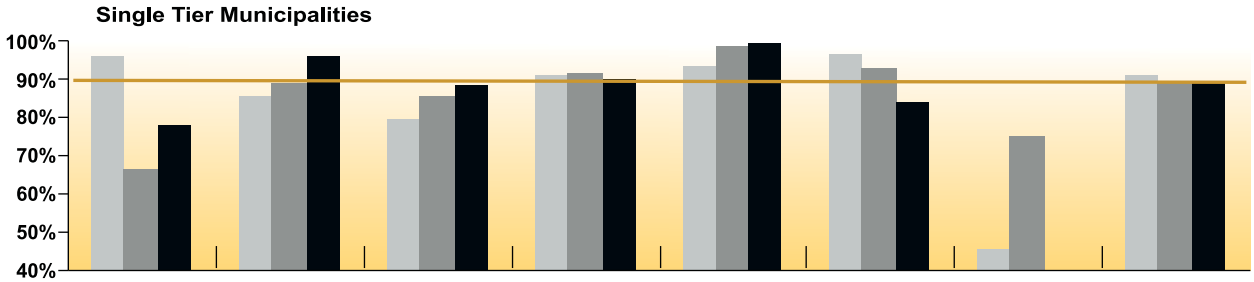
	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2006	541	186	191	212	294	135	159	236	201	88	284	614	290	125	162	86	162
2007	435	192	209	187	349	94	144	184	189	128	245	545	136	92	166	51	136
2008	389	134	164	188	388	114	131		164	100	219	590	107	94	142	53	107

Source: PLNG205 – Number of Development Applications Received per 100,000 Population (Service Level)

Figure 16.1 the number of development applications received per 100,000 population reflects to some extent the robustness of the local economy. The types of applications processed include:

- official plan amendments
- zoning by-law amendments
- plans of sub-divisions, condominiums and condominium conversions
- minor variances, consents, and part lot control
- site plan approvals, site plan control and removal of holding provisions

Fig. 16.2 How many development applications are processed within the prescribed timelines?

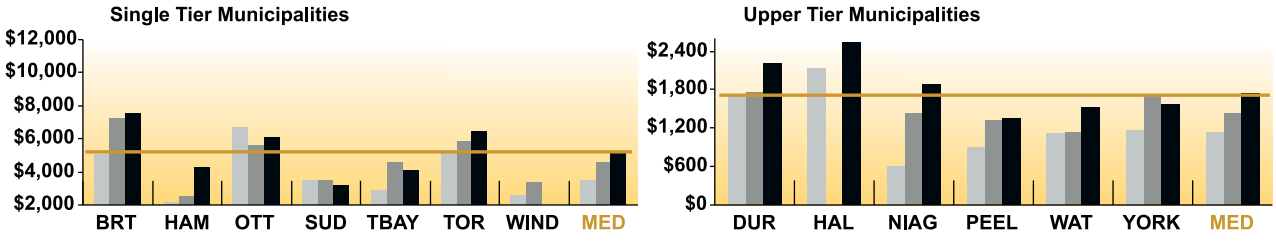


	BRT	HAM	LON	OTT	SUD	TBAY	WIND	MED
2006	96%	86%	79%	91%	94%	96%	46%	91%
2007	66%	89%	86%	91%	99%	93%	75%	89%
2008	78%	96%	88%	90%	100%	84%		89%

Source: PLNG450 – Percentage of Development Applications meeting Planning Act Timeframes (Customer Satisfaction)
Note: Toronto's data is unavailable for 2006, 2007 and 2008.

Figure 16.2 depicts the percentage of development applications meeting the Planning Act timeframes, which for the most part involves applications handled by single-tier municipalities. For this reason no data is provided for the upper-tier municipalities. Factors such as the volume and complexity of applications will affect results, as will revisions, additional information and/or study requirements during consideration of applications received.

Fig. 16.3 How much does it cost to process development applications?



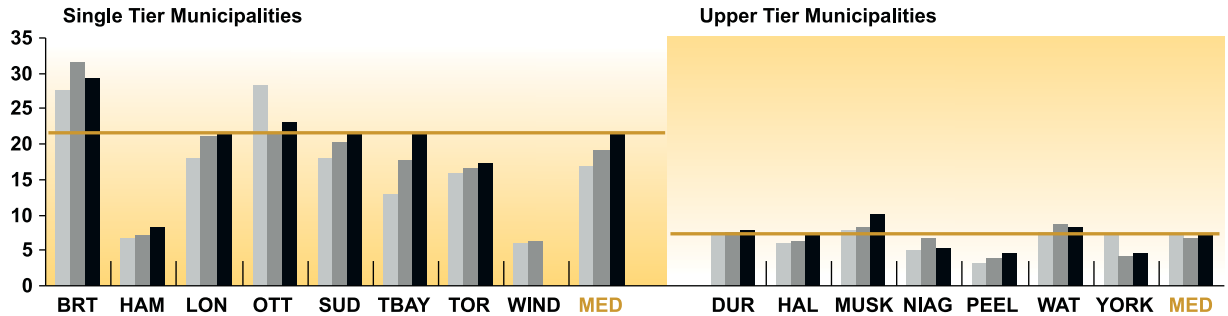
	BRT	HAM	OTT	SUD	TBAY	TOR	WIND	MED
2006	5,093	2,177	6,676	3,455	2,891	5,113	2,567	3,455
2007	7,239	2,511	5,541	3,456	4,547	5,896	3,355	4,547
2008	7,523	4,247	6,116	3,147	4,151	6,437		5,182

	DUR	HAL	NIAG	PEEL	WAT	YORK	MED
	1,689	2,133	597	900	1,113	1,159	1,136
	1,754		1,430	1,310	1,132	1,701	1,430
	2,206	2,552	1,883	1,351	1,519	1,566	1,725

Source: PLNG305 – Development Planning Applications Cost per Development Application Received (Efficiency)
Note: London and Muskoka's data is unavailable for 2006, 2007 and 2008. Halton's data is unavailable for 2007.

Figure 16.3 shows that the variation in the cost per development application will be affected year-to-year by the volume, and complexity, of applications processed. Municipalities do not have unlimited flexibility to adjust staffing levels in response to short-term fluctuations in volumes.

Fig. 16.4 How much does it cost per resident for planning services?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	27.58	6.66	17.87	28.35	17.96	12.88	15.94	6.05	16.91
2007	31.52	7.24	21.17	21.61	20.31	17.81	16.52	6.23	19.06
2008	29.18	8.23	21.61	23.06	21.67	21.73	17.23		21.67

	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
	7.50	6.06	7.77	5.14	3.24	7.58	7.44	7.44
	7.49	6.28	8.38	6.77	4.01	8.64	4.25	6.77
	7.80	7.42	10.09	5.32	4.55	8.37	4.61	7.42

Source: PLNG250 – Planning Cost per Capita (Service Level)

Figure 16.4 demonstrates that even among tier peers the amount spent on planning-related activities and application processing varies significantly among municipalities. This reflects the different organizational structures and priorities established by local Councils.

17. POLICE SERVICES

What is the Service?

Under the Ontario Police Services Act, municipalities are responsible for the provision of adequate and effective Police Services to ensure the safety and security of citizens, businesses and visitors. To fulfill this mandate, each municipality and police agency creates and implements strategies, policies and business models that meet the specific needs and priorities of their local communities.

The key objectives provided by Police Services include:

- crime prevention
- law enforcement
- victims' assistance
- maintenance of public order
- emergency response services

What should you consider when reviewing these results?

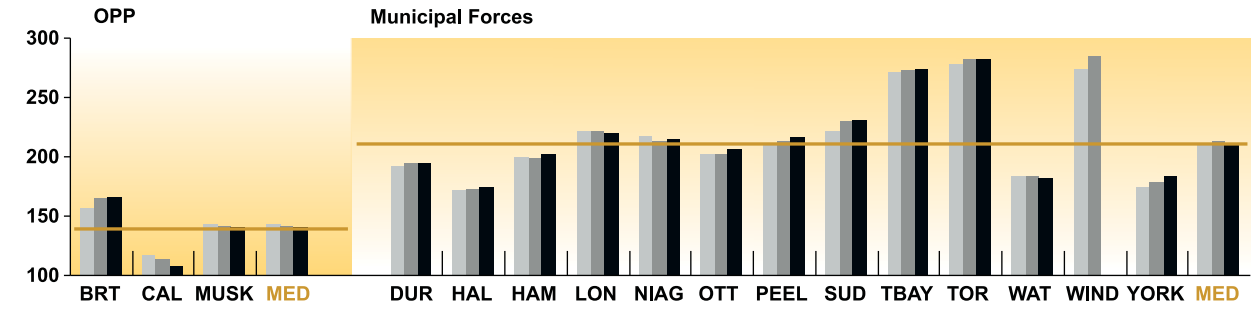
Each municipality's results are influenced to varying degrees by a number of factors, including:

- non-residents: 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
- specialized facilities: airports, casinos, etc. that can require additional policing
- public support: public's willingness to report crimes and to provide information that assists police services in the solving of crimes
- demographic trends: social and economic changes in the population

What are the results?

Twelve of the 15 municipalities use a municipal police service. In addition, several jurisdictions contract police services from the Ontario Provincial Police (OPP). Two municipalities, Brant and Muskoka, contract services from the OPP. Peel uses the services of both the OPP (serves the Town of Caledon, indicated "CAL" on graphs) and a municipal police agency (Peel Regional Police, "PEEL", which serves all of Peel except Caledon).

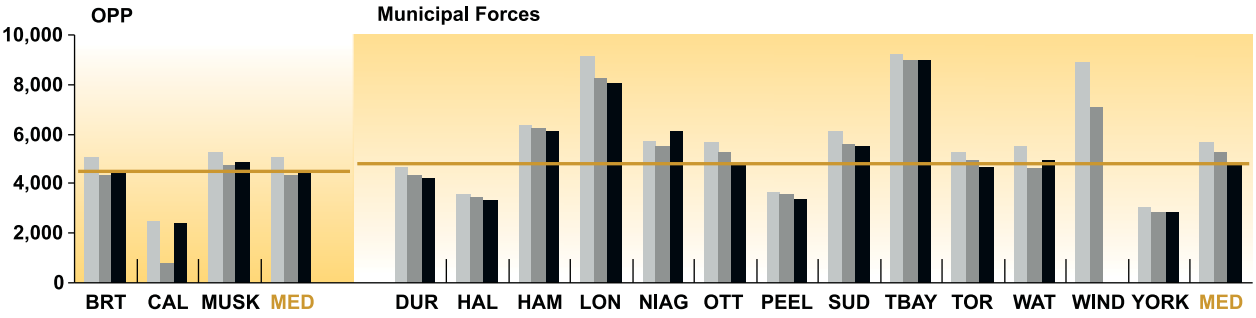
Fig. 17.1 How many police officers and civilian staff are there?



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	156	118	144	144	191	171	200	221	218	202	211	222	272	278	184	274	174	211
2007	165	114	142	142	194	173	198	221	213	203	213	230	273	283	184	285	178	213
2008	166	108	141	141	194	175	202	220	215	207	216	231	274	282	182		184	211

Source: PLCE215 – Number of Total Police Staff (Officers and Civilians) per 100,000 Population (Service Level)

Fig. 17.2 What is the total crime rate?



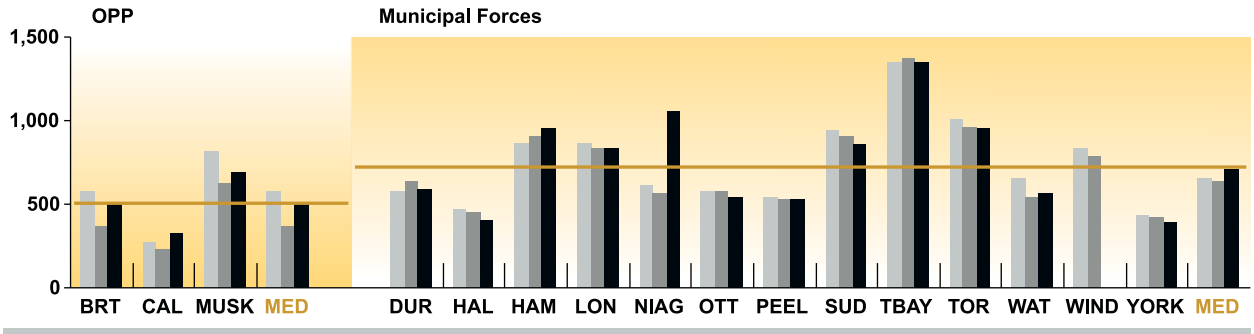
	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	5,089	2,491	5,242	5,089	4,683	3,576	6,345	9,171	5,717	5,662	3,660	6,125	9,243	5,264	5,521	8,890	3,042	5,662
2007	4,362	811	4,736	4,362	4,323	3,459	6,261	8,256	5,493	5,288	3,546	5,600	8,989	4,923	4,591	7,105	2,831	5,288
2008	4,535	2,394	4,895	4,535	4,231	3,296	6,128	8,054	6,129	4,711	3,366	5,492	8,950	4,661	4,933		2,855	4,822

Source: PLCE120M – Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population (MPMP) (Community Impact)
Note: Crime rates included in this report may differ from those in Statistics Canada's publications due to the use of more current population estimates provided by the OMBI Municipalities.

Figure 17.2 includes violent crime, property crime and other non-traffic Criminal Code offences, but excludes Criminal Code driving offences, such as impaired driving or criminal negligence causing death.

Crime rates are used to determine if there have been changes in criminal activity over time. Changes to the law, standards or law enforcement practices can all have an impact on changes in crime rates in any given year.

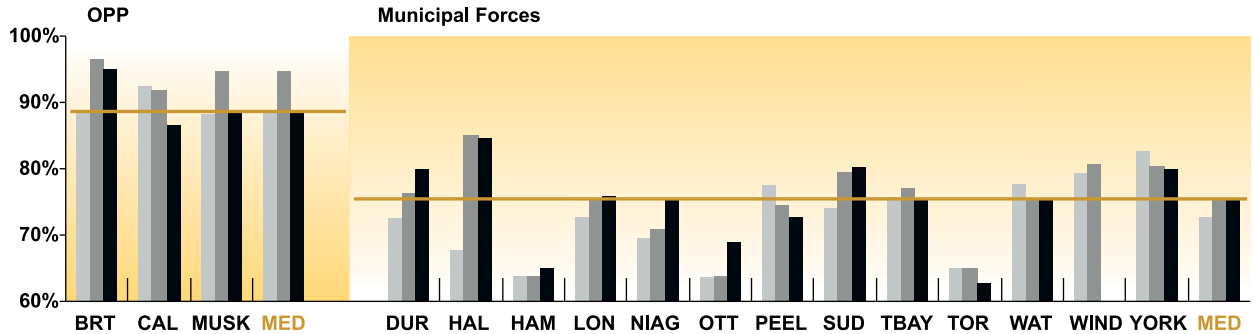
Fig. 17.3 What is the violent crime rate?



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	576	272	816	576	576	472	868	862	616	581	540	939	1,345	1,010	655	840	428	655
2007	362	234	622	362	635	451	899	832	568	575	533	907	1,379	963	542	785	419	635
2008	513	323	690	513	583	404	954	838	1,060	541	526	860	1,346	950	570		391	711

Source: PLCE105M – Reported Number of Violent Criminal Code Incidents per 100,000 Population (Community Impact)

Fig. 17.4 What percentage of violent crime is solved?

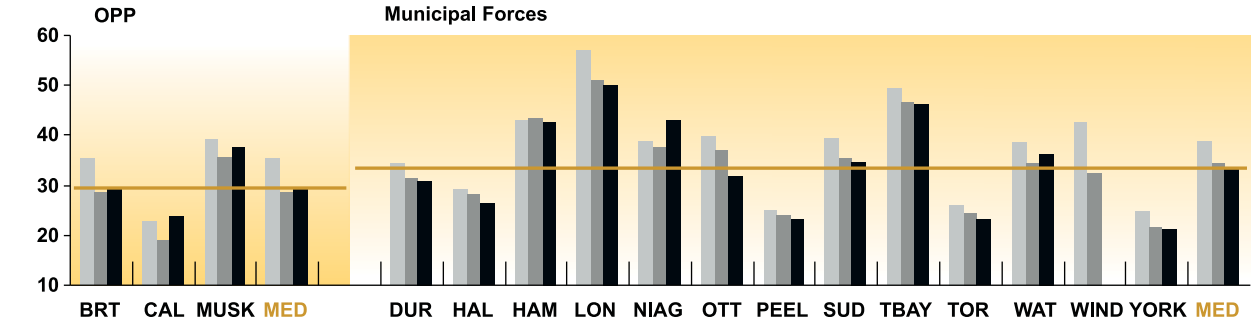


	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	88%	93%	88%	88%	73%	68%	64%	73%	70%	64%	78%	74%	76%	65%	78%	79%	83%	73%
2007	97%	92%	95%	95%	76%	85%	64%	75%	71%	64%	75%	80%	77%	65%	75%	81%	80%	75%
2008	95%	87%	89%	89%	80%	85%	65%	76%	75%	69%	73%	80%	75%	63%	75%		80%	75%

Source: PLCE405 – Clearance Rate Violent Crime (Customer Satisfaction)

Figure 17.4 shows the results for the number of violent crimes cleared in a specific calendar year, regardless of when the crimes occurred. A violent criminal incident is considered cleared when a charge is laid, recommended or cleared by other methods.

Fig. 17.5 How many Criminal Code incidents does each police officer handle?



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	35	23	39	35	34	29	43	57	39	40	25	40	49	26	38	43	25	39
2007	29	19	36	29	31	28	43	51	38	37	24	35	47	24	34	33	22	34
2008	30	24	38	30	31	27	43	50	43	32	23	35	46	23	36		21	33

Source: PLCE305 – Number of Criminal Code Incidents (Non-Traffic) per Police Officer (Efficiency)

Figure 17.5 compares the number of reported Criminal Code (non-traffic) incidents there were in each municipality per police officer.

This provides an 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 a community. For example, some jurisdictions have a collective agreement requirement that results in a minimum of two officers per patrol car during certain time periods. In these cases, there could be two officers responding to a criminal incident whereas in another jurisdiction only one officer might respond.

18. ROADS SERVICES

What is the service?

A municipality's transportation system affects the economic vitality and quality of life of its residents. The goal of Roads Services is to provide affordable, well-managed and safe traffic flow for pedestrians, cyclists, drivers, public transit and commercial traffic while contributing to the environment and the quality of community life.

Transportation infrastructure generally includes roads, bridges, culverts, sidewalks, traffic control systems, signage and boulevards. In addition to constructing and repairing infrastructure, roads services include clearing the transportation network of snow and debris to ensure that it is safe and convenient to use.

Single-tier municipalities are responsible for maintaining all types of roads, including arterial, collector and local roads and, in some cases, expressways and laneways. Upper-tier municipalities are not responsible for maintenance of local roads.

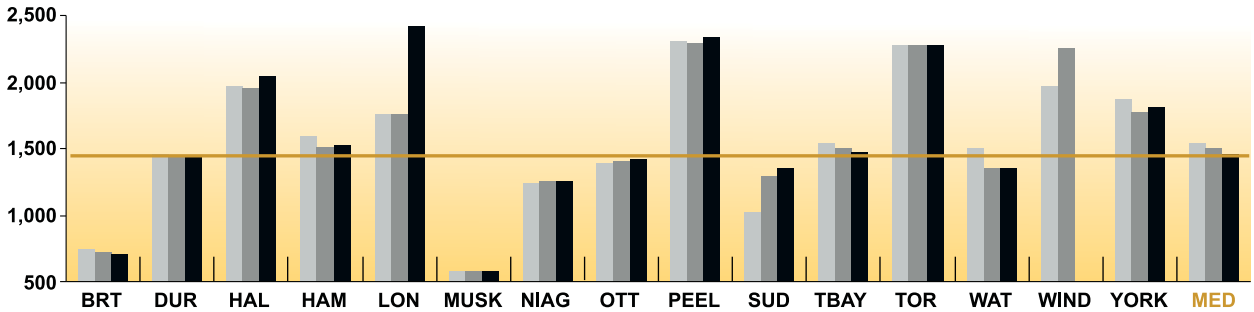
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- municipal snow clearing standards, weather conditions, road types and snowfall
- population density affects usage and congestion which contributes to road maintenance and its cost
- type of roads a municipality operates, i.e. arterial, collector or local roads and, in some cases, expressways
- availability of public transit
- average commute distances (e.g., from home to work or school)
- volume of traffic coming from outside the municipality

What are the results?

Fig. 18.1 What is the volume of traffic on our main roads?

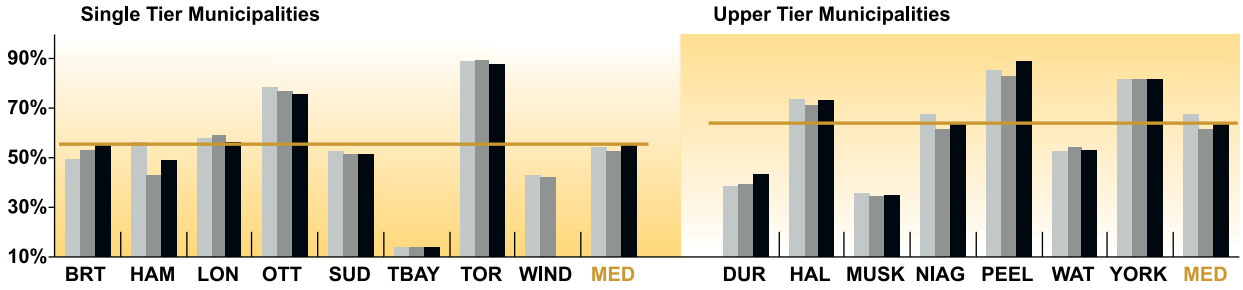


	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	749	1,461	1,964	1,594	1,757	584	1,244	1,391	2,305	1,014	1,534	2,285	1,497	1,964	1,870	1,534
2007	718	1,447	1,948	1,510	1,754	584	1,248	1,400	2,291	1,289	1,501	2,280	1,356	2,252	1,776	1,501
2008	710	1,449	2,052	1,529	2,413	585	1,255	1,411	2,336	1,353	1,472	2,287	1,356		1,809	1,460

Source: ROAD112 – Vehicle Km Traveled per Lane Km (000s) (Major Roads) (Community Impact)

Figure 18.1 compares the volume of traffic on the roads of the OMBI municipalities. It shows the number of times (in thousands) that a vehicle travels over each lane kilometre of road. This is an indication of a municipality's road congestion.

Fig. 18.2 What is the condition of the pavement on our roads?

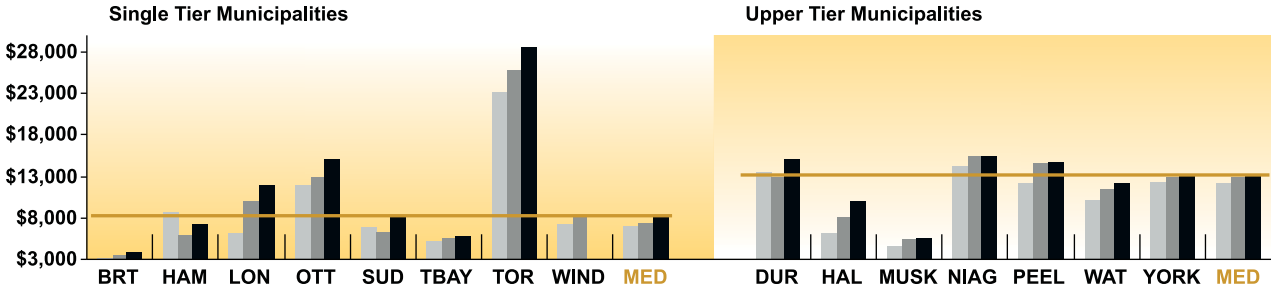


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2006	50%	56%	58%	79%	53%	13%	89%	43%	54%	39%	74%	36%	68%	85%	52%	82%	68%
2007	53%	43%	59%	77%	51%	13%	90%	42%	52%	39%	72%	34%	62%	83%	54%	81%	62%
2008	55%	49%	56%	76%	51%	14%	88%		55%	43%	73%	35%	64%	89%	53%	82%	64%

Source: ROAD405M – Percentage of Paved Lane Kms Where the Condition is Rated As Good to Very Good (MPMP) (Customer Satisfaction)

Figure 18.2 illustrates the percentage of roads where the pavement condition was rated good to very good. This is a measure of customer satisfaction, as we know that motorists and passengers rate the surface quality of roads as a very important factor in their level of satisfaction with the service.

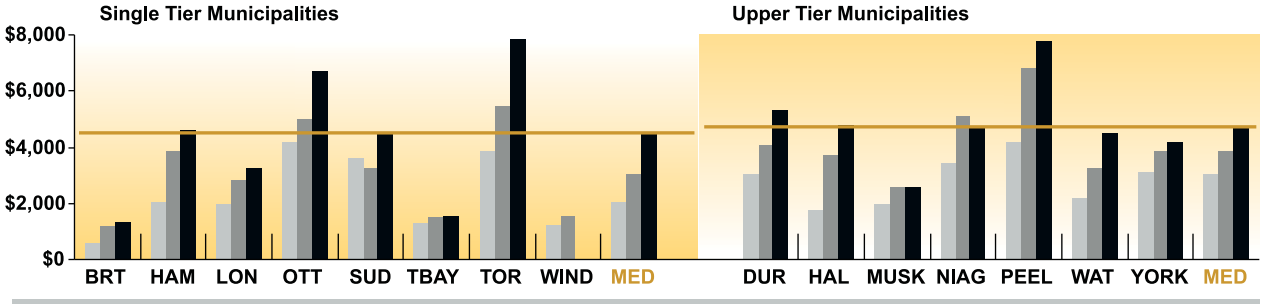
Fig. 18.3 How much does it cost to provide roads?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2006	3,245	8,610	6,042	11,996	6,811	5,277	23,206	7,305	7,058	13,491	6,154	4,719	14,240	12,215	10,206	12,305	12,215
2007	3,603	5,848	9,907	12,828	6,369	5,522	25,763	8,354	7,361	12,979	8,116	5,347	15,534	14,619	11,487	12,989	12,979
2008	3,868	7,279	11,914	15,048	8,369	5,823	28,600		8,369	15,109	10,032	5,581	15,482	14,800	12,230	13,289	13,289

Source: ROAD308 – Roads Cost (All Functions) per Lane Km (Efficiency)

Fig. 18.4 How much does it cost to maintain our roads in winter?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2006	587	2,057	2,010	4,197	3,609	1,266	3,880	1,213	2,033	3,067	1,772	1,982	3,431	4,176	2,219	3,093	3,067
2007	1,198	3,868	2,868	4,985	3,302	1,481	5,465	1,547	3,085	4,103	3,680	2,590	5,094	6,794	3,277	3,845	3,845
2008	1,346	4,627	3,281	6,691	4,513	1,582	7,864		4,513	5,295	4,783	2,583	4,715	7,776	4,528	4,175	4,715

Source: ROAD903M – Operating Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter (MPMP) (Efficiency)

Figure 18.4 shows winter operating cost, which represent the largest component of total costs and include such activities as ploughing, sanding, salting and pre-treating roads for hazardous conditions.

19. SOCIAL ASSISTANCE SERVICES

What is the Service?

Through Social Assistance Services, municipalities provide employment assistance and financial support for people who are in financial need. The Province assists with funding for both client benefits and the cost of administering the program. The goal of Social Assistance is to meet the immediate needs of their clients by providing basic financial assistance to cover the cost of food and shelter. While on assistance, clients, with the support of the municipality are participating in a variety of activities related to seeking and gaining employment and other sources of income.

Objectives of Social Assistance Services are to provide support for:

- basic needs for food and shelter
- employment and training-related expenses
- health-related needs (i.e. dental, prescription medication, vision care)

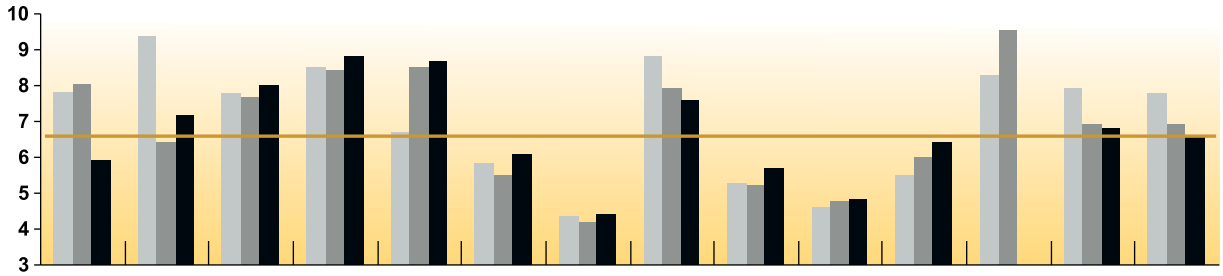
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- participant readiness for work, literacy level, language skills, and lack of Canadian work experience can impact the ability to find work
- health barriers to employment may vary across client profiles
- client access to programs can vary due to geographical, technological, cultural or other limitations
- differing local labour market conditions
- family size and caseload mix

What are the results?

Fig. 19.1 How long does it take to determine client eligibility?

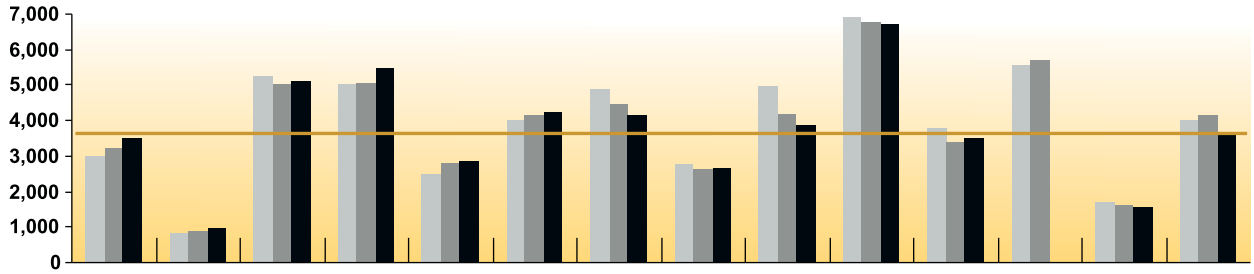


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	7.8	9.4	7.8	8.5	6.7	5.8	4.4	8.8	5.3	4.6	5.5	8.3	7.9	7.8
2007	8.1	6.4	7.7	8.4	8.5	5.5	4.2	7.9	5.2	4.8	6.0	9.5	6.9	6.9
2008	5.9	7.2	8.0	8.8	8.7	6.1	4.4	7.6	5.7	4.8	6.4		6.8	6.6

Source: SSIM405 – Social Assistance Response Time to Client Eligibility (Days) (Customer Satisfaction)

Figure 19.1 shows how long on average it takes to determine if someone is eligible for assistance after receiving their request for help, in days. These figures show that on average the response time for municipalities has been improving.

Fig. 19.2 How many households are receiving social assistance?

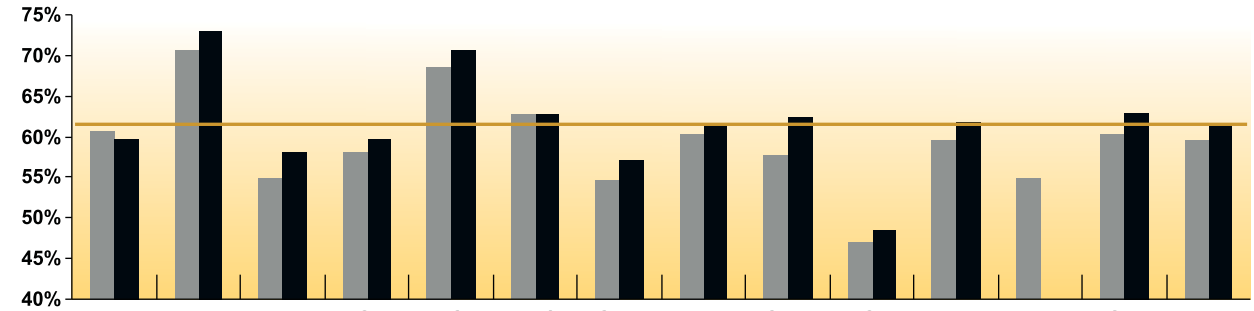


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	2,996	830	5,234	5,022	2,496	4,018	4,888	2,741	4,994	6,922	3,796	5,588	1,702	4,018
2007	3,246	896	5,016	5,049	2,817	4,145	4,462	2,624	4,168	6,784	3,408	5,709	1,609	4,145
2008	3,500	951	5,099	5,465	2,875	4,221	4,125	2,660	3,856	6,720	3,485		1,563	3,678

Source: SSIM206 – Monthly Social Assistance Case Load per 100,000 Households (Service Level)

Figure 19.2 shows that the highest concentration of caseloads remains in large urban areas. The number of cases is one indicator of the level of service required in a municipality. It also provides an indication of the economic and social well-being of a community. Caseloads directly influence the overall cost of service delivery.

Fig. 19.3 What percentage of clients receive assistance for less than 12 months?

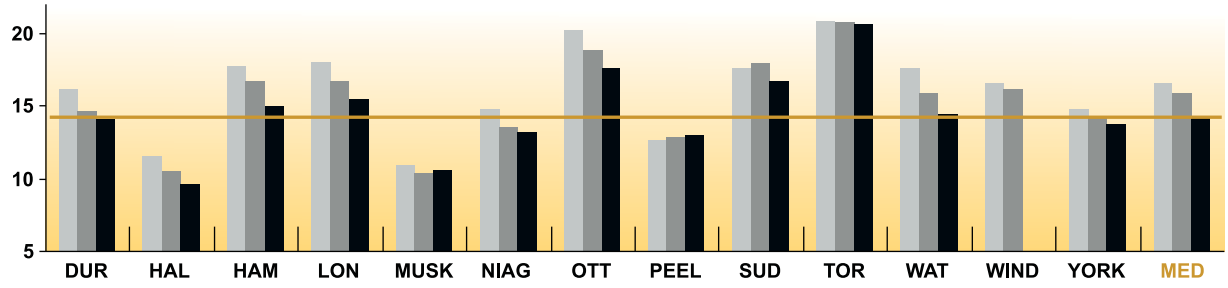


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2007	61%	71%	55%	58%	69%	63%	55%	60%	58%	47%	60%	55%	60%	60%
2008	60%	73%	58%	60%	71%	63%	57%	62%	62%	49%	62%		63%	62%

Source: SSIM110 – Percentage of Social Assistance Cases on Assistance less than 12 Months (Community Impact)
Note: Only two years of data is available for this measure.

Figure 19.3 shows on average, 61% of cases among OMBI member municipalities require assistance for less than 12 months. Clients with more complex needs (i.e. severe health conditions) may require social assistance for a longer period.

Fig. 19.4 What is the average length of time that clients receive social assistance?



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	16.1	11.5	17.7	18.1	11.0	14.8	20.2	12.7	17.6	20.9	17.6	16.6	14.8	16.6
2007	14.7	10.5	16.7	16.7	10.4	13.6	18.9	12.9	18.0	20.8	15.9	16.2	14.2	15.9
2008	14.2	9.7	15.1	15.4	10.7	13.2	17.6	13.0	16.7	20.6	14.5		13.8	14.3

Source: SSIM105 – Average Time on Social Assistance (Months) (Community Impact)

Fig. 19.5 How much does it cost to provide social assistance services?

	Monthly Social Assistance Administration Cost per Case			Monthly Social Assistance Benefit Cost per Case			Monthly Social Assistance Total Cost per Case		
Municipality	**2008**	**2007**	**2006**	**2008**	**2007**	**2006**	**2008**	**2007**	**2006**
Durham	267	276	279	645	665	654	912	941	932
Halton	234	242	266	680	643	680	913	885	947
Hamilton	211	231	195	717	701	694	927	932	889
London	198	218	203	708	704	706	907	922	909
Muskoka	293	280	283	589	618	586	882	897	870
Niagara	169	178	174	687	671	689	857	849	863
Ottawa	264	231	214	691	690	700	955	921	914
Peel	268	262	244	832	780	762	1,099	1,042	1,006
Greater Sudbury	274	254	215	585	587	582	858	841	797
Toronto	230	216	203	767	738	739	997	955	943
Waterloo	252	283	242	760	677	620	1,012	959	862
Windsor		164	165		710	710		873	875
York	262	256	244	700	698	692	962	954	935
Median	**$257**	**$242**	**$215**	**$696**	**$690**	**$692**	**$920**	**$922**	**$909**

Source: SSIM305, 310, 315 – Monthly Total Social Assistance Cost per Case (Efficiency)

Figure 19.5 shows the total average monthly cost per social assistance case. The total cost per case is made up of two major components:

- benefits cost: represents the average cost of benefits paid to a social assistance client. The benefit cost per case can vary based on the caseload mix (single or family) and the types of benefits required. The Province mandates eligibility criteria and benefit amounts with the resulting costs shared by the municipality (generally 80% Province and 20% municipal for benefits only). Benefits provided by the municipality beyond this mandate are funded 100% by the municipality.
- administration cost: represents the average cost to deliver and administer the programs and services. Administration cost per case can be influenced by the caseload size and demographics, services provided and local labour costs.

20. SOCIAL HOUSING SERVICES

What is the Service?

The Social Housing Reform Act (SHRA), December of 2000 transferred responsibility for social housing from the Province to municipalities. The Act defines the role of the municipality as a 'Service Manager' and provides a legislative framework for the efficient and effective administration of social housing programs.

Social housing services provides affordable homes for individuals whose income makes it challenging to obtain adequate housing in the private rental market. A variety of housing forms are provided as follows:

- municipally owned and operated housing (through a department or municipally owned housing corporation)
- non-profit housing that is owned and operated by community based non-profit corporations governed by a board of directors
- co-operative housing that is owned and operated by its members and
- rent supplement, where a private or non-profit landlord provides units to households at a rent-geared-to-income (RGI) and the municipality subsidizes the difference between that rent and the market rent for the unit

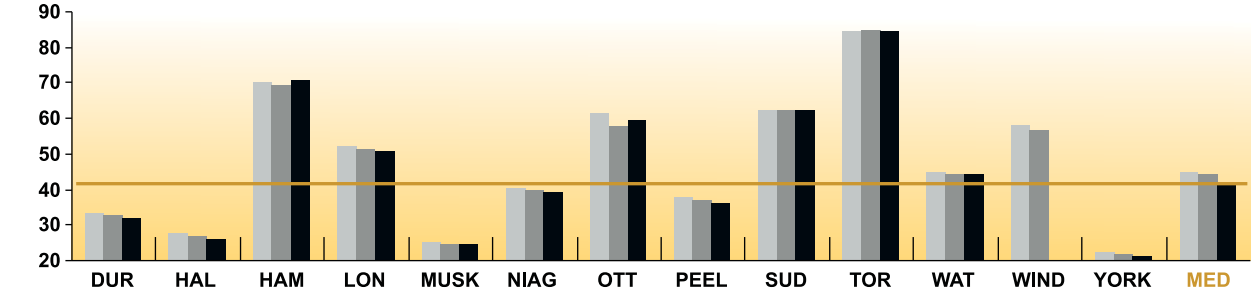
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- housing stock: age and supply (both private and municipal), and adequacy of capital reserves to maintain them
- demographic and economic conditions: may increase waiting list pressure, i.e. loss of local industry, rapid growth, percentage of Special Priority Policy (SPP) applicants
- waiting list management: frequency of the service manager to update the waiting list and cancel applicants no longer actively seeking RGI housing
- portfolio mix: older federal units are generally less costly than units built under subsequent provincial programs (fewer assisted units, lower land costs)
- geographic conditions: construction and land costs, higher snow removal costs in northern areas of the province, rental market availability, utility costs and usage profiles
- tenant mix: seniors communities are usually less costly to operate than families and singles

What are the results?

Fig. 20.1 How many housing units are available?

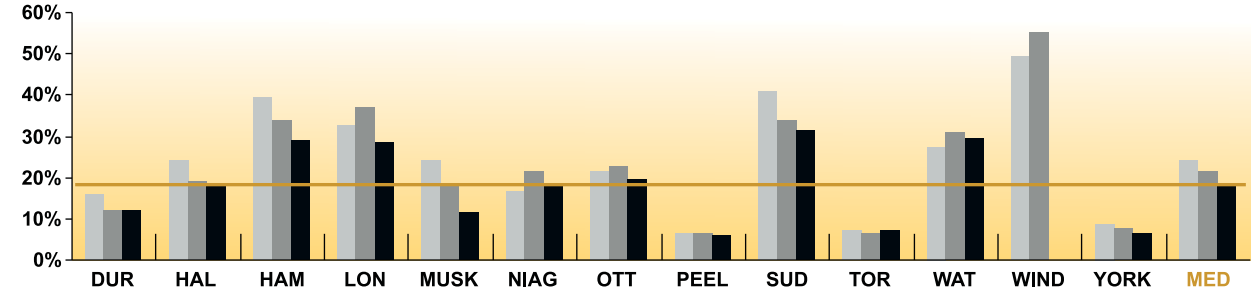


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	33	28	70	52	25	40	61	38	63	85	45	58	23	45
2007	33	27	69	51	25	40	58	37	62	85	44	57	22	44
2008	32	26	71	51	24	40	60	36	62	84	44		21	42

Source: SCHG210 – Number of Social Housing Units per 1,000 Households (Service Level)

Figure 20.1 shows the number social housing units which includes rent-geared-to-income (RGI) units, market rent units and rent supplement units.

Fig. 20.2 What percentage of the waiting list is housed annually?

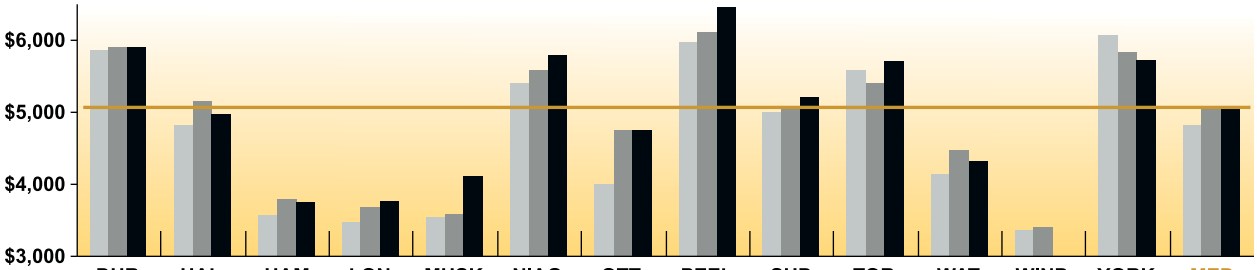


	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	16%	24%	39%	33%	24%	17%	22%	6%	41%	7%	28%	49%	9%	24%
2007	12%	19%	34%	37%	18%	22%	23%	6%	34%	7%	31%	55%	8%	22%
2008	12%	18%	29%	29%	12%	18%	20%	6%	31%	7%	30%		6%	18%

Source: SCHG110 – Percentage of Social Housing Waiting List Placed Annually (Community Impact)

Figure 20.2 shows the percentage of clients on the centralized waiting list placed in social housing units.

Fig. 20.3 How much does it cost in total to provide a social housing unit?



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK	MED
2006	5,872	4,812	3,573	3,470	3,551	5,411	3,992	5,984	4,991	5,596	4,139	3,354	6,069	4,812
2007	5,899	5,153	3,792	3,688	3,584	5,587	4,747	6,118	5,091	5,408	4,468	3,415	5,831	5,091
2008	5,919	4,976	3,751	3,780	4,118	5,802	4,741	6,456	5,195	5,705	4,321		5,727	5,085

Source: SCHG315 – Total Social Housing Cost per Housing Unit (Efficiency)

Figure 20.3 includes the annually adjusted subsidy provided by the municipality plus administration costs, as well as any one-time grants (i.e. emergency capital repairs).

21. SPORTS AND RECREATION SERVICES

What is the Service?

Sports and Recreation Services delivers quality programs and maintains facilities in order to enhance quality of life and promote a healthier and active citizen. It is a developer of citizen and community participation.

The three main types of programming are:

- registered programs: residents register/commit to participate in structured activities such as swimming lessons, dance or fitness classes or day camps; some municipalities also include house leagues (baseball, basketball, hockey, soccer, swimming, etc.)
- drop-in programs: residents are not required to register and are able to participate in structured or unstructured sports and recreation activities such as public swimming or skating, basketball, fitness or open access to gyms with the option of obtaining memberships to access these activities
- permitted programs: 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. a hockey league renting ice)

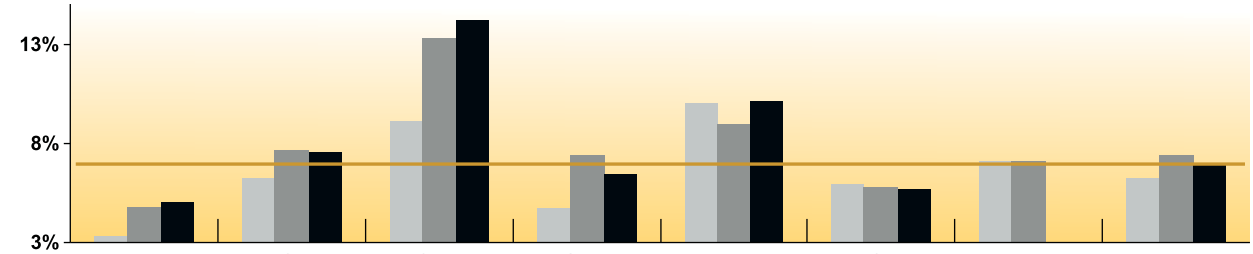
What should you consider when reviewing the results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- transportation: access and the number of program locations
- number of programs offered: according to the locations, time and day of the week programs are offered
- capacity of programs offered: limits imposed by facilities and/or staff
- user fees: influence the decisions of residents to register, and the frequency of registration
- frequency and duration: length of classes, number of classes, number of sessions, etc.
- formal vs. informal programming: the mix of participant visits will be influenced by the extent to which municipal staff offer directly-provided registered programs relative to drop-in and permitted opportunities

What are the results?

Fig. 21.1 What percentage of the municipal population participates in registered programs?

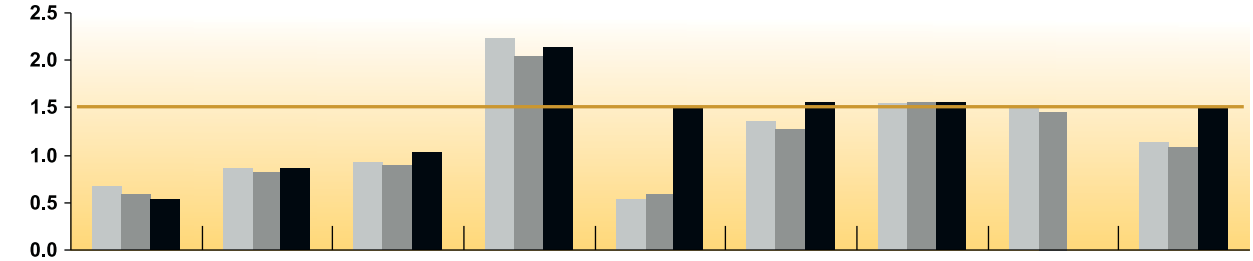


	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	3.4%	6.2%	9.2%	4.7%	10.0%	5.9%	7.1%	6.2%
2007	4.8%	7.6%	13.3%	7.4%	9.0%	5.8%	7.1%	7.4%
2008	5.0%	7.6%	14.2%	6.4%	10.1%	5.7%		7.0%

Source: SREC140 – Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population (Community Impact)
Note: Brant's data is unavailable for 2006, 2007 and 2008.

Figure 21.1 identifies what proportion of the population (unique users) is taking part in directly-provided registered recreation programs. Individuals who registered for more than one program are counted only once; therefore, this graph represents "unique users". The number of unique users highlighted here does not include those who use drop-in, permit based or programming provided by alternate sport and recreation service providers.

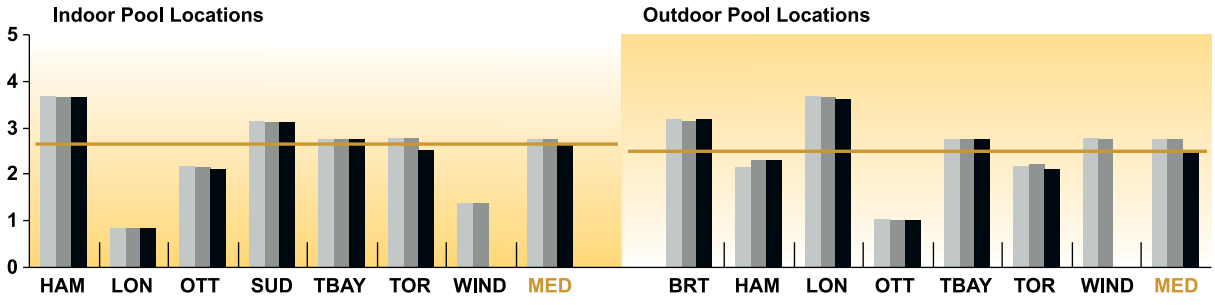
Fig. 21.2 How often are registered programs being used?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	0.7	0.9	0.9	2.2	0.5	1.4	1.5	1.5	1.1
2007	0.6	0.8	0.9	2.0	0.6	1.3	1.6	1.4	1.1
2008	0.5	0.9	1.0	2.1	1.5	1.6	1.6		1.5

Source: SREC110 – Number of Participant Visits per Capita – Directly Provided Registered Programs (Community Impact)

Fig. 21.3 How many indoor/outdoor pool locations with municipal influence are there?

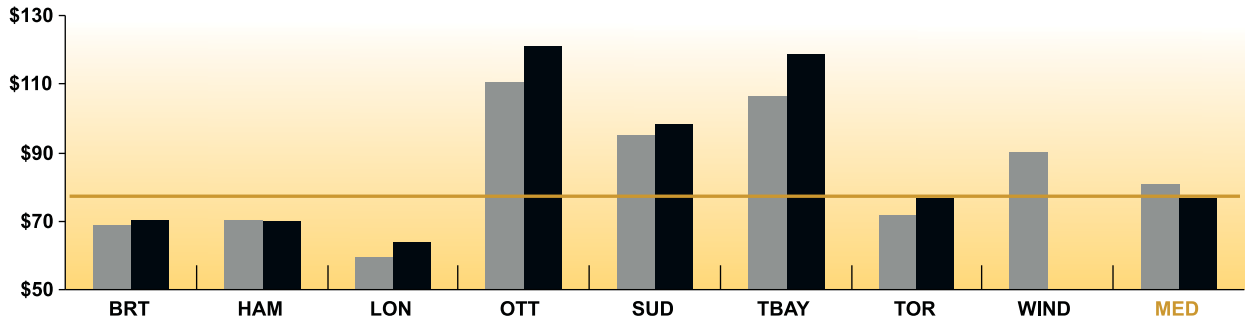


	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	BRT	HAM	LON	OTT	TBAY	TOR	WIND	MED
2006	3.7	0.9	2.2	3.2	2.8	2.8	1.4	2.8	3.2	2.1	3.7	1.0	2.8	2.2	2.8	2.8
2007	3.7	0.8	2.1	3.1	2.8	2.8	1.4	2.8	3.2	2.3	3.7	1.0	2.8	2.2	2.8	2.8
2008	3.7	0.8	2.1	3.1	2.8	2.5		2.6	3.2	2.3	3.6	1.0	2.8	2.1		2.5

Source: SREC232, 233 – Number of Operational Indoor/Outdoor Pool Locations per 100,000 Population (Service Level)
Note: The municipal government does not operate any indoor pools in Brant or any outdoor pools in Sudbury.

Figure 21.3 shows the number of operational, indoor and outdoor pool locations per 100,000 population where the municipality has some control or influence over the programming offered.

Fig. 21.4 How much does it cost to provide recreational facilities and programs?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	69	70	59	111	95	106	72	90	81
2008	70	70	64	121	98	119	77		77

Source: SREC909M – Operating Cost of Recreation Programs & Facilities per Person (MPMP) (Efficiency)
Note: Only two years of data is available for this measure.

Figure 21.4 shows the average cost per person to operate recreational programs and facilities operated by the municipality.

22. TAXATION SERVICES

What is the Service?

Taxation services is the efficient and effective collection of all taxes owing to the municipality. Municipalities are mandated by provincial legislation to levy and collect property taxes for municipal and education purposes. It is this municipal portion of the property tax bill that provides municipalities with the major source of revenue they require to operate on a day-to-day basis.

Property tax revenue is based on the total assessed value of all properties within the municipality. The Municipal Property Assessment Corporation (MPAC) is responsible for determining the current value assessment and tax class for all properties in Ontario. Municipal tax rates are set by municipal Council each year based on their budgetary requirements while the Province sets the education tax rates.

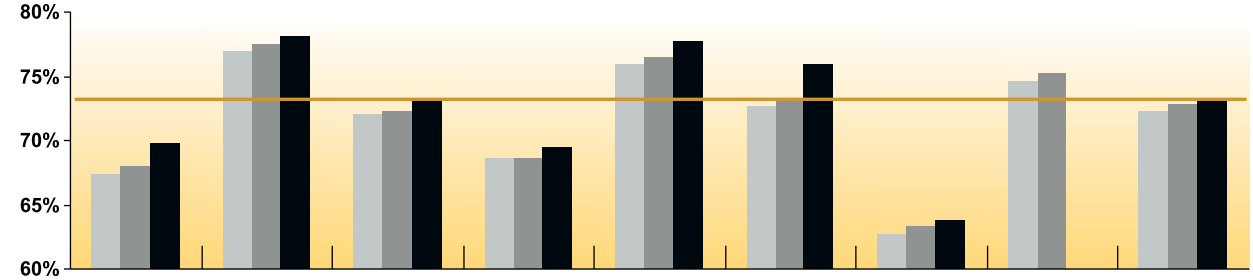
What should you consider when reviewing the results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- degree and types of collection procedures used by municipalities: acknowledging the expectations of Council in collection efforts, and any mandated policies or procedures
- economic condition: i.e. municipal unemployment rate, cost of living, rate of growth in property assessments, etc.
- variety and level of programs offered to the tax payer: i.e. the number and complexity of tax rebates, deferral and/or tax cancellation programs, 'Business Improvement Area' initiatives, etc.
- degree to which tax billing systems are automated: some municipalities develop and maintain their own 'in-house' systems to calculate and issue billings, some municipalities use provincially-developed systems or external consultants to calculate taxes and still others employ a mixture of these approaches
- range and number and/or flexibility of payment instalment dates: types of payment options such as pre-authorized payment plans (PAP) (where payments are withdrawn electronically), or internet-based payment options and the extent and effectiveness of advertising for these programs
- number of payment-in-lieu of tax accounts administered by the municipality: these accounts may require specialized or manual bill calculations, or negotiated payments, resulting in higher costs to service a small number of accounts

What are the results?

Fig. 22.1 What percentage of your property tax bill goes to the municipality?

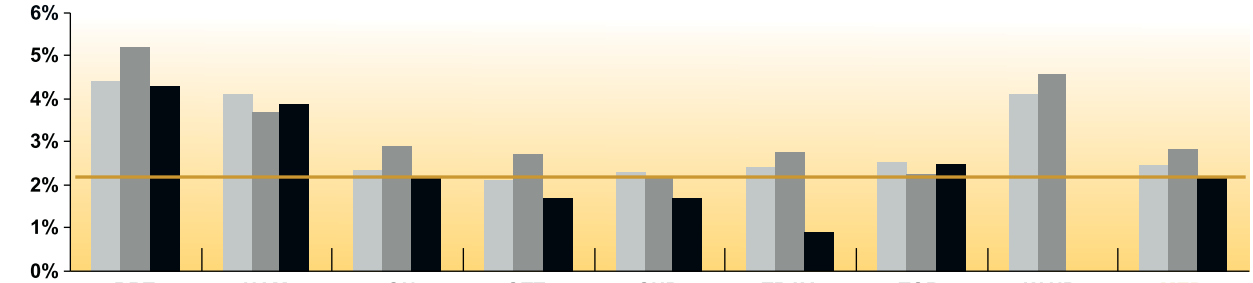


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	67%	77%	72%	69%	76%	73%	63%	75%	72%
2007	68%	78%	72%	69%	77%	73%	63%	75%	73%
2008	70%	78%	73%	70%	78%	76%	64%		73%

Source: TXRS111 – Municipal Taxes as a Percentage of the Tax Levy (All Classes) (Community Impact)

Figure 22.1 shows the percentage of the total tax levy that are municipal taxes.

Fig. 22.2 What percentage of tax dollars is outstanding?

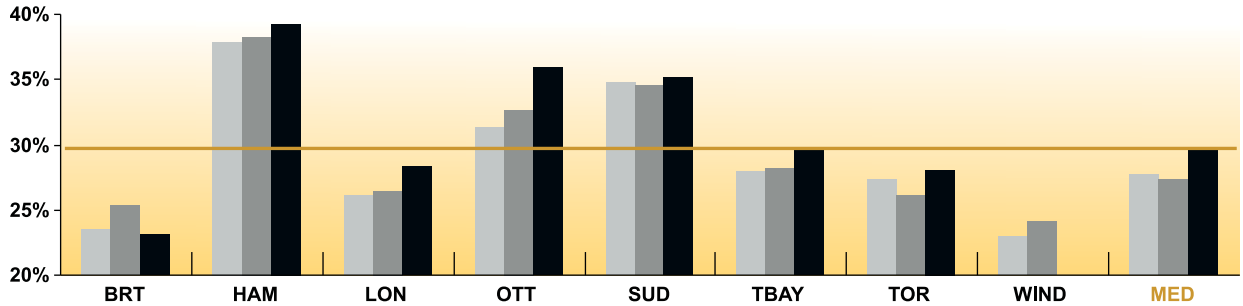


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	4.4%	4.1%	2.3%	2.1%	2.3%	2.4%	2.5%	4.1%	2.5%
2007	5.2%	3.7%	2.9%	2.7%	2.2%	2.8%	2.3%	4.6%	2.8%
2008	4.3%	3.9%	2.2%	1.7%	1.7%	0.9%	2.5%		2.2%

Source: TXRS135 – Current Year's Tax Arrears as a Percentage of Current Year Levy (Community Impact)

Figure 22.2 indicates the percentage of property taxes billed for the year that remained outstanding at the end of the year. A municipality showing a small percentage indicates that the majority of taxes billed have been collected. It should also be noted that some municipalities transfer other outstanding receivables to the tax account for collection, for example unpaid water billings.

Fig. 22.3 What percentage of accounts use pre-authorized payment plans?

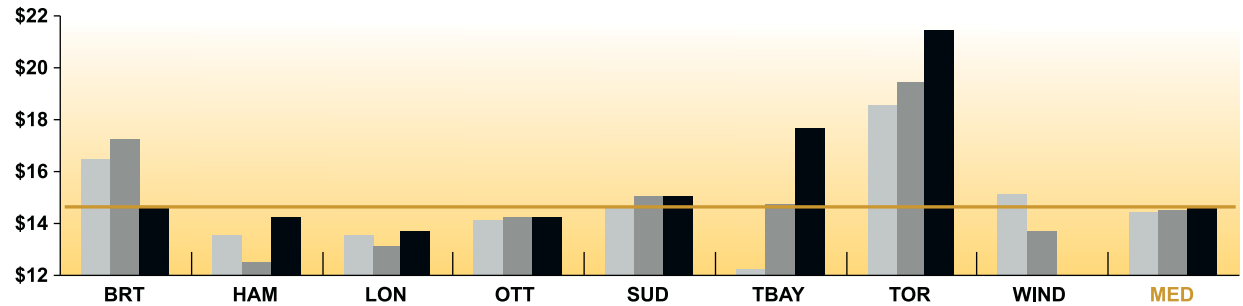


	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	24%	38%	26%	31%	35%	28%	27%	23%	28%
2007	25%	38%	26%	33%	35%	28%	26%	24%	27%
2008	23%	39%	28%	36%	35%	30%	28%		30%

Source: TXRS405 – Percentage of Accounts (All Classes) enrolled in a Pre-Authorized Payment Plan (Customer Satisfaction)

Figure 22.3 indicates the percentage of accounts enrolled in pre-authorized payment programs offered by the municipality. Programs offered by each municipality may vary depending upon the current billing practices within each municipality including the number of instalment payments.

Fig. 22.4 How much does it cost to maintain a tax account?



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	16.53	13.55	13.57	14.15	14.69	12.28	18.54	15.14	14.42
2007	17.27	12.52	13.11	14.23	15.07	14.75	19.46	13.69	14.49
2008	14.66	14.24	13.68	14.24	15.07	17.71	21.41		14.66

Source: TXRS310 – Cost to Maintain Taxation Accounts per Account Serviced (Efficiency)

Figure 22.4 reflects the annual cost of maintaining a tax account. Taxable accounts include but are not limited to residential, multi-residential, commercial, industrial and farmland. Other accounts are classified as payments-in-lieu and generally represent properties owned by the various levels of government. Costs related to the preparation and mailing of all billings, including interim, final and supplementary bills, payment processing and collection are included in this calculation.

23. TRANSIT SERVICES

What is the Service?

Transit Services provide citizens with a safe, reliable, efficient and affordable means of traveling to work, school, home or play. Greater use of public transit systems in a community eases traffic congestion and improves air quality.

An effective and efficient transit system places emphasis on the following objectives:

- quality of life: provides mobility options for all residents to ensure access to work, education, health care, shopping, social and recreational opportunities
- sustainability: needs to be affordable for everyone in the community, be fiscally responsible to taxpayers and support the goal of improving the environment
- economic development: services and costs need to reflect and encourage residential and commercial growth

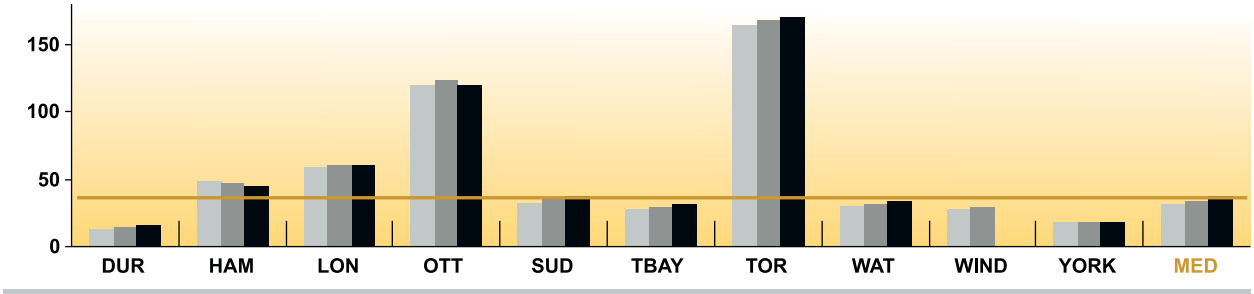
What should you consider when reviewing these results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- size and urban form within the service area: service and cost are affected by type of development, topography, and density
- demographics and socio-economic factors: auto ownership rates, population age, immigrant levels and household incomes will also impact transit market share
- nature of transit service design and delivery: number of routes, proximity and frequency of service, service coverage, and hours of operation can vary significantly among systems; automated fare systems, Geographic Positioning Systems, traffic signal priority and dedicated bus lanes could be used to facilitate 'express' service
- transit system type: composition of fleet (bus, subway or LRT), diesel verses natural gas, high floor verses low floor accessible and age of fleet
- demand for services: rising fuel prices, a growing urban population, and increased awareness of environmental issues can increase demand; additionally, the catchment area for transit riders may extend beyond municipal boundaries
- economic conditions: ridership growth, fare increases, fluctuations in commodity and energy prices, foreign exchange rates, magnitude of external contracting and contractual obligations with labour bargaining units, and increased cost of new regulatory requirements such as compliance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)

What are the results?

Fig. 23.1 How often do people take public transit?



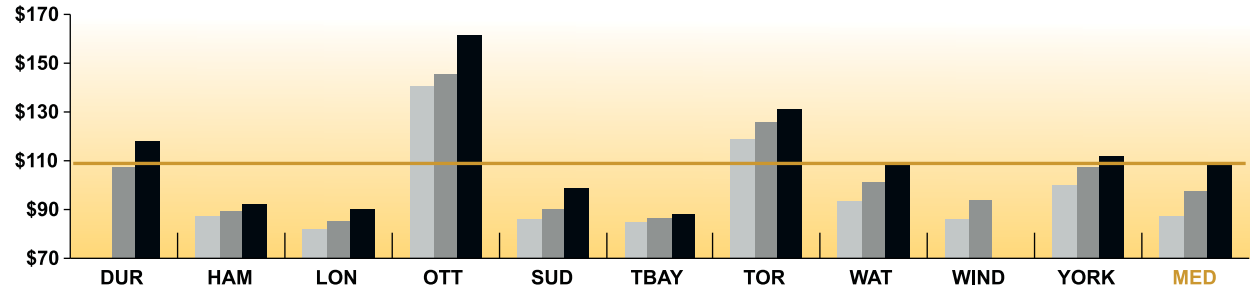
	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	14	48	59	119	33	27	164	31	28	18	32
2007	14	48	60	123	36	29	168	31	29	19	33
2008	15	45	61	120	37	31	170	33		19	37

Source: TRNT105M – Number of Conventional Transit Trips per Capita in Service Area (MPMP) (Community Impact)

Figure 23.1 illustrates the extent of transit service utilization on a per capita basis. This measure includes conventional transit which includes all modes with the exception of specialized, door-to-door services for persons with disabilities.

Most municipalities experienced a rise in the number of transit trips taken per person in 2008 as compared to 2007. Toronto has the highest transit use per person due to their extensive transit system (including the subway) and the close proximity of residents to at least one mode of transit service. This combined with Toronto's level of non-resident travel contributes to a significantly higher result in relation to the other municipalities.

Fig. 23.2 How much does it cost to operate a transit vehicle for each hour the vehicle is in service?



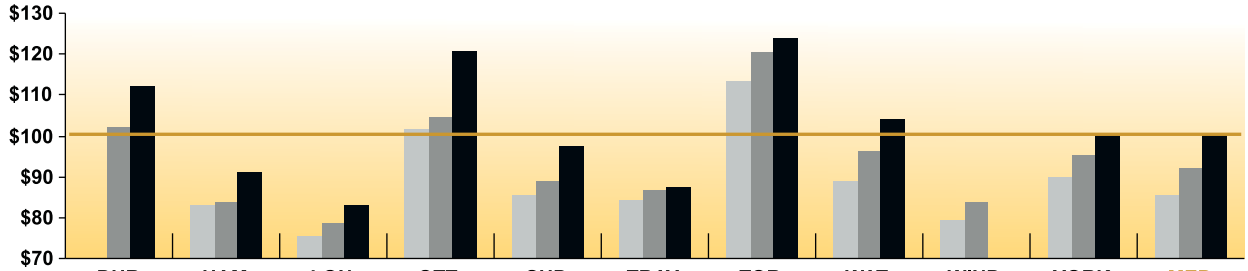
	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006		87	82	141	86	85	119	94	86	100	87
2007	107	89	85	146	90	87	126	101	94	107	98
2008	118	92	90	162	99	88	132	109		112	109

Source: TRNT305 – Transit Cost per In-service Vehicle Hour (Efficiency)

Figure 23.2 demonstrates the cost to operate a transit vehicle for each hour that the vehicle is in service. Municipal results for this measure are influenced by service design and delivery such as the diversity and number of routes, the frequency and hours of service, and the type of transit vehicle used.

Nearly all municipalities showed cost increases from 2007 to 2008 with Durham ranked highest (10%) and Thunder Bay the lowest (1.4%). Cost increases from 2007 to 2008 can be attributed to a substantial escalation in the price of energy as well as wage increases resulting from collective bargaining agreements.

Fig. 23.3 How much does it cost to operate a transit vehicle for all hours of its operation?

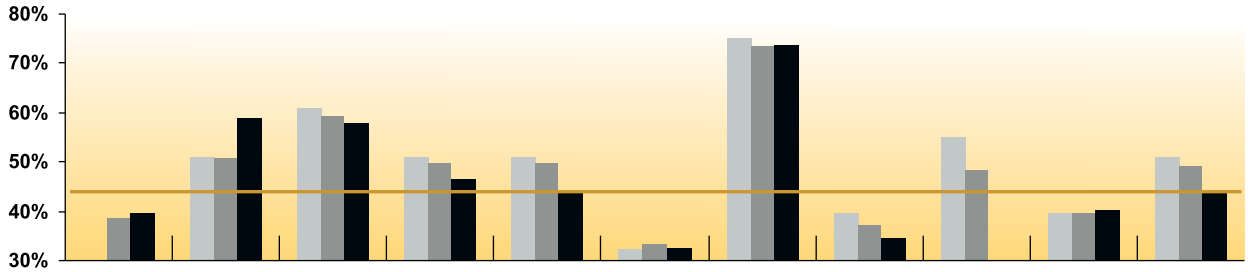


	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006		83	76	102	86	84	113	89	80	90	86
2007	102	84	79	105	89	87	120	96	84	95	92
2008	112	91	83	121	98	88	124	104		101	101

Source: TRNT310 – Transit Cost per Total Vehicle Hour (Efficiency)
Note: In 2006, transit was transferred to Durham so not all results were available in that first year of operation.

Figure 23.3 indicates service efficiency, as measured by the total transit cost per vehicle hour. This includes costs associated with traveling without passengers, trips to and from the garage, training, etc. For most municipalities, the year-to-year change is consistent with the results under Transit Cost per Vehicle In-Service Hour.

Fig. 23.4 What percentage of the total cost is recovered through revenues?

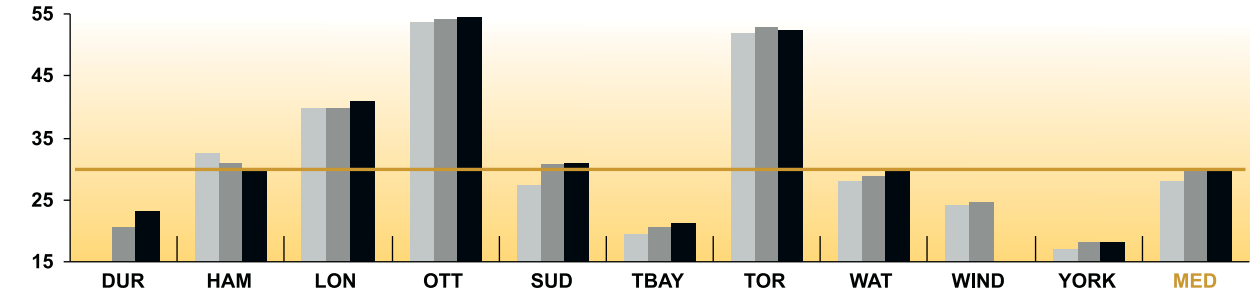


	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006		51%	61%	51%	51%	32%	75%	39%	55%	40%	51%
2007	38%	51%	59%	50%	50%	33%	73%	37%	49%	40%	49%
2008	39%	59%	58%	47%	44%	33%	74%	35%		40%	44%

Source: TRNT315 – Transit Revenue to Transit Cost Ratio (R/C Ratio) (Efficiency)
Note: In 2006, transit was transferred to Durham so not all results were available in that first year of operation.

Figure 23.4 illustrates the percentage of transit operating costs that are recovered by revenues earned from passenger fares as well as other operating revenues (local charters, school contracts, advertising, etc.). The cost recovery ratio can be influenced by size and density of the population, as well as cost increases. Some municipalities have fare structures that offer rewards to frequent customers. These can increase ridership but may lower the overall revenue earned per passenger trip.

Fig. 23.5 How well utilized are transit vehicles?

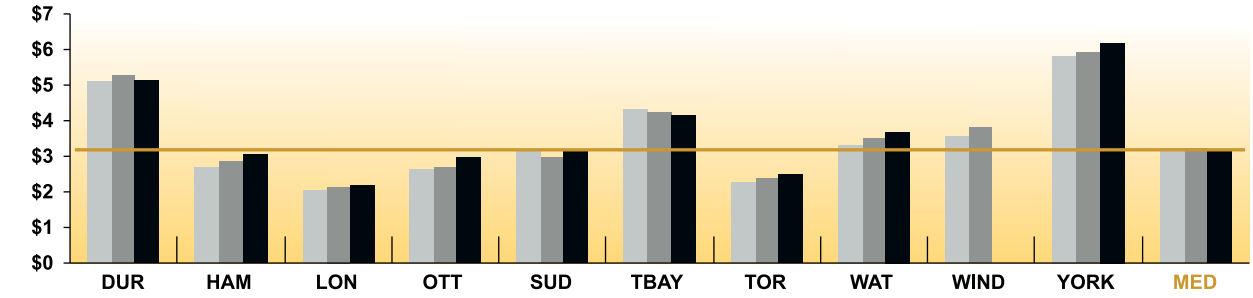


	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006		33	40	54	27	20	52	28	24	17	28
2007	20	31	40	54	31	20	53	29	25	18	30
2008	23	30	41	55	31	21	52	30		18	30

Source: TRNT340 – Passenger Trips per In-service Vehicle Hour (Efficiency)
Note: In 2006, transit was transferred to Durham so not all results were available in that first year of operation.

Figure 23.5 reflects the degree to which the service is used compared to the service provided. This measure provides an indication of how productive a transit system is in providing service. The higher the ratio of passenger trips to in-service vehicle hour, the greater the usage level of the transit services. This measure can be affected by economic conditions as well as socio-economic and demographic factors.

Fig. 23.6 How much does it cost to provide a passenger trip?



	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	5.11	2.68	2.06	2.63	3.15	4.34	2.28	3.32	3.56	5.81	3.24
2007	5.26	2.88	2.14	2.69	2.94	4.25	2.38	3.50	3.82	5.91	3.22
2008	5.13	3.06	2.20	2.96	3.18	4.14	2.51	3.68		6.20	3.18

Source: TRNT901M – Operating Costs for Conventional Transit per Regular Service Passenger Trip (MPMP) (Efficiency)

Figure 23.6 shows the overall efficiency of the transit service on a cost per trip basis. This performance measure examines efficiency from a utilization perspective, and takes into consideration only the actual use of the available transit supply. Results are influenced by factors unique to each municipality, including level of transit investment by the municipality, size and density of the service area, and other factors such as cost escalation and service levels. As transit services become more frequently utilized, the cost per passenger trip should decline.

24. WASTE MANAGEMENT SERVICES

What is the Service?

Waste Management Services include a wide range of collection, disposal, diversion and processing activities for the majority of residential households, and a portion of these services may be provided to businesses. The goal of Waste Management Services is to reduce and/or divert the amount of waste ending up in landfill sites, and to lessen the detrimental impact on the environment.

Objectives of Waste Management Services include:

- minimize the impact on the environment and maximize landfill capacity by providing a variety of waste diversion programs to the residential, and industrial, commercial and institutional sectors (ICI)
- provide efficient and economical waste collection, waste diversion and disposal services that meet the needs of the community and regulatory bodies
- increase awareness of waste management issues and promote waste reduction through education

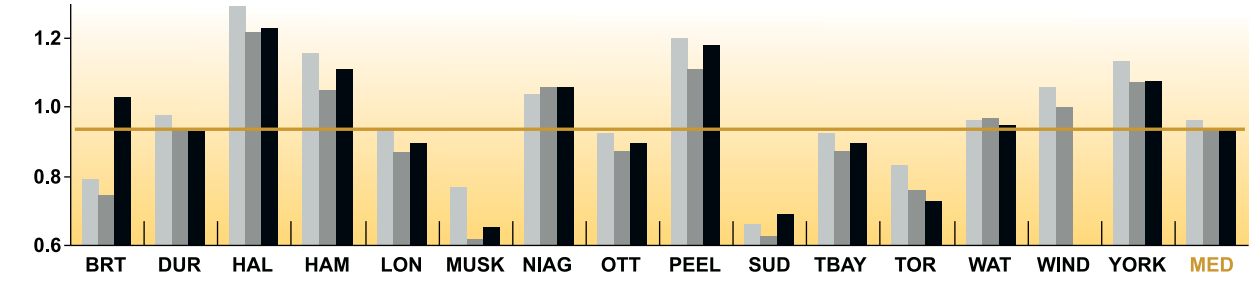
What should you consider when reviewing the results?

Each municipality's results are influenced to varying degrees by a number of factors, including:

- governance: single tier versus upper tier system
- program design: based on urban/rural mix of single-family homes, multi-unit residential buildings, commercial, industrial, seasonal homes and tourists, age of infrastructure, proximity to collection sites, processing sites and sellable markets
- service levels: frequency of collection, bag limits, single stream waste collection vs. co-collection programs, hours of operations and the number and types of materials collected
- education: how municipalities promote, manage and enforce their garbage collection, disposal, recycling and diversion programs and services

What are the results?

Fig. 24.1 How many tonnes of residential waste is collected per household?

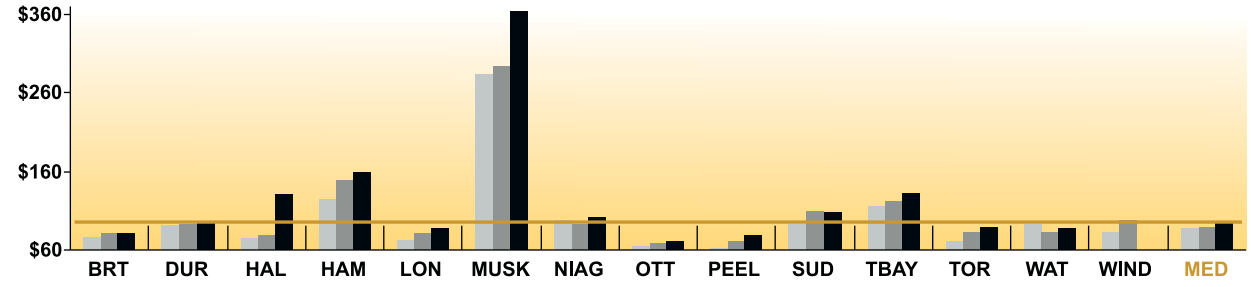


	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	0.79	0.98	1.29	1.16	0.94	0.77	1.04	0.93	1.20	0.66	0.93	0.83	0.96	1.06	1.14	0.96
2007	0.75	0.93	1.22	1.05	0.87	0.62	1.06	0.88	1.11	0.63	0.87	0.76	0.97	1.00	1.08	0.93
2008	1.03	0.93	1.23	1.11	0.90	0.65	1.06	0.90	1.18	0.69	0.90	0.73	0.95		1.08	0.94

Source: SWST205 – Tonnes of all Material Collected per Household – Residential (Service Level)

Figure 24.1 illustrates the number of tonnes of waste collected from residential households, which includes organics, blue box, leaf and yard, municipal hazardous or special waste and other recyclable materials such as wood, metal and tires.

Fig. 24.2 How much does it cost to collect a tonne of residential garbage?

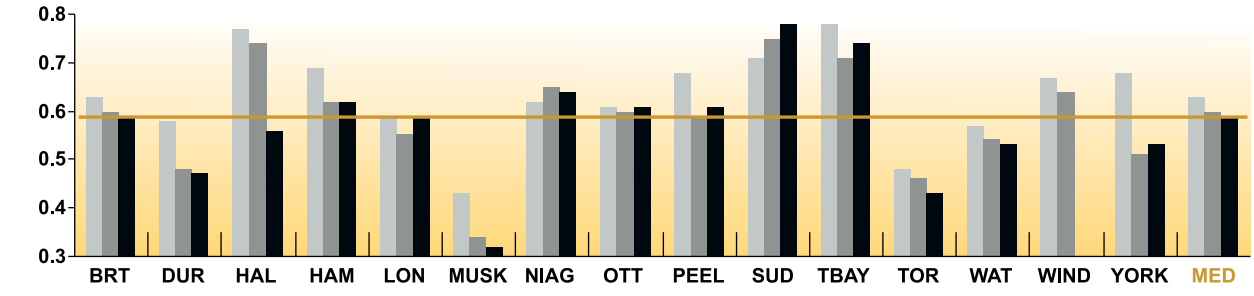


	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	MED
2006	76	92	74	123	72	284	98	65	62	93	115	71	93	82	87
2007	81	92	79	150	80	294	93	68	71	111	122	83	82	98	88
2008	81	96	131	160	87	365	101	70	79	107	132	89	88		96

Source: SWST311M – Operating Costs for Garbage Collection per Tonne – Residential (MPMP) (Efficiency)
Note: The Regional Municipality of York operates a two-tier system and is not responsible for the collection of garbage.

Figure 24.2 indicates how much it costs to collect a tonne of residential garbage. Increased costs can be attributed to aging infrastructure, fuel prices, service contracts, increasing the diversion tonnage and the addition of new services, such as the introduction of a green cart program (Halton).

Fig. 24.3 How many tonnes of residential garbage is disposed in landfills?

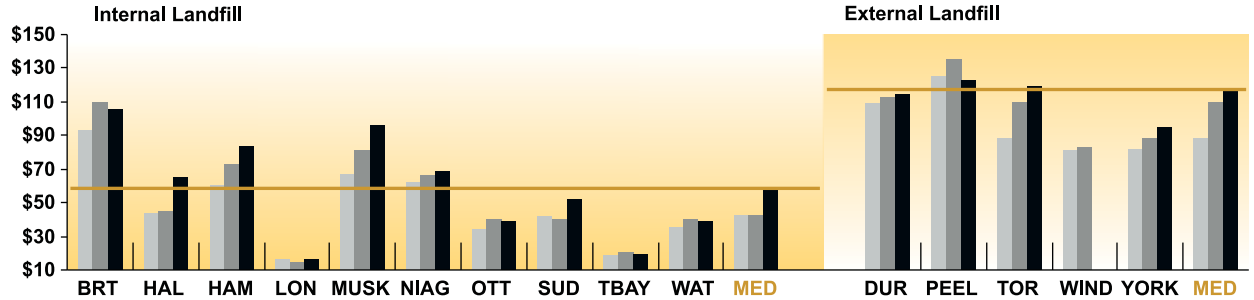


	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	0.63	0.58	0.77	0.69	0.59	0.43	0.62	0.61	0.68	0.71	0.78	0.48	0.57	0.67	0.68	0.63
2007	0.60	0.48	0.74	0.62	0.55	0.34	0.65	0.60	0.59	0.75	0.71	0.46	0.54	0.64	0.51	0.60
2008	0.59	0.47	0.56	0.62	0.59	0.32	0.64	0.61	0.61	0.78	0.74	0.43	0.53		0.53	0.59

Source: SWST220 – Tonnes of Solid Waste Disposed per Household – Residential (Service Level)

Figure 24.3 indicates the total tonnes collected and going to landfill. Given the life expectancy of several landfills across the province, and the fact that even though there are many diversion programs and services in place, there is still a high volume of waste going to landfills.

Fig. 24.4 How much does it cost to dispose a tonne of garbage?

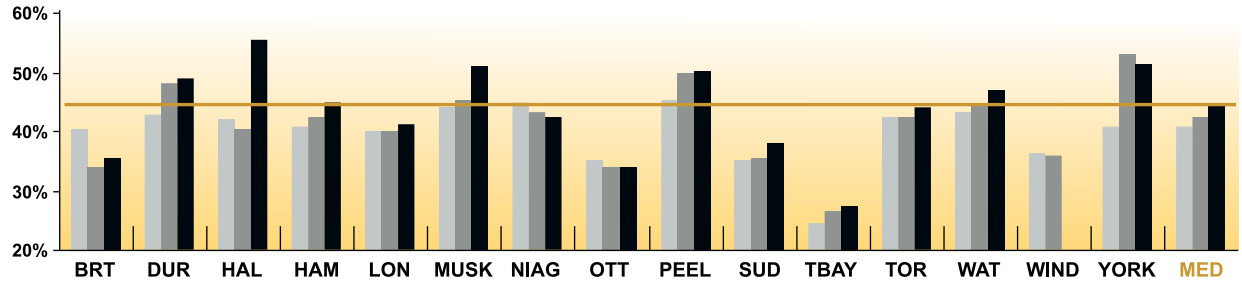


	BRT	HAL	HAM	LON	MUSK	NIAG	OTT	SUD	TBAY	WAT	MED	DUR	PEEL	TOR	WIND	YORK	MED
2006	93	43	61	17	67	62	34	42	19	35	43	109	125	89	81	82	89
2007	110	45	72	15	80	66	40	40	20	40	43	113	135	110	83	88	110
2008	106	65	84	16	98	69	39	52	20	39	58	115	123	119		95	117

Source: SWST325M – Operating Costs for Solid Waste Disposal per Tonne – All Streams (MPMP) (Efficiency)

Figure 24.4 illustrates how much it costs to dispose of a tonne of residential garbage. This trend can be attributed to declining landfill capacities, thereby resulting in increased landfill rates, additional costs of transporting waste outside a community, aging infrastructure, capital costs, costs associated with the incineration of garbage, service agreements, increase in leachate treatment, and fluctuating fuel costs.

Fig. 24.5 What percentage of residential waste is diverted away from landfill sites?



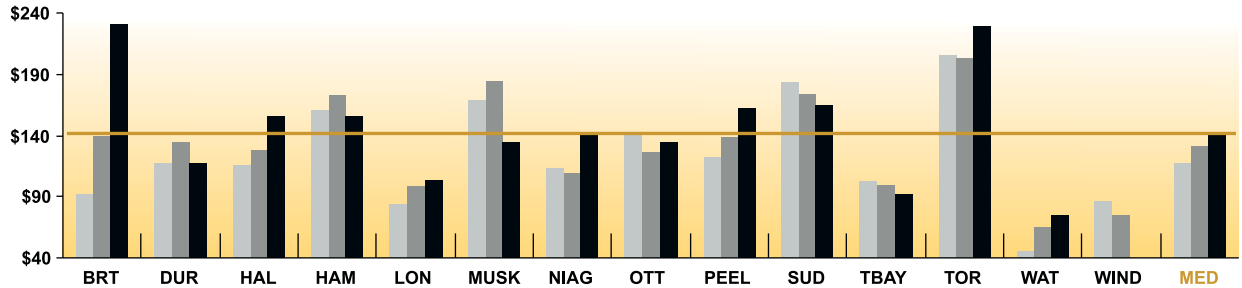
	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	40%	43%	42%	41%	40%	44%	45%	35%	45%	35%	25%	42%	43%	36%	41%	41%
2007	34%	48%	40%	42%	40%	46%	43%	34%	50%	36%	27%	43%	45%	36%	53%	42%
2008	36%	49%	56%	45%	41%	51%	43%	34%	50%	38%	28%	44%	47%		52%	45%

Source: SWST105M – Percentage of Solid Waste Diverted – Residential (MPMP) (Community Impact)

Figure 24.5 demonstrates the amount of residential waste diverted away from landfills and incineration through programs such as organics, blue box, leaf and yard, municipal hazardous or special waste and other recyclable materials (wood, metal and tires).

Year over year results show the majority of municipalities continue to increase the percentage of waste diverted, with Halton showing the largest diversion rate as a result of the launch of an organics program. Municipalities who do not have an organics program tend to be under the 40% diversion rate (with the exception of Muskoka).

Fig. 24.6 How much does it cost to divert a tonne of garbage?



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	MED
2006	92	117	115	161	84	169	113	143	122	183	102	206	45	87	116
2007	140	134	128	172	98	184	109	126	138	173	100	202	65	74	131
2008	231	117	155	155	103	135	142	134	162	165	92	230	74		142

Source: SWST330M – Operating Costs for Solid Waste Diversion per Tonne – Residential (MPMP) (Efficiency)
Note: The Regional Municipality of York operates a two-tier system and is not responsible for the collection of garbage.

Figure 24.6 depicts the cost to divert a tonne of garbage. While costs of diverting waste have increased, diversion is more cost-effective than the combined cost of collecting and disposing of waste, making diversion activities beneficial from both an environmental and financial perspective.

25. WASTEWATER SERVICES

What is the Service?

The goal of Wastewater Services is the safe and effective collection, treatment and disposal of wastewater. Treatment standards established by provincial and federal agencies ensure that the impact of wastewater treatment on the natural environment is minimized.

Specific objectives of Wastewater Services include the efficient and effective:

- collection of wastewater from customers via the municipal sewage systems
- operation of wastewater treatment facilities
- disposal of wastewater in accordance with federal and provincial regulations
- adequate capacity is maintained for existing communities and future development

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

What should you consider when reviewing these results?

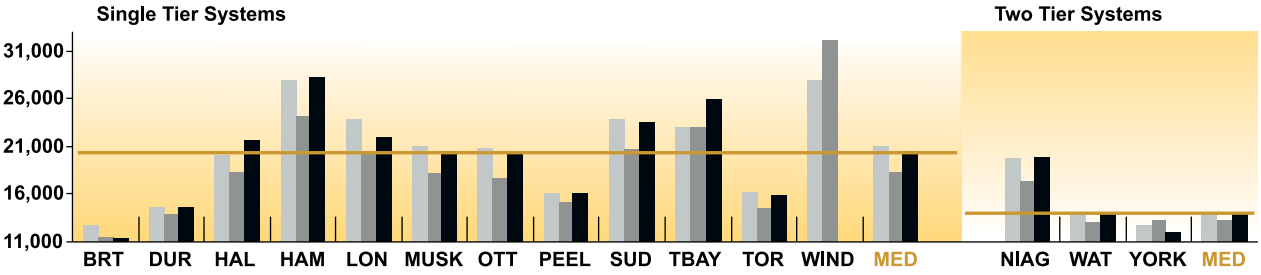
Each municipality's results are influenced to varying degrees by a number of factors, including:

- size of the ICI sectors: the respective volume of wastewater generated relative to the total system demand
- urban density: proximity of pipes to other utilities increases the cost for infrastructure repair and replacement
- age of infrastructure: age and condition of the wastewater collection and frequency of maintenance costs
- treatment plants/processes: number, size and complexity of the wastewater collection systems and treatment plants operated
- maintenance policies: frequency of wastewater collection system maintenance activities, collection system age, condition and type of pipe material
- weather conditions: negative impacts associated with more severe and frequent extreme weather events

What are the results?

Note: The term "integrated systems" is used below to describe those systems of cities or regional municipalities that have full responsibility for all wastewater activities including collection, conveyance, treatment and disposal. The Regional Municipalities of Niagara, Waterloo and York do not operate integrated systems. They are responsible for all activities with the exception of collection which is the responsibility of local municipalities within their boundaries.

Fig. 25.1 How much wastewater is treated in each municipality?



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED	NIAG	WAT	YORK	MED
2006	12,728	14,697	19,952	27,877	23,846	21,011	20,798	16,017	23,758	22,973	16,202	27,952	20,905	19,641	13,802	12,775	13,802
2007	11,548	13,842	18,353	24,112	20,253	18,135	17,707	15,158	20,613	22,957	14,501	32,093	18,244	17,373	13,019	13,137	13,137
2008	11,364	14,567	21,681	28,266	22,000	20,479	20,144	16,072	23,516	25,951	15,882		20,479	19,877	13,973	12,008	13,973

Source: WWTR210 – Megalitres of Treated Wastewater per 100,000 Population (Service Level)

Figure 25.1 shows the volume of treated wastewater in megalitres from both residential and ICI sectors per 100,000 persons.

Fig. 25.2 What is the age of the infrastructure and population density in the serviced community?

Municipality	Age	Density
Brant	20	37.20
Durham	19	241.40
Halton	24	480.20
Hamilton	47	460.30
London	40	848.30
Muskoka	40	15.60
Niagara	29	233.20

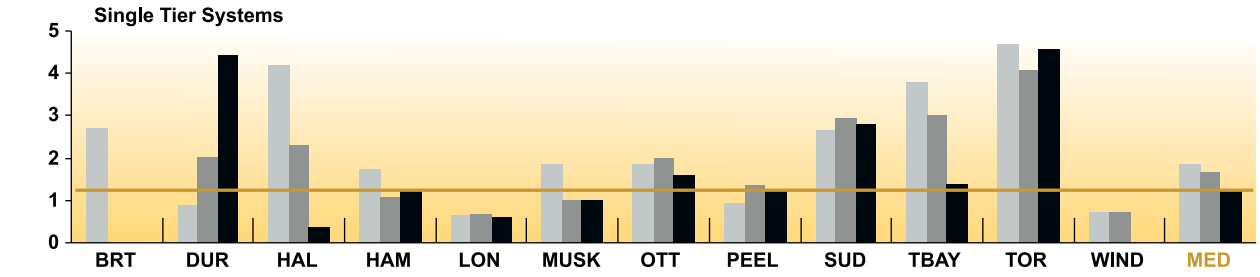
2008 RESULTS

Municipality	Age	Density
Ottawa	29	321.20
Peel	24	1,007.02
Sudbury (Greater)	40	44.30
Thunder Bay	52	332.30
Toronto	58	4,319.10
Waterloo		386.20
York	20	569.50

Source: WWTR105 – Average age of Wastewater Pipe (Community Impact), WWTR008 – Population Density
Note: Waterloo's data for age of water pipe is unavailable for 2008.

Given the next two measures, Cost of Wastewater Collection/Conveyance per Km of Pipe and Number of Wastewater Main Backups per 100 Km of Wastewater Main, are heavily impacted by the age of wastewater collection pipes and the density of development in the community serviced, the summary table of this data has been provided for cross-reference.

Fig. 25.3 How many wastewater mains back up?



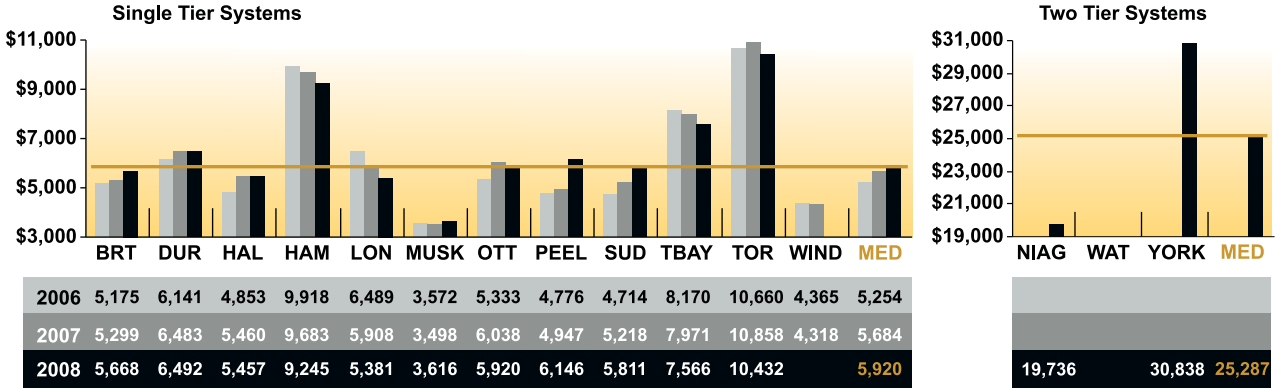
	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2006	2.70	0.90	4.19	1.75	0.65	1.85	1.86	0.91	2.67	3.80	4.68	0.72	1.86
2007	0.00	2.03	2.31	1.08	0.68	1.00	1.99	1.36	2.93	3.00	4.08	0.71	1.68
2008	0.01	4.43	0.35	1.21	0.60	1.00	1.60	1.23	2.80	1.40	4.57		1.23

Source: WWTR405M – Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main (MPMP) (Customer Satisfaction)

Figure 25.3 shows the number of times a municipal wastewater main (sewer) backed up per 100 kilometers of wastewater pipe. Information is not shown for the Regional Municipalities of Niagara, Waterloo and York as these municipalities are not responsible for local wastewater collection.

The annual number of wastewater backups is directly related to the design of the wastewater collection system i.e. the extent to which storm sewers are connected to or combined with sanitary sewers (resulting in increased flow). Design criteria, age and condition of the wastewater collection infrastructure combined with localized major precipitation events can result in flows that exceed system capacity, resulting in wastewater backups.

Fig. 25.4 How much does wastewater collection and conveyance cost per km of pipe?



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2006	5,175	6,141	4,853	9,918	6,489	3,572	5,333	4,776	4,714	8,170	10,660	4,365	5,254
2007	5,299	6,483	5,460	9,683	5,908	3,498	6,038	4,947	5,218	7,971	10,858	4,318	5,684
2008	5,668	6,492	5,457	9,245	5,381	3,616	5,920	6,146	5,811	7,566	10,432		5,920

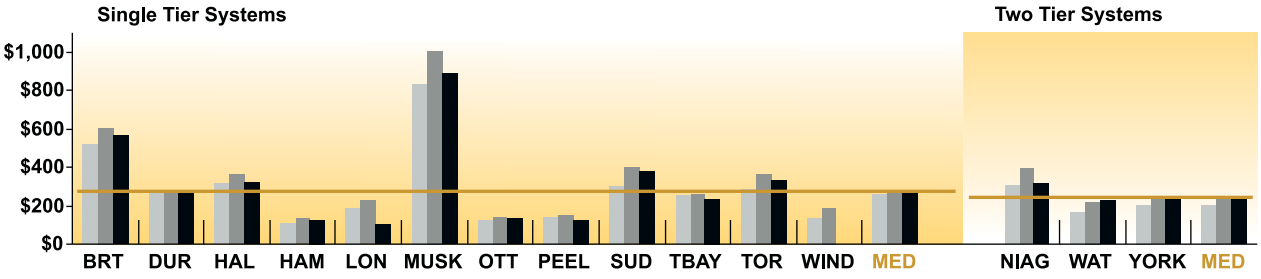
	NIAG	WAT	YORK	MED
	19,736		30,838	25,287

Source: WWTR305M – Operating Cost of Wastewater Collection/Conveyance per Km of Pipe (MPMP) (Efficiency)

Note: The definition for this measure was revised in 2008 to include conveyance with allowed Niagara, Waterloo and York to report on this measure for 2008. Waterloo's data was unavailable for 2008.

Figure 25.4 shows the average overall cost of wastewater collection and conveyance per kilometer of pipe. Information is shown separately for Integrated Systems and for the Regions responsible for wastewater conveyance and treatment only.

Fig. 25.5 How much does wastewater treatment and disposal cost per megalitre?



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2006	522	266	312	110	189	829	122	145	295	253	285	134	259
2007	604	279	361	132	228	1,005	144	152	399	262	365	192	271
2008	564	278	319	129	105	889	130	128	378	239	331		278

	NIAG	WAT	YORK	MED
	305	167	204	204
	390	219	242	242
	311	224	242	242

Source: WWTR310M – Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (MPMP) (Efficiency)

Figure 25.5 shows the cost of treating wastewater and disposing of bio-solids per megalitre of wastewater. Bio-solids are primarily organic accumulated solids separated from wastewater that have been stabilized by treatment. Wastewater is treated to meet or exceed the provincial Ministry of the Environment regulations and standards.

Municipalities providing service over a broad geographic area generally have higher operating costs due to the number and type of wastewater treatment facilities operated and the distance between the individual systems. This affects the daily operating costs for both the collection/conveyance and treatment of wastewater.

26. WATER SERVICES

What is the Service?

Water Services include the treatment and distribution of potable (drinking) water from the water supply source to the customer. The goal of water services is to ensure that a clean, affordable and adequate supply of water is available to meet demand from both existing communities and from future development. Provincial and municipal policies ensure water supply is readily available for emergency purposes, such as fire protection and to meet peak demand conditions.

To ensure the drinking water from your tap is safe and of high quality, it undergoes monitoring and testing during the treatment process. The distribution system is also monitored frequently. Annual water quality reports are available from your municipal water provider, showing compliance with provincial and federal water quality regulations.

Specific objectives of water services include:

- treatment of source water at water treatment plants to ensure drinking water meets or exceeds regulatory requirements
- distribution of drinking water to customers through systems of watermains, water pumping stations and storage reservoirs
- ensuring adequate capacity is maintained for both existing communities and future development

Water services are provided to residential and Industrial, Commercial and Institutional (ICI) sector customers. These services are generally funded through Municipal water rates.

What should you consider when reviewing these results?

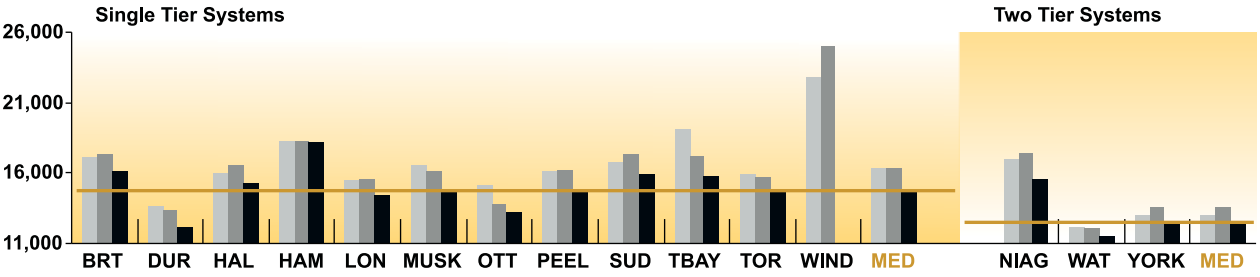
Each municipality's results are influenced to varying degrees by a number of factors, including:

- demand: variation in demand from the ICI and residential sectors, relative to total system demand
- supply: cost is impacted by the water source (ground water or surface water), the resulting treatment costs and the number of independent water supply/distribution systems operated; of significant importance is the size of the geographic area serviced
- treatment plants: the number, size and complexity of a municipality's water treatment plants
- urban density: proximity of pipes to other utilities increases the cost for infrastructure repair and replacement
- age of infrastructure: age and condition of the water distribution pipe, type of water distribution pipe material and frequency of maintenance activities
- local water supply requirements: specific municipal water quality requirements may exceed provincial regulations
- weather conditions: negative impacts associated with more severe and frequent extreme weather events
- conservation programs: extent of municipal water conservation programs can impact water consumption

What are the results?

Note: The term "integrated systems" is used below to describe those systems of cities or regional municipalities that have full responsibility for all wastewater activities including treatment, transmission, storage and local distribution. The Regional Municipalities of Niagara, Waterloo and York do not operate integrated systems. They are responsible for water treatment, water transmission (including major, feedermains & pumping stations) and major water storage facilities. The local municipalities within those regions are responsible for local water distribution systems and storage facilities.

Fig. 26.1 How much treated water is used in each municipality?



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED	NIAG	WAT	YORK	MED
2006	17,090	13,725	16,055	18,250	15,461	16,573	15,157	16,185	16,755	19,189	15,916	22,829	16,379	16,968	12,221	13,084	13,084
2007	17,327	13,385	16,572	18,311	15,653	16,188	13,736	16,248	17,314	17,180	15,730	25,028	16,410	17,421	12,124	13,549	13,549
2008	16,172	12,229	15,320	18,142	14,469	14,813	13,292	14,885	15,958	15,814	14,796		14,885	15,604	11,499	12,607	12,607

Source: WATR210 – Megalitres of Treated Water per 100,000 Population (Service Level)

Figure 26.1 shows the volume of drinking water treated per 100,000 persons. Overall demand includes water provided to the residential and ICI sectors. These volumes shown are in megalitres (one megalitre is equivalent to one million litres).

Fig. 26.2 What is the age of the infrastructure and population density in the serviced community?

2008 RESULTS

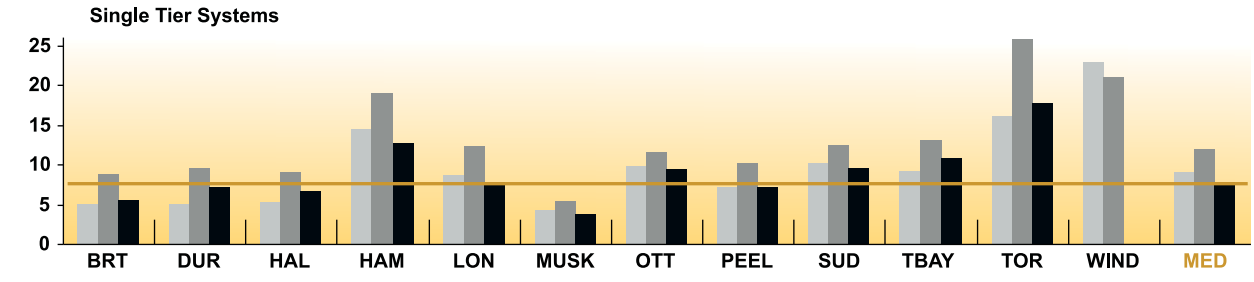
Municipality	Age	Density
Brant	25	37.20
Durham	19	241.40
Halton	21	480.20
Hamilton	43	460.30
London	33	848.30
Muskoka	40	15.60
Niagara	29	233.20

Municipality	Age	Density
Ottawa	31	321.20
Peel	22	1,007.02
Sudbury (Greater)	43	44.30
Thunder Bay	44	332.30
Toronto	57	4,319.10
Waterloo		386.20
York	13.7	569.50

Source: WATR105 – Average Age of Water Pipe (Community Impact), WATR008 – Population Density
Note: Waterloo's data for age of water pipe is unavailable for 2008.

Given the next two measures, Cost for the Distribution/Transmission of Drinking Water per Km of Water Distribution Pipe and Number of Water Main Breaks per 100 Km of Water Distribution Pipe, are heavily impacted by the age of water distribution pipes and the density of development in the community serviced, the summary table of this data has been provided for cross-reference.

Fig. 26.3 How many watermain breaks are there?

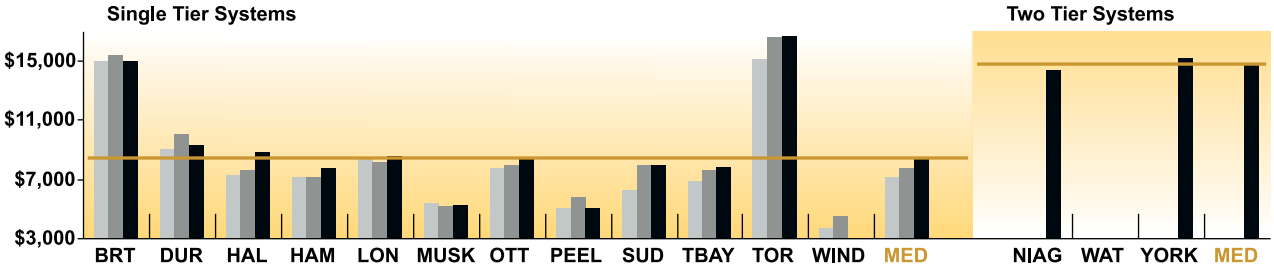


	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2006	5.1	5.1	5.2	14.6	8.8	4.3	9.8	7.3	10.2	9.2	16.2	22.8	9.0
2007	9.0	9.6	9.1	19.2	12.4	5.5	11.6	10.2	12.5	13.1	25.8	21.1	12.0
2008	5.7	7.2	6.7	12.8	7.9	3.9	9.4	7.3	9.6	11.0	17.9		7.9

Source: WATR410M – Number of Water Main Breaks per 100 Km of Water Distribution Pipe (excluding Service Connections and Hydrant Leads) (MPMP) (Customer Satisfaction)

Figure 26.3 shows the number of watermain breaks per 100 Km of distribution pipe. This and the supporting information on the age of watermain pipe shows that there is a relationship between older water distribution systems and higher rates of watermain breaks. Information is not shown for the Regional Municipalities of Niagara, Waterloo and York as these municipalities are not responsible for local water distribution.

Fig. 26.4 How much does the distribution and transmission of drinking water cost?



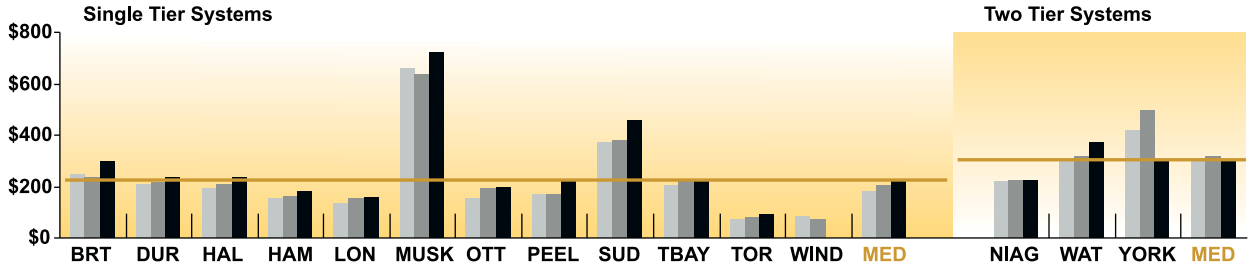
	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED	NIAG	WAT	YORK	MED
2006	15,054	9,009	7,252	7,129	8,324	5,361	7,782	5,078	6,239	6,854	15,000	3,744	7,191				
2007	15,365	10,057	7,694	7,140	8,122	5,142	7,936	5,812	7,924	7,628	16,537	4,515	7,809				
2008	15,063	9,376	8,891	7,752	8,575	5,301	8,477	5,080	7,932	7,820	16,652		8,477	14,374		15,221	14,797

Source: WATR305M – Operating Cost for the Distribution/Transmission of Drinking Water per Km of Water Distribution Pipe (MPMP) (Efficiency)

Note: The definition for this measure was revised in 2008 to include transmission which allowed Niagara, Waterloo and York to report on this measure for 2008. Waterloo's data was unavailable for 2008.

Figure 26.4 shows the average cost per kilometer of water distribution/transmission to customers. Costs include the provision of water from the water treatment plant to the customer. Information is shown separately for Integrated Systems and for the Regions responsible for water treatment, transmission and storage only.

Fig. 26.5 How much does the treatment of drinking water cost?

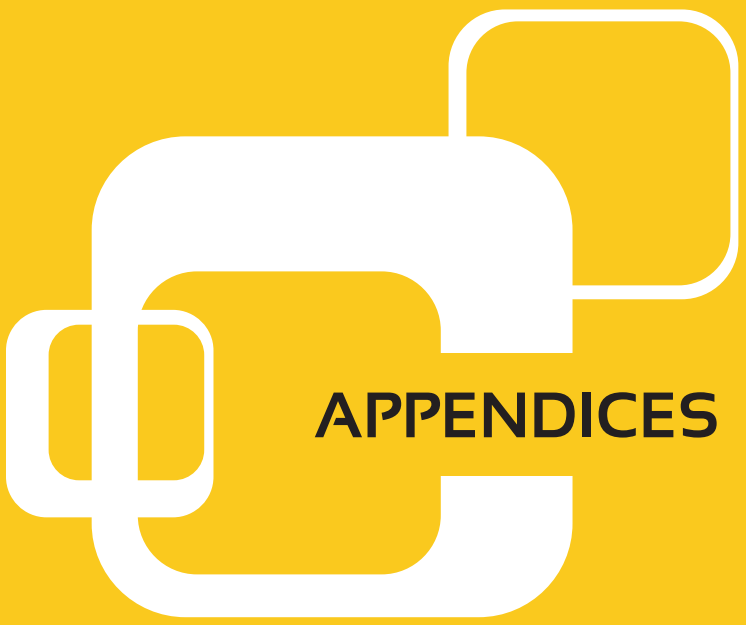


	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED	NIAG	WAT	YORK	MED
2006	247	207	190	154	133	662	151	169	375	206	73	84	180	221	306	415	306
2007	236	215	210	161	150	636	193	169	380	226	80	75	201	228	316	496	316
2008	296	238	235	181	160	724	195	218	456	228	90		228	226	374	305	305

Source: WATR310M – Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated (MPMP) (Efficiency)

Figure 26.5 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.

Municipalities providing service over a broad geographic area will have higher operating costs due to the number and type of water treatment facilities operated and the distance between the individual systems. This has an impact on the daily operating costs for both the treatment and distribution of drinking water.



APPENDICES

APPENDIX A

EVOLUTION OF OMBI	
1998-1999	The work to measure municipal services in Ontario begins in the late 1990's.
2000-2001	The OMBI municipalities review 55 benchmarking initiatives across North America. This review identifies leading practices in the still-developing field of local government performance measurement, and leads to the development of OMBI's benchmarking model where performance measurement is used to identify reliable, consistent information about local government services. In 2001, OMBI municipalities establish a project charter and project office to improve communication and overall coordination.
2001-2002	Following a series of strategic planning discussions, the Chief Administrative Officers (CAOs) and City Managers of the participating municipalities agree 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 better practices • Promote a municipal performance culture
2002-2003	OMBI builds a solid foundation for achieving these objectives by developing an Indirect Costing Methodology, a Data Sharing Protocol, and a web based Data Warehouse.
2003-2004	OMBI establishes a Performance Measurement Framework for five local government services. The OMBI Steering Committee then decides to expand the scope of OMBI to include more than 25 local government services.
2004-2005	OMBI partners collaborate and develop measurement definitions and influencing factors for up to 33 services / program areas across all 15 municipalities.
2005-2006	OMBI CAOs take their benchmarking initiative to a new level of accountability and transparency by approving the public release of the *2005 Performance Benchmarking Report* with 12 service areas reporting. This decision represents an important milestone.
2006-2007	This is quickly followed by the 2006 Report with 16 service areas reporting. This shows the confidence in the OMBI data made possible as a result of successful collaboration of its partners.
2007-2008	Two years of data are provided. The *2007 Performance Benchmarking Report* has been expanded to focus on 22 services and the OMBI partners have developed measurement definitions and influencing factors for 38 services/program areas.
2008-2009	The *2008 Performance Benchmarking Report* now includes 26 service areas and three years of data.

APPENDIX B

HOW DO WE DO IT? SOME KEY TOOLS, PRACTICES AND PROCESSES

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.

Indirect costing methodology

OMBI has developed a methodology for the allocation of indirect costs or support costs, sometimes referred to as overhead 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 and public reporting protocol

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

The Data Sharing Protocol includes guidance for publicly communicating 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 protocols in other benchmarking initiatives such as the Ontario Fire Marshall's Office for the Performance Measurement Benchmarking System and a similar initiative at Social Housing Services Corporation.

Data warehouse

OMBI has developed an award winning web-based data warehouse to facilitate the collection, consolidation and reporting of performance measures and other data. Other information of relevance to service expert groups is also housed and shared in the warehouse. Upgrades enhance data quality and functionality of this shared resource.

Measurement definitions and influencing factors

Definitions have been developed for each measure to provide a comprehensive technical guide for the experts in the collection of data and to assure that data is comparable among OMBI municipalities. These definitions are updated annually by the program experts, along with a list of influencing factors to provide context for evaluating results and to facilitate comparisons among the OMBI partners.

Annual performance benchmarking report

The first report was issued early in 2007 highlighting the 2005 results across 12 program areas. It is OMBI's intention to produce these reports annually. The current report contains 26 program areas reporting on 2008 data.

APPENDIX C

OMBI PARTNER STATISTICS (December 2008)

OMBI Municipalities by Government Type	Population	Number of Households	Geographic Area Sq Km	Population Density per Sq Km
Single-Tier				
County of Brant	31,449	13,267	845.4	37.2
City of Hamilton	519,109	203,643	1,127.8	460.3
City of London	358,838	159,393	423.0	848.3
City of Ottawa	898,150	365,770	2,796.0	321.2
City of Greater Sudbury	160,700	71,715	3,627.0	44.3
City of Thunder Bay	109,140	49,485	328.5	332.3
City of Toronto	2,738,600	1,082,000	634.1	4,319.1
City of Windsor				
Upper-Tier				
Regional Municipality of Durham	611,900	214,322	2,535.0	241.4
Regional Municipality of Halton	467,200	166,722	972.8	480.2
District of Muskoka	61,191	45,871	3,912.0	15.6
Regional Municipality of Niagara	442,121	187,524	1,896.0	233.2
Regional Municipality of Peel	1,263,000	390,500	1,254.2	1,007.0
Regional Municipality of Waterloo	533,700	189,830	1,382.0	386.2
Regional Municipality of York	1,011,360	303,043	1,776.0	569.5

Source: OMBI Data Warehouse, Municipal Data 2008

In OMBI there are two different types of municipal government structures represented, single-tier municipalities and upper-tier municipalities.

Single-Tier municipalities have responsibility for all services to their residents. For the purposes of reporting, the County of Brant is included in this category.

Upper-Tier (Regional) governments share service provision with their local municipalities. While there are variations from one region to another, services usually provided by regional municipalities include: arterial roads, transit, policing, sewer and water systems, waste disposal, region-wide land use planning and development as well as health and social services. Local municipalities within regions are generally responsible for local roads, fire protection, garbage collection, recreation and local land use planning needs. All local municipalities in the region participate in the regional system.

APPENDIX D

EXTERNAL LIAISON

In addition to collaborating with its member municipalities, OMBI is collaborating with external organizations across Ontario and beyond:

- Membership in expert panels is not restricted to OMBI partner members and often will include representatives from other levels of government i.e. Office of the Ontario Fire Marshal. Also, some municipal members of expert panels have served on task forces to change legislation i.e. the Ministry of the Environment's Safe Water Drinking Act.
- Members of the OMBI Financial Advisory Panel have worked with Municipal Affairs and Housing, the Ministry of Finance, and the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants in developing a guide to help all Ontario municipalities comply with new standards for amortizing and reporting on the condition of municipal capital assets.
- Members of the OMBI Management Committee support and advise local, provincial, national, and international conferences and symposiums such as:
    - Mayors and Regional Chairs of Ontario (MARCO)
    - Association of Municipalities of Ontario (AMO)
    - Ministry of Municipal Affairs in regard to the Municipal Performance Measurement Program (MPMP)
    - Ontario Municipal Knowledge Network (OMKN)
    - Canadian Comprehensive Audit Foundation (CCAP)
    - National Centre for Civic Innovation (NCCI) (USA)
    - World Bank City Indicators Project

APPENDIX E

ADDITIONAL CONTACT INFORMATION

For information, questions or concerns about OMBI's partners or specific questions regarding the results presented in this report, please see the member contact information below:

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For more information about OMBI or the *2008 Performance Benchmarking Report*, please visit our website at www.ombi.ca or contact our office. One of our project members will assist you in obtaining any further information you require.

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APPENDIX F

www.brant.ca

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PARTNERING FOR SERVICE EXCELLENCE