OMBI
ONTARIO MUNICIPAL CAOs' BENCHMARKING INITIATIVE

2007 Performance Benchmarking Report

Partnering for Service Excellence

TABLE OF CONTENTS

Letter from the Chief Administrative Officers and City Managers

December 2008

We are pleased to present the *2007 Performance Benchmarking Report* prepared by the Ontario Municipal Chief Administrative Officers (CAOs) Benchmarking Initiative (OMBI).

The results presented in this OMBI document reflect the joint efforts of 15 municipalities representing more than 9.3 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 our focus to 22 services delivered by OMBI municipalities.

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 our own municipal performance over time and within a broader context by providing comparable information of other member municipalities. This process is known as 'benchmarking'. Benchmarking enables our expert panels to collaborate and share information assisting us to achieve greater insights, introduce new ideas, and ultimately improve the services we provide 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 valuable and limited resources. It strengthens our accountability and improves the level of transparency in the way we provide services and report on our performance, building further support and trust in municipal government.

This summary report is not focused on the results of any one municipality. Should you have further questions about the results of a specific municipality, please contact its municipal representative listed in Appendix F, page 94, of this report.

(please see signatures of City Managers and CAOs on the next page)

Rick Fiebig
Chief Administrative Officer
County of Brant

Jim Green
Chief Administrative Officer
District Municipality of Muskoka

Tim Commisso
City Manager
City of Thunder Bay

Garry H. Cubitt, M.S.W.
Chief Administrative Officer
Regional Municipality of Durham

Mike Trojan
Chief Administrative Officer
Regional Municipality of Niagara

Joe Pennachetti
City Manager
City of Toronto

Patrick Moyle
Chief Administrative Officer
Regional Municipality of Halton

Kent Kirkpatrick
City Manager
City of Ottawa

Mike Murray
Chief Administrative Officer
Regional Municipality of Waterloo

Joe Rinaldo
Acting City Manager
City of Hamilton

David Szwarc
Chief Administrative Officer
Regional Municipality of Peel

John Skorobohacz
Chief Administrative Officer
City of Windsor

Jeff Fielding
Chief Administrative Officer
City of London

Mark Mieto
Chief Administrative Officer
City of Greater Sudbury

Bruce Macgregor
Chief Administrative Officer
Regional Municipality of York

INTRODUCTION

WHAT IS OMBI?

The Ontario Municipal Benchmarking Initiative (OMBI) is a groundbreaking collaboration of 15 Ontario municipalities that represent 9.3 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. It does this by creating new ways to measure, share and compare performance statistics and allows experts in participating municipalities to share ideas on operational practices.

For information on the evolution of OMBI please see Appendix A, page 89.

WHO ARE THE MEMBERS OF OMBI?

OMBI members can be grouped into two categories of municipal government structure. It is important to recognize that each category has different responsibilities for service delivery.

The OMBI member municipalities are comprised of:

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

Single-tier municipalities have only one level of municipal government within their geographic area and are responsible for delivering all services to their residents. For purposes of reporting, the County of Brant has been included as a single-tier municipality.

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 included in this report.

Additional statistical information on the partners is provided in Appendix C, page 91.

WHY IS OMBI IMPORTANT?

OMBI is important because it:

► Promotes a sharing of information and ideas between municipalities

► Fosters a culture of service excellence in municipal government

► Provides information to assist Council, staff and citizens to understand how their municipality is performing over time and in relation to others

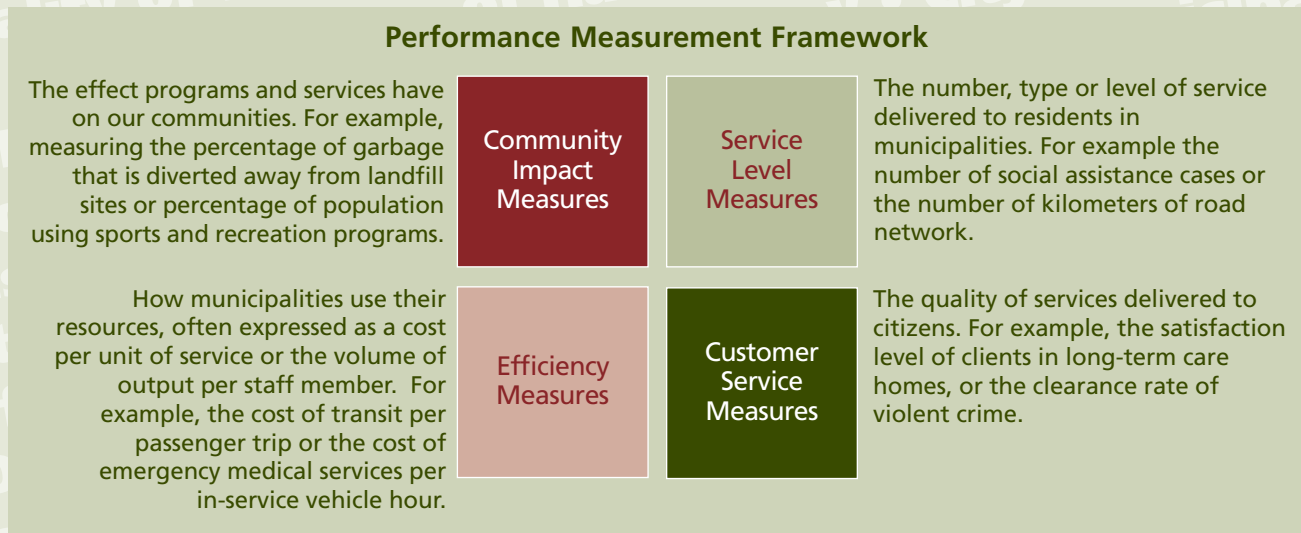► Provides a credible source for comparative municipal performance data

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 each others' performance data over time to gain a better understanding of the factors that drive performance and the practices that support municipal excellence. OMBI data is expressed on a common basis such as cost per unit of service or as a rate per 100,000 population. This assists in making results more comparable between different size municipalities and their differing scale of operations more meaningful.

Performance measurement is part of a process of determining progress towards goals or targets. Performance measurement is important because it can assist in defining strategy, clarifying goals, identifying gaps between strategy and execution and inform planning and priority setting. OMBI members have developed a common performance measurement framework to help its partners measure/compare their progress. This framework encompasses the four types of measures depicted in the diagram below. Examples of these measures are found throughout the report.

Performance Measurement 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 kilometers 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 Service 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?

Many municipalities provide detailed internal information showing how well their municipality is performing over a number of years. Through benchmarking, information from a review of a municipality's internal performance is complemented by external comparisons to other member municipalities.

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 better outcomes
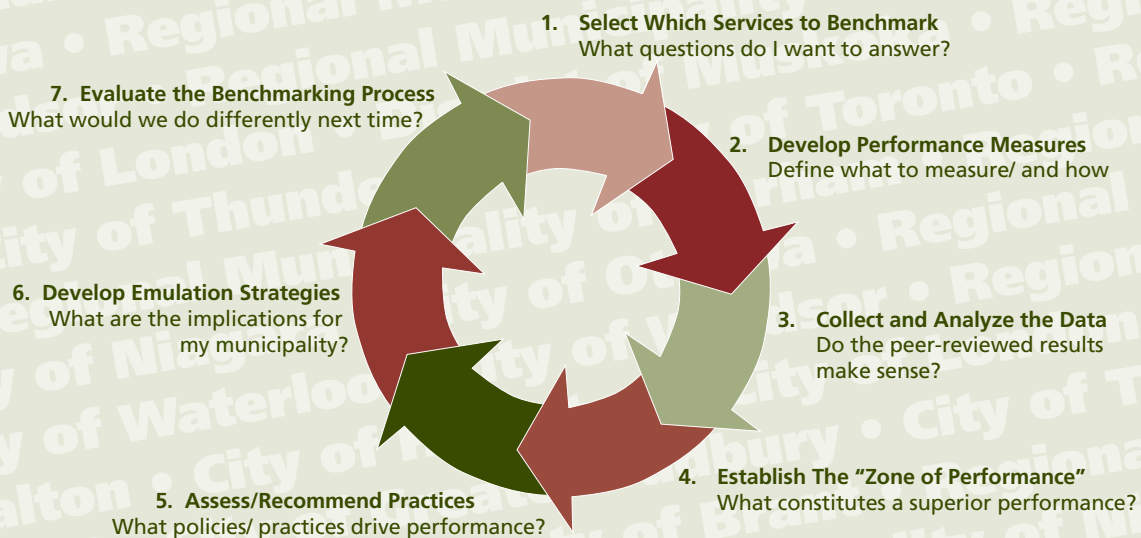
► Integrate benchmarking into strategies for continuous improvement of municipal operations

► 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

Some leading practices have already been identified in a number of service areas and have been shared among members (please see Appendix E, page 93). This work is continuing in order to assist municipalities in providing more efficient and effective services.

Benchmarking can also be an important part of a municipal excellence program. It supports efforts to demonstrate increased accountability, transparency, and continuous improvement.

OMBI 7-STEP BENCHMARKING CYCLE

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.

1. **Select Which Services to Benchmark**
   What questions do I want to answer?

2. **Develop Performance Measures**
   Define what to measure/ and how

3. **Collect and Analyze the Data**
   Do the peer-reviewed results make sense?

4. **Establish The "Zone of Performance"**
   What constitutes a superior performance?

5. **Assess/Recommend Practices**
   What policies/ practices drive performance?

6. **Develop Emulation Strategies**
   What are the implications for my municipality?

7. **Evaluate the Benchmarking Process**
   What would we do differently next time?

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?

OMBI's 15 member municipalities ensure that the data collected is as comparable as possible through:

► A common performance measurement framework comprised of service level, efficiency, community impact and customer satisfaction measures

► Standard definitions for the numerator and denominator of each measure

► Influencing factors which provide contextual information to accompany the data

► Standard means of allocating program support costs to each of the services (e.g., Information Technology and Human Resources)

► Standard means of accounting for significant difference in the size of our municipalities, for example, by stating results on a per capita/person or per household basis

► Data sharing and public reporting protocols

► Peer review of the results by representatives of each municipality

Please see Appendix B, 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.

HOW ARE WE COLLABORATING?

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), and 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.

In addition OMBI members are 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 e.g., Office of the Ontario Fire Marshal. Also, some municipal members of expert panels have served on task forces to change legislation e.g., 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 Centre for Municipal Best Practices (OCMBP)

 ► Canadian Comprehensive Audit Foundation (CCAP)

 ► National Centre for Civic Innovation (NCCI) (USA)

 ► World Bank City Indicators Project

WHERE DO WE GO FROM HERE?

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

► Greater use of citizen surveys, to better understand citizens' satisfaction with how services are being delivered in their municipality

► More in-depth analysis of specific service areas

► Assessment of long-term patterns and trends in the data and implications for service delivery

► Increased understanding of the key drivers of performance, e.g., the relative influence of specific factors such as climate and population density in the efficient and effective delivery of services

Municipal performance measurement and benchmarking is a key aspect of municipal service delivery. OMBI is making a substantial contribution to the growing body of knowledge in this discipline.

'To obtain the full value that performance measurement is capable of providing, it should be part of an organization's culture and everyday management practices'.

OMBI City Managers and CAOs

2007 COMPARATIVE RESULTS

WHO DOES WHAT?

This report discusses 22 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 2007.

Service Areas	County of Brant	Durham Region	Halton Region	City of Hamilton	City of London	District of Muskoka	Niagara Region	City of Ottawa	Peel Region	City of Greater Sudbury	City of Thunder Bay	City of Toronto	Waterloo Region	City of Windsor	York Region
1. Building															
2. By-law															
3. Child Care															
4. Culture													6		
5. Emergency Medical Services															
6. Fire	1														
7. Hostels															
8. Libraries													4		
9. Long-Term Care	1														
10. Parking															
11. Parks															
12. Planning															
13. Police															
14. Roads															
15. Social Assistance	1														
16. Social Housing	1														
17. Solid Waste		3													3
18. Sports and Recreation															
19. Taxation															
20. Transit		2													
21. Wastewater							5						5		5
22. Water							5						5		5

■ Indicates service provided by that municipality.

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, e.g., each treat water but do not distribute it and they treat wastewater but do not collect it.
6 Regional Municipality of Waterloo provides this service along with its local municipalities so its involvement is limited.
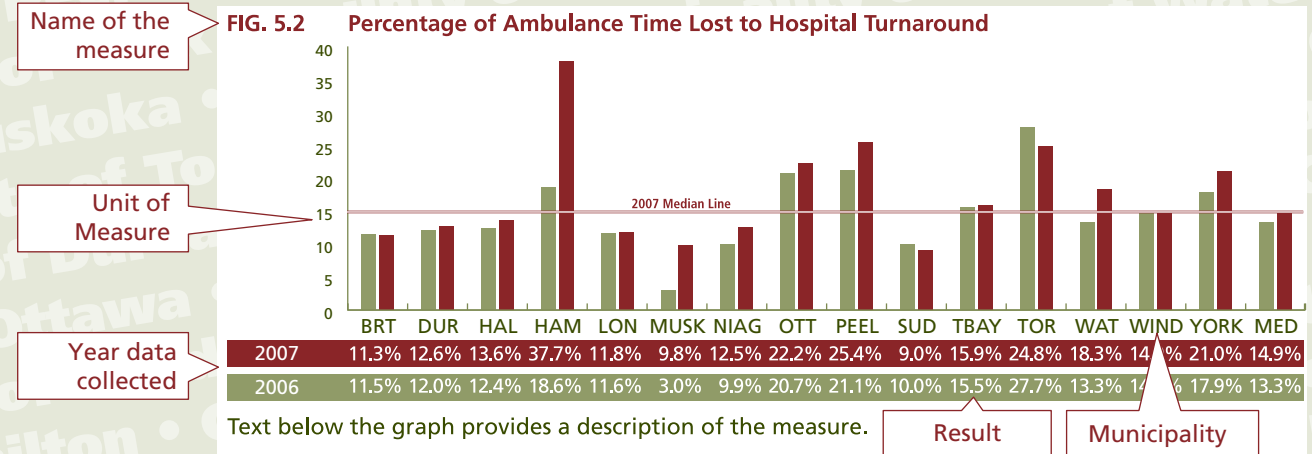
HOW TO READ THE GRAPHS

The graphs in this document are designed to show how participating municipalities compare with each other on selected service parameters. Results for 2007 are shown along with comparative results from 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 in on a common basis, for example, on a per capita/person, per household or per unit of service basis.

Name of the measure →

FIG. 5.2   **Percentage of Ambulance Time Lost to Hospital Turnaround**

Unit of Measure →

2007 Median Line

Year data collected →

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	11.3%	12.6%	13.6%	37.7%	11.8%	9.8%	12.5%	22.2%	25.4%	9.0%	15.9%	24.8%	18.3%	14.%	21.0%	14.9%
2006	11.5%	12.0%	12.4%	18.6%	11.6%	3.0%	9.9%	20.7%	21.1%	10.0%	15.5%	27.7%	13.3%	14.%	17.9%	13.3%

Text below the graph provides a description of the measure.   Result   Municipality

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

1. Building Services

WHAT IS THE SERVICE?

Building Services are governed under the Ontario Building Code Act (2007), 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, structural sufficiency, environmental integrity and barrier-free access

► Issuing building permits and enforcing the Ontario Building Code Act, the Ontario Building Code and applicable law

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Building Services are:

► Meeting provincially regulated timelines for inspections and issuing permits

► Recruiting and retaining staff in sufficient numbers that are knowledgeable of the building code to address the timelines mentioned above

► Educating the public about building regulations

WHAT ARE THE RESULTS?

How many new residential dwelling units were created?

FIG. 1.1   New Residential Units Created per 100,000 Population

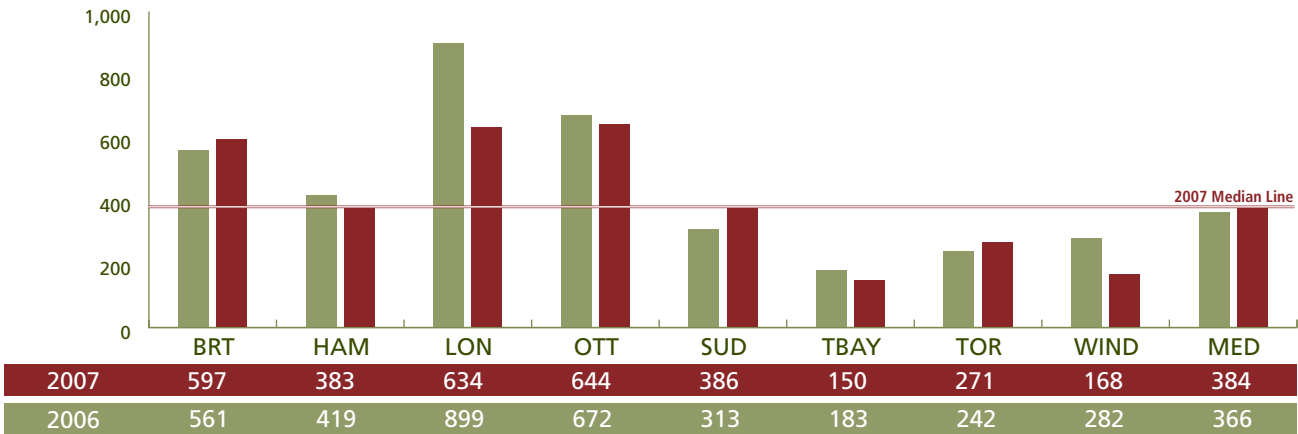|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	597	383	634	644	386	150	271	168	384
2006	561	419	899	672	313	183	242	282	366

Figure 1.1 illustrates the annual number of new residential units of all types (e.g., houses, apartments) per 100,000 population. Typically, there is a correlation between the number of new residential dwelling units, population growth, and the overall economic growth of a municipality.

What is the dollar value of construction activity?

FIG. 1.2   Construction Value of Total Building Permits Issued per Capita

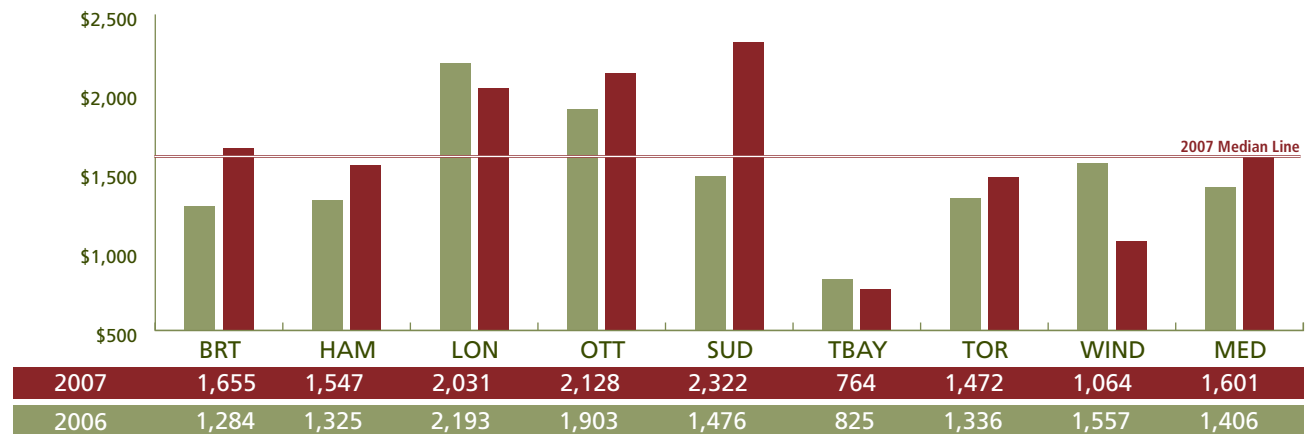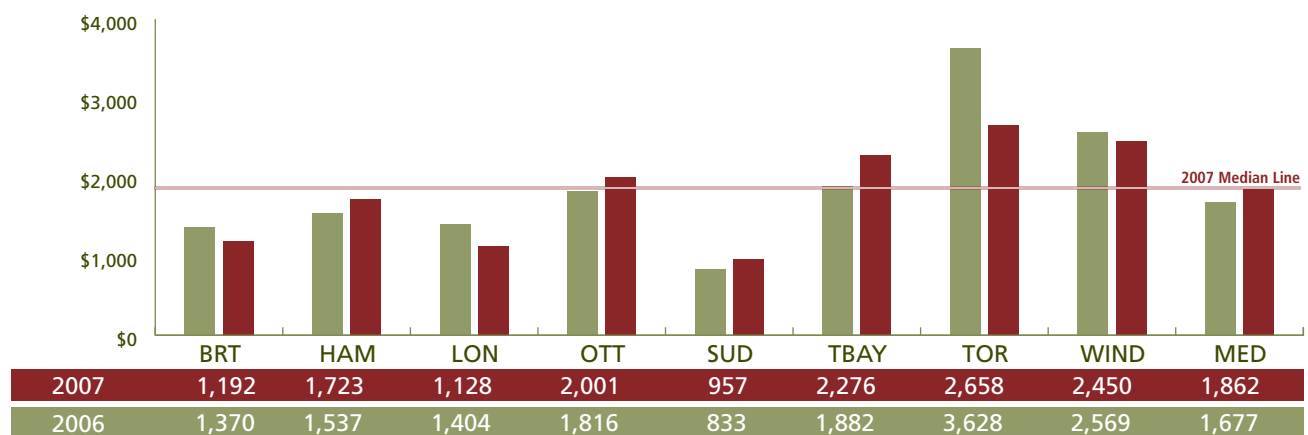|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	1,655	1,547	2,031	2,128	2,322	764	1,472	1,064	1,601
2006	1,284	1,325	2,193	1,903	1,476	825	1,336	1,557	1,406

Figure 1.2 shows the total construction value for residential, commercial and industrial permits per capita. Due to the strong construction activity led by Sudbury, Brant, Ottawa and Toronto the overall median construction value is higher compared to 2006. Note that one or two major projects (e.g., hospital, office tower, residential sub-division) may impact the results for a municipality in any given year.

What is the cost of enforcing the Building Code Act?

FIG. 1.3   Cost of Enforcing the Building Code Act per Building Permit Issued

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

Figure 1.3 illustrates the cost of enforcing the Building Code Act per building permit issued. Enforcement includes activities such as:

► Processing permit applications

► Undertaking reviews to determine intention to comply with the Building Code and applicable law (e.g., zoning by-law, Heritage Act, etc.)

► Issuing permits

► Inspecting at key stages of completed construction

► Issuing orders and prosecution where compliance is not obtained

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, fewer inspections per day resulting in higher costs

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

2. 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

The major service delivery issues facing By-law Enforcement Services include:

- ► Increasing demand for service due to increased number of local by-laws and by-law complaints
- ► Increasing provincially mandated issues (pesticide control, anti-idling) requiring enforcement that places further demands on existing resources
- ► Aging buildings resulting in a shift from reactive to proactive focus on enforcement

WHAT ARE THE RESULTS?

How many By-law complaints are received?

FIG. 2.1   Number of Specified By-Law Complaints per 100,000 Population

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

OMBI – Partnering for Service Excellence
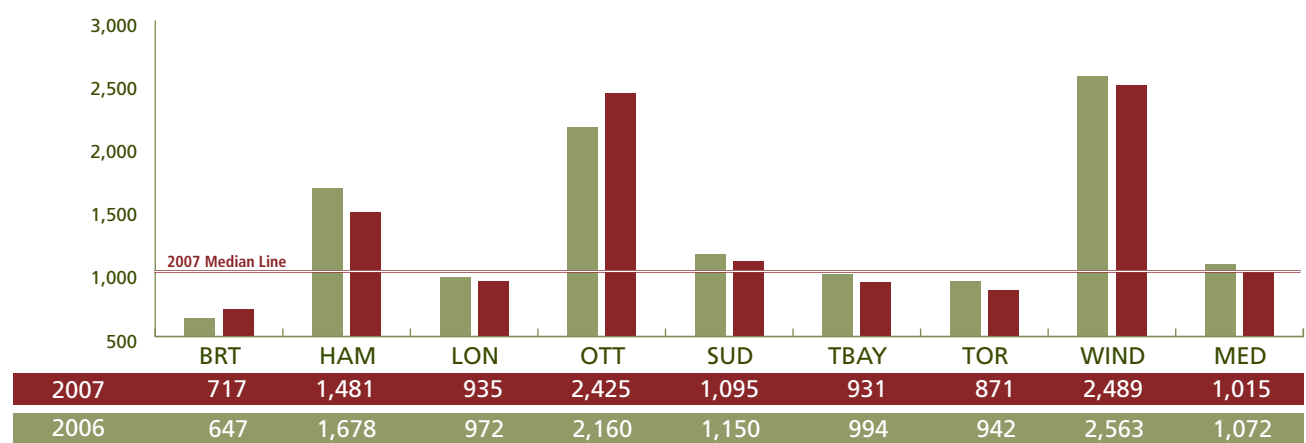
Figure 2 1 illustrates citizens' complaints logged in the municipality for yard maintenance, property standards, noise control and zoning enforcement per 100,000 population. The variation in results reflects local enforcement practices and/or conditions. For instance, noise complaints are handled in Ottawa directly by municipal staff; in the other municipalities the Police perform this task. Police statistics are not included in these results

How many inspections are performed based on complaints received?

FIG. 2.2   Number of Inspections per Specified By-Law Complaint

	HAM	LON	SUD	TBAY	TOR	WIND	MED
2007	1.9	2.4	2.4	2.7	2.5	1.3	2.4
2006	1.9	3.2	2.6	3.0	2.4	1.6	2.5
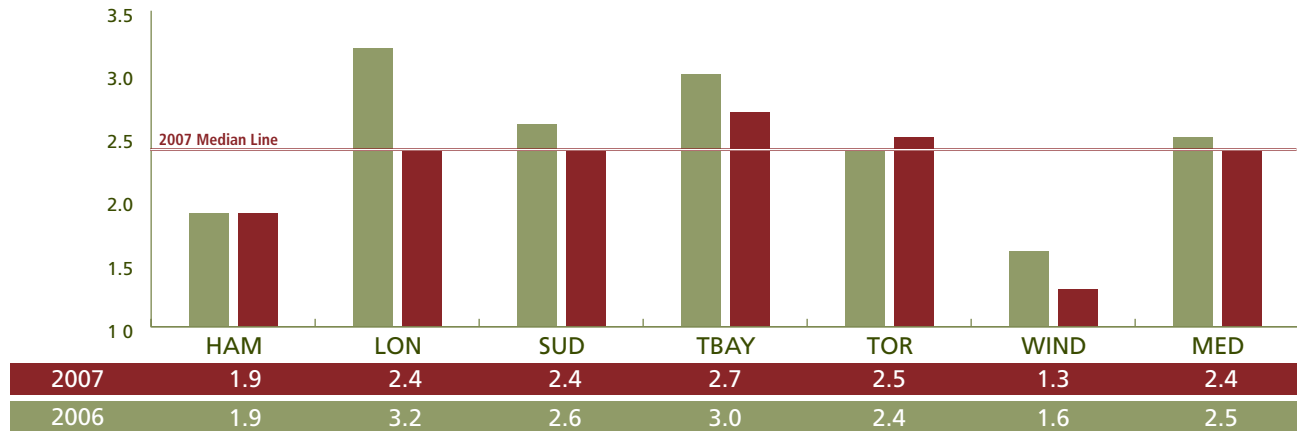
Note: Brant and Ottawa data not available for 2007 or 2006.

Figure 2.2 reflects the number of on-site inspections to verify the validity of the complaint and if remedial action has been taken. Lower results of some municipalities may be attributed to Council directives (e.g., send a letter or call the citizen to seek compliance, before an inspector is required to follow up in person).

What is the cost per capita to enforce by-laws?

FIG. 2.3   Cost to Enforce Specified By-Laws per Capita

	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	10.4	5.3	5.7	5.4	4.6	8.9	9.3	5.7
2006		4.9	5.1	5.1	7.2	6.5	9.6	5.8
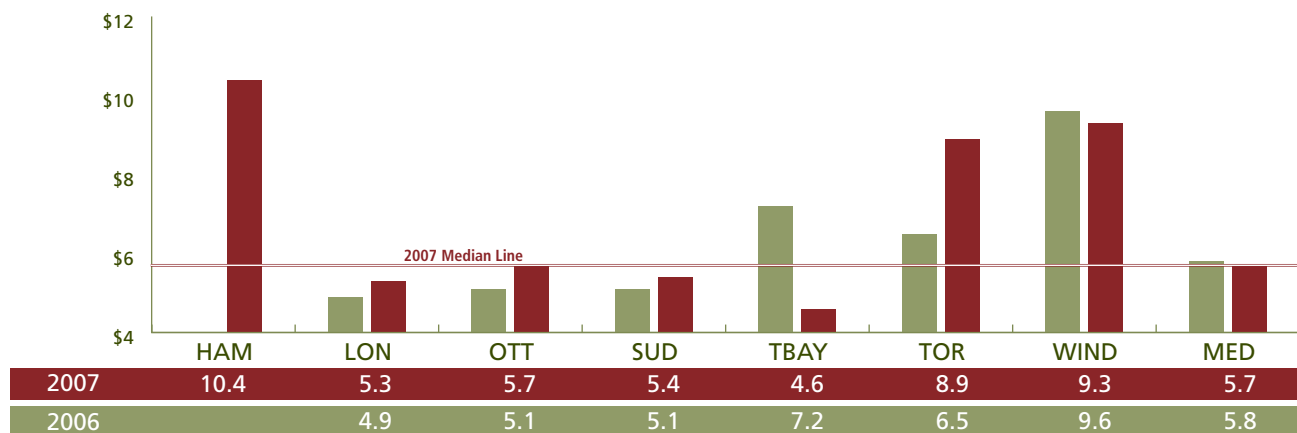
Note: Brant data not available for 2007 and 2006 and Hamilton data not available for 2006.

Figure 2.3 reflects the cost per capita to enforce municipal by-laws as noted earlier.

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 and population density of the municipality

► Monitoring and compliance tracking - type and quality of systems used to track complaints, inspections, and related data

► Inspection policies - extent and complexity of inspections or other responses carried out by each municipality

► Response capability - nature of the complaint and resources available to respond affecting the timeliness of the response

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

3. 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. Responsibilities include:

► Providing leadership in the development and delivery of quality child care programs and overseeing policies, procedures, and funding relationships with the Province and the child care community

► Planning and allocating funding for child care fee and wage subsidies, and special needs resourcing

► For some municipalities responsibilities can also include directly operating child care centres and home child care programs, infant development and special needs resourcing programs

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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Municipalities face a number of challenges in managing the Child Care Service system including:

► Increasing demand for service - for most municipalities, the development of spaces has not kept pace with the growth in child population, resulting in growing wait lists for child care

► Due to historical funding inconsistencies, the availability of fee subsidy for child care spaces and wage subsidy for child care workers is not evenly distributed across the province and impacts the amount municipalities have to invest in child care services

► Municipalities do not have control over the number or growth of regulated child care spaces as it is the Province of Ontario that is responsible for licensing. A collaborative approach to licensing would ensure adequate funding for capital start up costs, fee and wage subsidy, special needs resources and quality initiatives to support new centres

► Mid-year provincial policy and funding decisions create implementation challenges and impact service planning

WHAT ARE THE RESULTS?

How many regulated child care spaces are available?

FIG. 3.1   Licensed Child Care Spaces per 1,000 Children (12 years and under) in the Municipality

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	100	165	119	155	137	134	148	107	211	90	163	104	123	179	136
2006	98	197	104	149	135	124	130	109	204	75	158	103	125	172	128
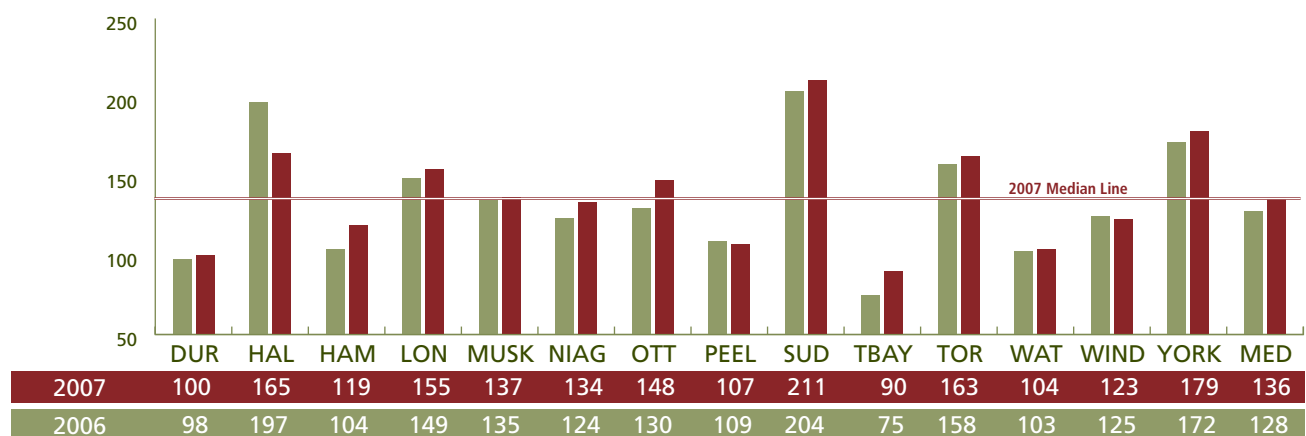
Figure 3 1 shows the number of licensed spaces in the municipality per 1,000 Children 12 and under. Most municipalities showed an increase in spaces from 2006 to 2007. However, for some municipalities, growth in child care spaces is offset, in varying degrees, by growth in the child population.

What is the investment per child (12 years and under) in the municipality?

FIG. 3.2   Investment per Child (12 years and under) in the Municipality

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	352	391	613	641	373	507	710	259	850	554	965	416	702	330	530
2006	369	362	523	564	283	420	664	272	738	424	957	406	614	373	422
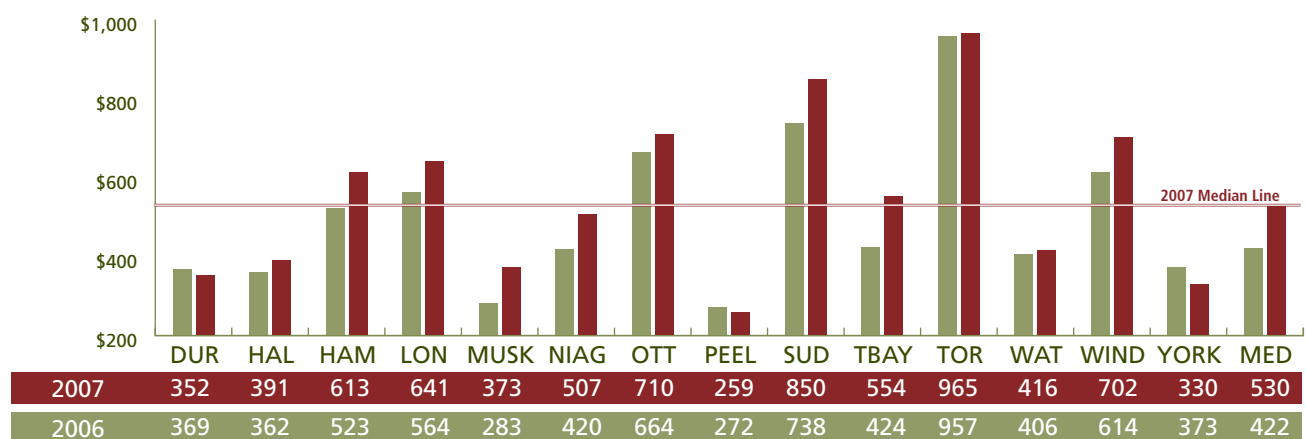
Figure 3.2 shows the investment per child 12 years and under in the municipality. Investment includes provincial funding and municipal funding. For many municipalities, the funding from both of these sources has not kept pace with the growth in the child population. This is particularly true for Durham, Halton, Peel, Waterloo and York.

How much does an "average" subsidized child care space cost?

FIG. 3.3   Annual Fee Subsidy Child Care Service Cost per Subsidized Child Care Space

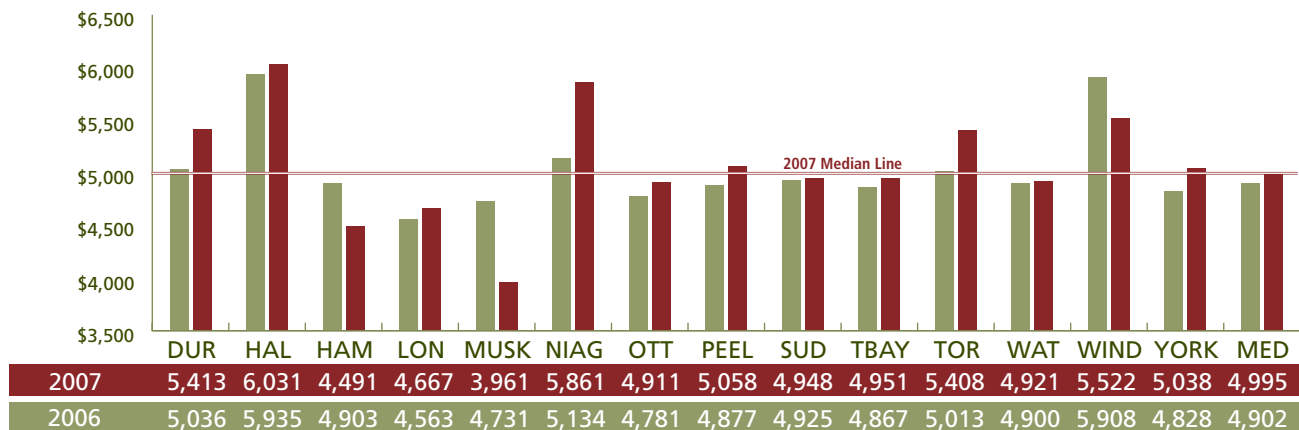|	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	5,413	6,031	4,491	4,667	3,961	5,861	4,911	5,058	4,948	4,951	5,408	4,921	5,522	5,038	4,995
2006	5,036	5,935	4,903	4,563	4,731	5,134	4,781	4,877	4,925	4,867	5,013	4,900	5,908	4,828	4,902

Figure 3.3 shows the cost of providing the average subsidized child care space. This measure reflects heavily on the local economy and has 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.

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

► The 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

► For child care spaces other than those directly operated by a municipality, rates are set in service agreements between the municipality and the child care service providers; these rates can be influenced by a number of factors including the level of funding available, local wage conditions, pay equity legislation, municipal policies and business practices

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

4. 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 opportunities for local artists
- ► Promoting access to cultural, local heritage and artistic programs
- ► Integrating art into municipal and public spaces
- ► Increasing investment in arts programs and services
- ► Encouraging the development and stability of festivals on municipal public land
- ► Fostering collaboration among the 'Culture Sector'

The goals of culture services are to:

- ► Improve audience participation/artistic activity, by increasing access to new and improved cultural venues for the purposes of creation, interpretation, presentation and conservation
- ► Invest in non-profit cultural organizations to provide arts and heritage programs across the community
- ► Promote heritage and local history, through our local museums and heritage initiatives
- ► Celebrate and showcase the 'Culture Sector' through the encouragement of festivals
- ► Encourage the development of the 'Culture Sector' in each municipality

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Culture Services are:

- ► Defining culture - by its very nature culture is difficult to define and is always evolving (e.g., are video games considered culture?)
- ► Culture funding - current downturn in the economic climate of Ontario affects the amount of funding available to the culture sector
- ► Changing technology - rapid advances affect culture including marketing and evaluation of statistics
- ► Population - rural vs. urban demographics affects interest and support for various kinds of cultural activities

WHAT ARE THE RESULTS?

What is the cost to provide culture services?

FIG. 4.1   Gross Culture Cost Including Grants per Capita

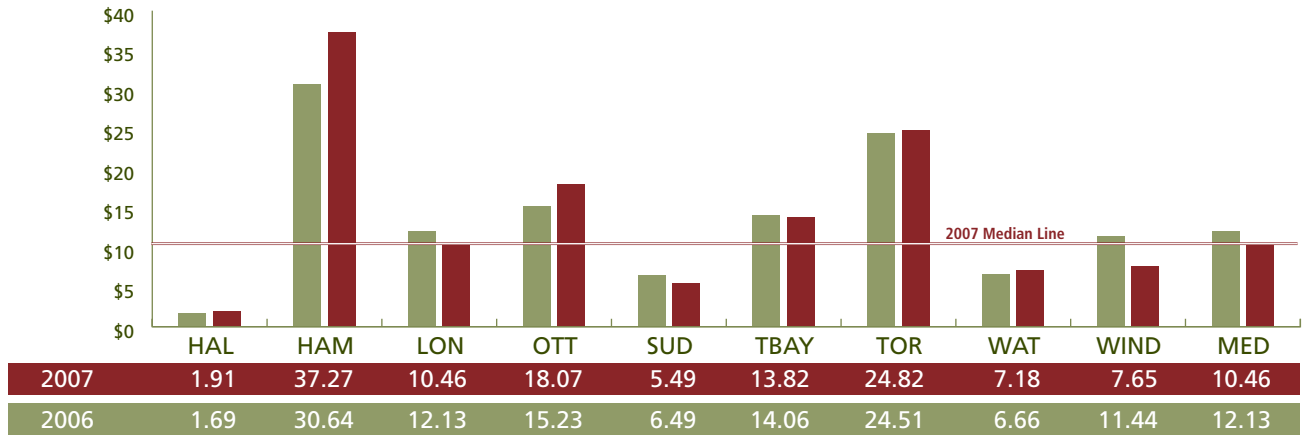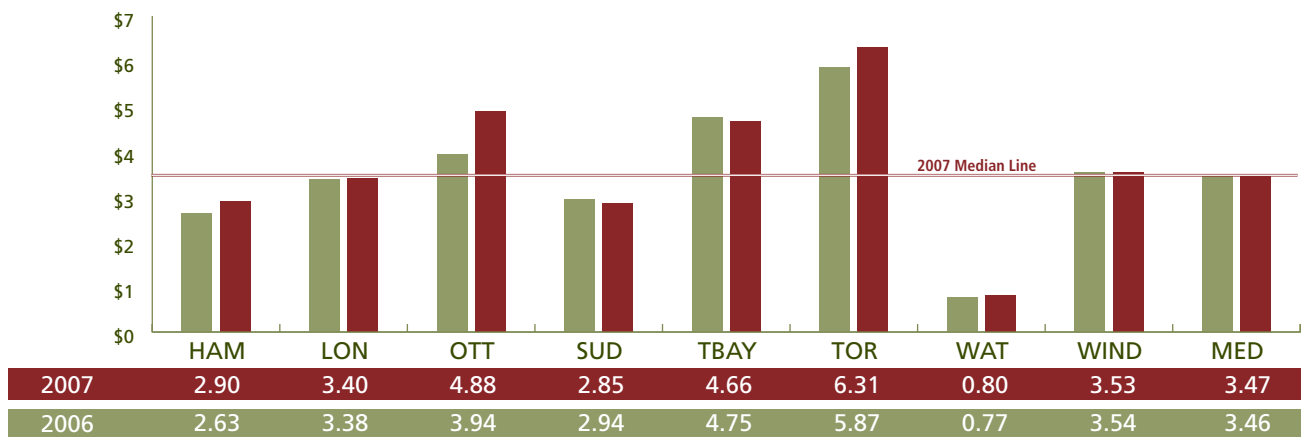|	HAL	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2007	1.91	37.27	10.46	18.07	5.49	13.82	24.82	7.18	7.65	10.46
2006	1.69	30.64	12.13	15.23	6.49	14.06	24.51	6.66	11.44	12.13

Figure 4 1 shows the cost per capita to operate cultural programs. Costs may be provided to venues such as art galleries, historical sites, cultural centres and museums. Cost can also be impacted by the types of programs/exhibits offered in these venues. Cultural services often attract participants from beyond a municipality's borders however tourists are not accounted for in this population-based measure.

How many arts grants per resident?

FIG. 4.2   Arts Grants per Capita

	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2007	2.90	3.40	4.88	2.85	4.66	6.31	0.80	3.53	3.47
2006	2.63	3.38	3.94	2.94	4.75	5.87	0.77	3.54	3.46

Note: Halton data not available for 2007 or 2006.

Figure 4.2 shows the number of arts grants per capita and 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. It is important to note the Regional Municipality of Waterloo's arts grants are provided by both the Region and its local municipalities. This result reflects only the Regional Municipality of Waterloo's limited involvement in co-ordinating cultural events.

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

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

5. Emergency Medical Services

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 OMBI data reported for the cities of London, Thunder Bay, Windsor, and for the County of Brant includes service provided outside their municipal boundaries.

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 caliber

► Responsiveness - ambulance services must adapt to the changing health care, demographic, socio-economic and medical needs in their area

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of EMS are:

► An aging population, with the corresponding increases in demands on the services of EMS providers

► Shortage of family physicians, resulting in more patient perception of and increased reliance on emergency medical services as provider of primary care

► Offload delays - with hospital emergency services increasingly stretched, ambulances and paramedics continue to be required to stay and care for patients at the hospital for significant periods of time before formal transfer of care can occur

► Growing public demand, for higher levels of service performed by 'Advanced Care Paramedics' and for lower response times to the emergency location, including rural resident expectations of urban service levels

► Changing nature of urban areas, including traffic congestion, increase in vertical growth (high-rises) in core areas as well as continued growth of suburban areas into formerly rural land resulting in pressures on response times

► Funding challenges, as municipalities attempt to balance increased service needs with their ability to pay

WHAT ARE THE RESULTS?

How long does it take EMS to respond to an emergency call?

FIG. 5.1   EMS Code 4, 90th Percentile Response Time for T0-2 Dispatch Time and T2-4 Response Time to Scene

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007 Dispatch	4:46	2:43	3:46	2:50	2:28	6:10	1:52	1:50	5:38	2:23	2:11	3:12	2:33	3:47	3:12	2:50
2007 Response	12:26	10:53	10:26	11:40	9:52	21:00	9:54	12:04	12:02	10:54	11:12	9:36	12:41	10:08	13:02	11:12
2006 Dispatch	3:23	2:49	3:37	2:38	2:34	5:39	1:52	1:50	4:09	2:21	1:59	3:20	2:26	2:52	3:08	2:49
2006 Response	11:50	10:28	10:16	11:54	11:04	20:00	9:39	11:59	11:43	10:40	11:04	9:27	12:48	10:38	12:31	11:04
1996 Response	12:00	9:56	10:32	10:03	9:29	23:59	10:48	12:41	9:32	12:12	10:14	9:59	10:30	10:26	11:33	10:30

Note: Times are read as Minutes:Seconds.

Figure 5.1 results demonstrate the 90th percentile response time for both response (time from when EMS unit gets the call until an ambulance is on the scene) and for dispatch (the time from phone call being received to the EMS unit being notified) for the highest priority calls (Code 4). The 90th percentile means that 90 percent of all calls of the service have a response or dispatch time within the period reflected in the graph, thus eliminating extreme situations.

Although many municipalities are expanding ambulance and paramedic resources within their services, as the graph demonstrates the response time for many of the services has risen substantially since 1996 and most had small increases in 2007 in comparison to 2006. The demand for EMS services, often exceed the service's existing capacity. The 1996 information is included above as the Province considers 1996 to be the base year standard that service is expected to match.

The District of Muskoka's results are noticeably higher than the rest of the comparators primarily due to a very large geographical area with a relatively small population base. Muskoka must also service a high level of seasonal residents and visitors.

How much time do ambulances spend at the hospital?

FIG. 5.2   Percentage of Ambulance Time Lost to Hospital Turnaround

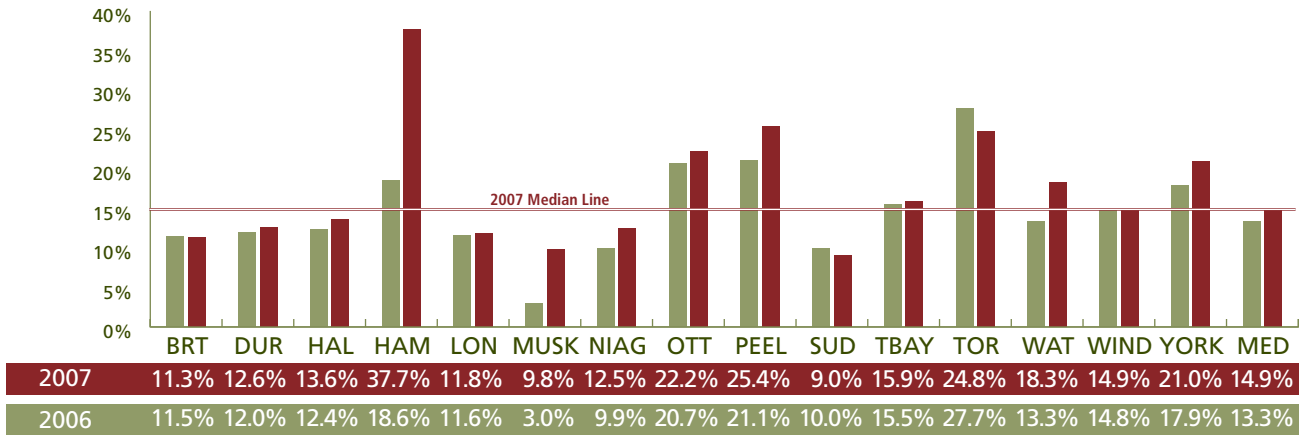|	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	11.3%	12.6%	13.6%	37.7%	11.8%	9.8%	12.5%	22.2%	25.4%	9.0%	15.9%	24.8%	18.3%	14.9%	21.0%	14.9%
2006	11.5%	12.0%	12.4%	18.6%	11.6%	3.0%	9.9%	20.7%	21.1%	10.0%	15.5%	27.7%	13.3%	14.8%	17.9%	13.3%

Figure 5.2 shows the time ambulances are spending at the hospital which can include the time it takes to transfer the patient, delays in transfer of care due to a lack of hospital resources (commonly referred to as off-load delay), paperwork, and other activities.

The significance of the time spent in the hospital is that the more time spent by paramedics in the hospital process, the less time they are available 'on the road' to respond to emergency calls. As more time is spent in hospital, paramedic services are pressured to add resources in order to maintain sufficient units available to respond to calls and to keep the response times (as seen in Figure 5.1) to acceptable levels. The time being spent in the hospital can be a combination of factors, such as bed occupancy rates, the level of activity in hospital emergency departments, and the efficiency of admission procedures.

The City of Hamilton has the highest level of time spent in hospital. Since 2003 the time for hospitals in Hamilton to assume care of the patient is substantially greater, while the time the paramedics are accountable for has largely been unchanged. Hamilton EMS continues to have collaborative discussions with the local hospitals to help them explore solutions to the increasing hospital transfer of care time as those challenges impact the resource capacity of Hamilton EMS.

What is the cost to provide one hour of ambulance service?

FIG. 5.3   EMS Cost per Actual Weighted Vehicle In-Service Hour

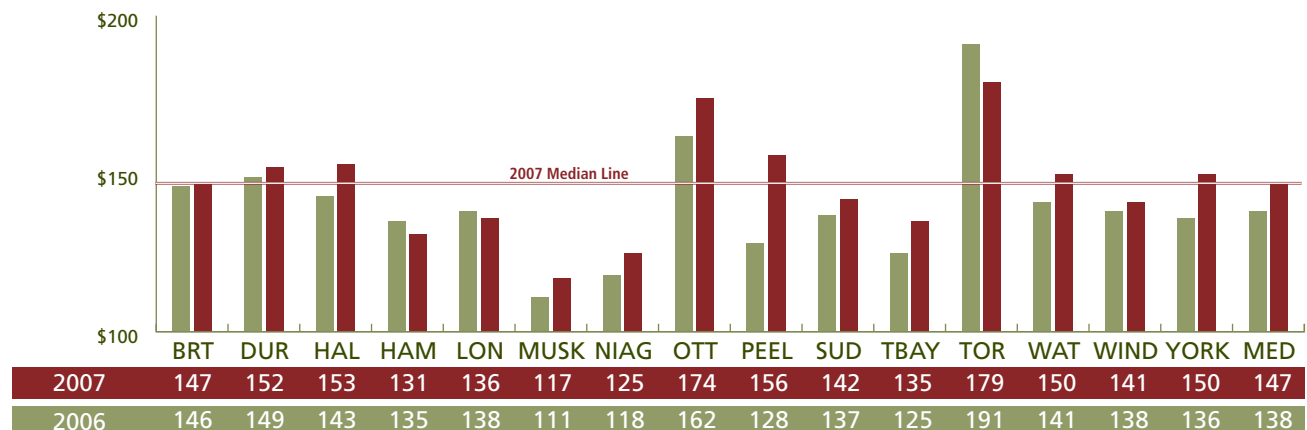|	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	147	152	153	131	136	117	125	174	156	142	135	179	150	141	150	147
2006	146	149	143	135	138	111	118	162	128	137	125	191	141	138	136	138

Figure 5.3 shows the cost per hour to have an EMS vehicle available to respond to patient calls. Although the full cost of the service including administrative costs, medical supply costs, building operating costs, supervision and overhead are included only the hours that vehicles are available for service are used. As wages, fuel and other costs increase, this measure will also trend upwards.

WHAT SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

► Geographic coverage/population density - congestion can make navigating roads more difficult, resulting in significant delays. Urban centres tend to have taller buildings which can slow response times (by requiring responses to high level apartment/condo units). Rural areas can have large under populated areas making it challenging to provide cost-effective, timely emergency coverage

► Local demographics – an older population can increase the demand for service, as can seasonal visitors and the inflow of workers from other communities during the day

► Level of certification - paramedics can impact the cost of services provided, e.g., higher wage rates of advanced care vs. primary care paramedics and also at what point in multi-year collective bargaining contracts the service is at

► Specialized services - tactical teams, multi-patient transport units, bike and marine teams, increasingly being provided by the larger municipalities

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

6. 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.

OMBI municipalities vary significantly in their geography and urbanization, with some municipalities containing both urban and rural areas. In Ontario, municipalities use full-time, volunteer or composite (a mix of full-time and volunteer) staffing models.

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 typically 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.
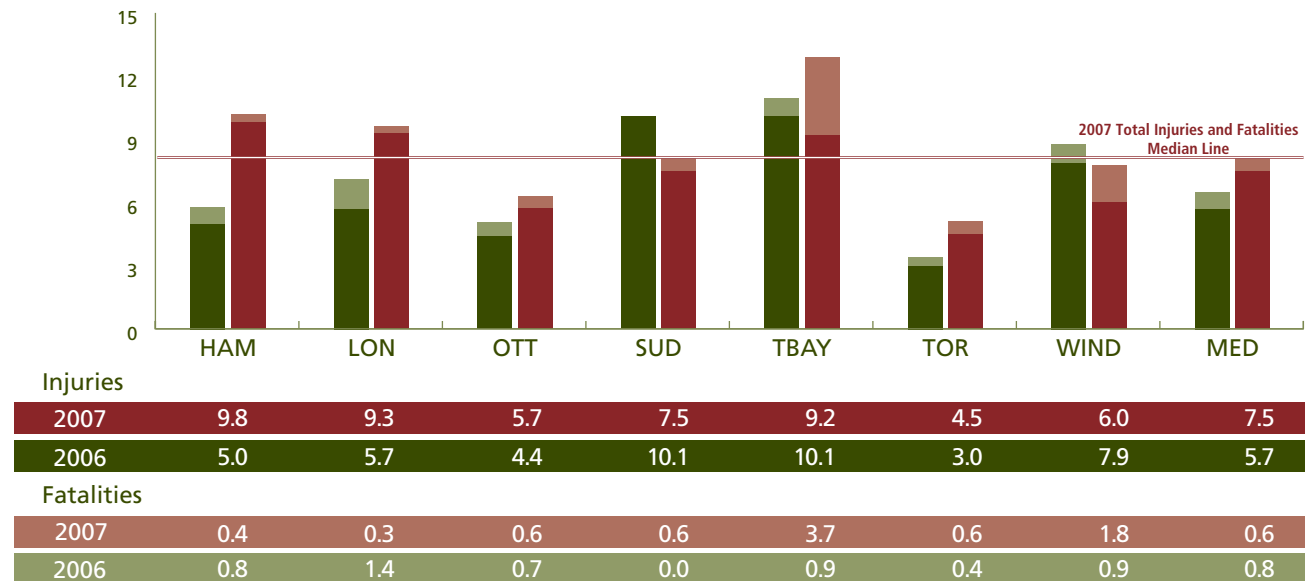
WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Fire Services include:

- ► Complex response demands - different types of emergencies, such as chemical spills, motor vehicle accidents, blackouts, floods and storms, and the knowledge requirements and provision of appropriate training and equipment to do so

- ► Compatibility of different communications systems with other emergency responders such as emergency medical services and police

- ► Human resources - recruitment and retention of volunteer firefighters

WHAT ARE THE RESULTS?

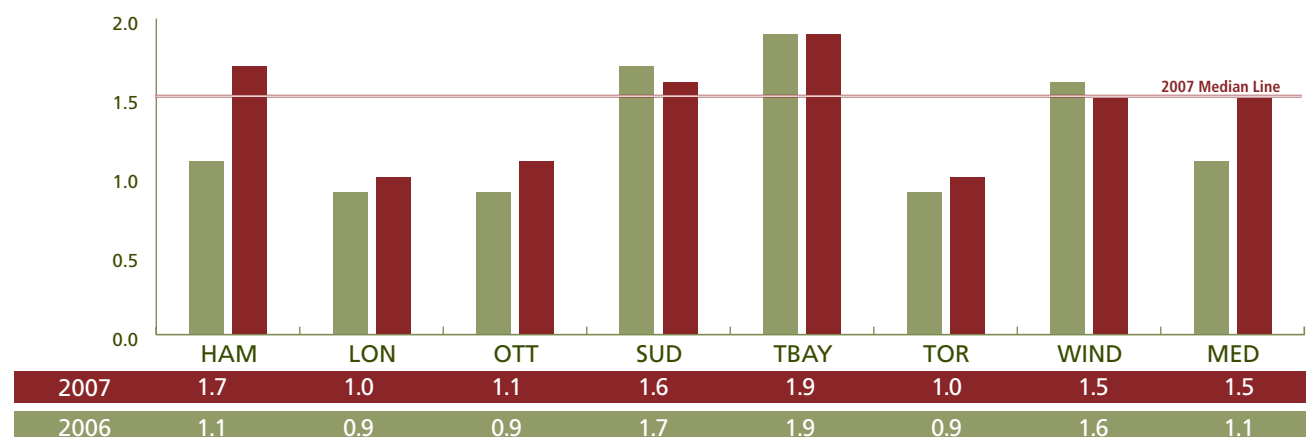### How many injuries and fatalities resulted from residential fires?

FIG. 6.1   Residential Fire-Related Injuries and Fatalities per 100,000 Population

Injuries	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	9.8	9.3	5.7	7.5	9.2	4.5	6.0	7.5
2006	5.0	5.7	4.4	10.1	10.1	3.0	7.9	5.7

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

One of the primary goals of fire services is to prevent and protect citizens from fire-related injuries. Figure 6.1 provides results for the rate of fire-related injuries and fire-related fatalities and illustrates the total for both injuries and fatalities per 100,000 population.

How many fires result in property losses?

FIG. 6.2   Rate of Residential Structural Fires with Losses per 1,000 Households

	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	1.7	1.0	1.1	1.6	1.9	1.0	1.5	1.5
2006	1.1	0.9	0.9	1.7	1.9	0.9	1.6	1.1

Towards the objective of preventing fire-related property loss, figure 6.2 shows the incidence of residential fires involving property loss per 1,000 households.

What is the cost of fire services for each vehicle hour?

FIG. 6.3   Fire Operating Cost per In-Service Vehicle Hour

Urban

	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	281	239	207	89	270	284	236	239
2006	278	222	200	82	243	274	238	238

Rural

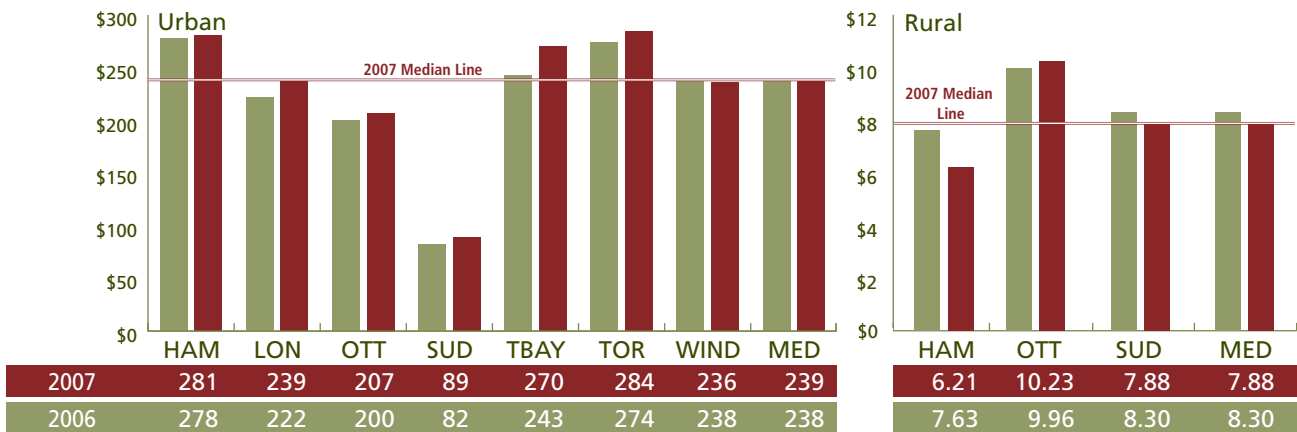|	HAM	OTT	SUD	MED
2007	6.21	10.23	7.88	7.88
2006	7.63	9.96	8.30	8.30

Figure 6.3 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), and instead utilize firefighters from other fire vehicles, should the need for their use arise.

The cost per vehicle hour for rural areas served by volunteer firefighters 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.

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, 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

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

7. Hostels Services

WHAT IS THE SERVICE?

The provision of Emergency Hostel Services in a municipality supports 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 hostel services 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Emergency Hostel Services are:

► Identifying risk - the challenge of accurately identifying those individuals and families who are homeless or are at risk of homelessness in order to assess appropriate levels of service

► Broad accessibility - the availability of transitional and/or supported living/housing in the community along with supplementary support services may draw people to the community to use these shelters

► Differences in populations served – youth, single individuals, families and persons with disabilities impact the level and type of service required, as well as program costs

► Degree of Homelessness – tailoring responses to degrees of homelessness

  ► 'One-time homelessness' - usually the result of an unexpected event

  ► 'Persistent homelessness' - those caught in a pattern of cycling in and out of hospitals or correctional facilities in between living on the street or in emergency shelters

WHAT ARE THE RESULTS?

What is the supply of beds available?

FIG. 7.1   Average Nightly Number of Emergency Shelter Beds Available per 100,000 Population

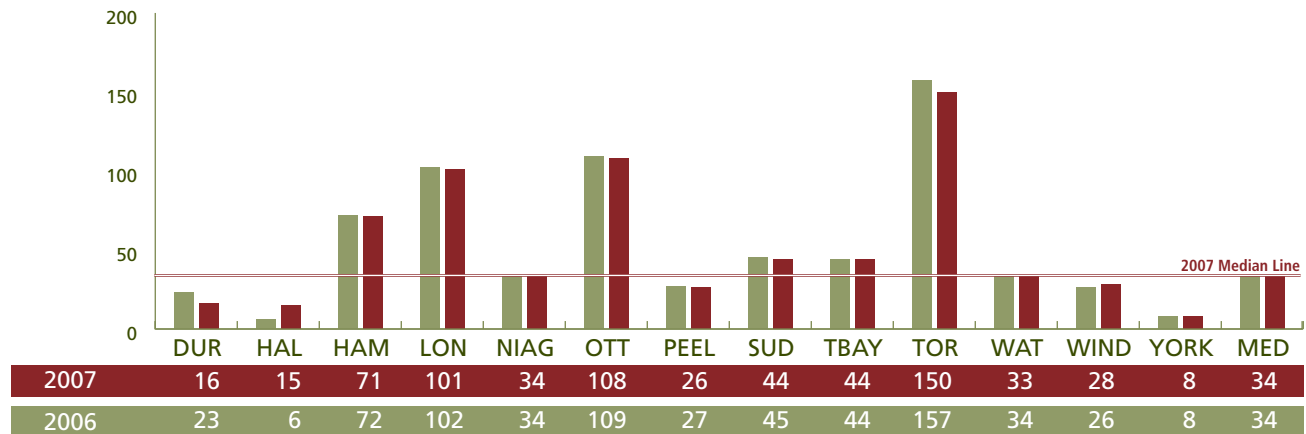|	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	16	15	71	101	34	108	26	44	44	150	33	28	8	34
2006	23	6	72	102	34	109	27	45	44	157	34	26	8	34

Figure 7.1 shows the average nightly number of emergency hostel beds available per 100,000 population. This chart should be viewed in relation to the demand for these beds shown in figure 7.3. While a municipality may provide fewer beds per capita this may be reflective of the demand.

What is the demand for these beds?

FIG. 7.2   Average Nightly Bed Occupancy Rate of Emergency Shelters

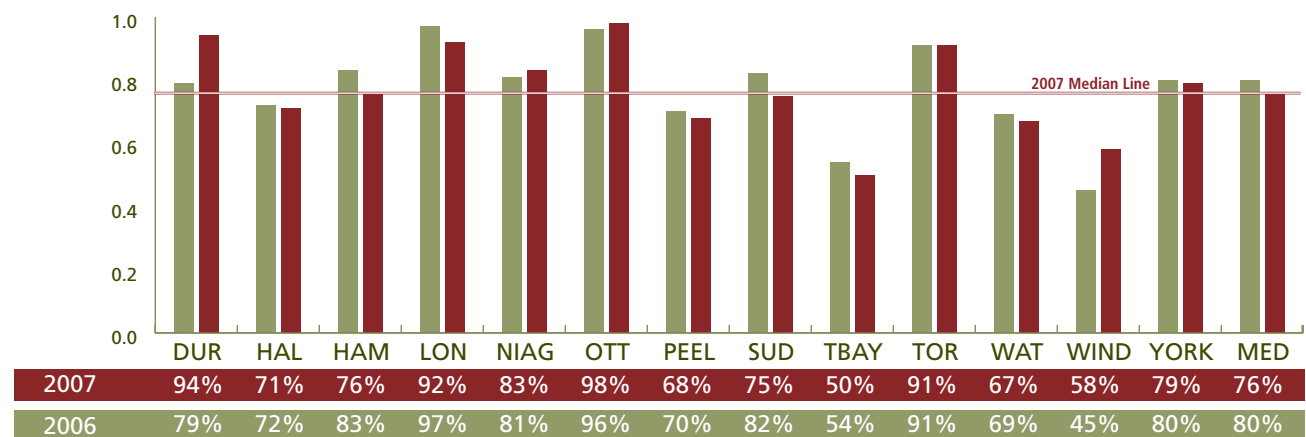|	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	94%	71%	76%	92%	83%	98%	68%	75%	50%	91%	67%	58%	79%	76%
2006	79%	72%	83%	97%	81%	96%	70%	82%	54%	91%	69%	45%	80%	80%

Figure 7.2 shows the average occupancy rate for emergency hostels over the course of a year. Occupancy declined in 2007 in eight of thirteen municipalities. 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.

What is the average length of stay?

FIG. 7.3   Average Length of Stay per Admission to Emergency Shelters

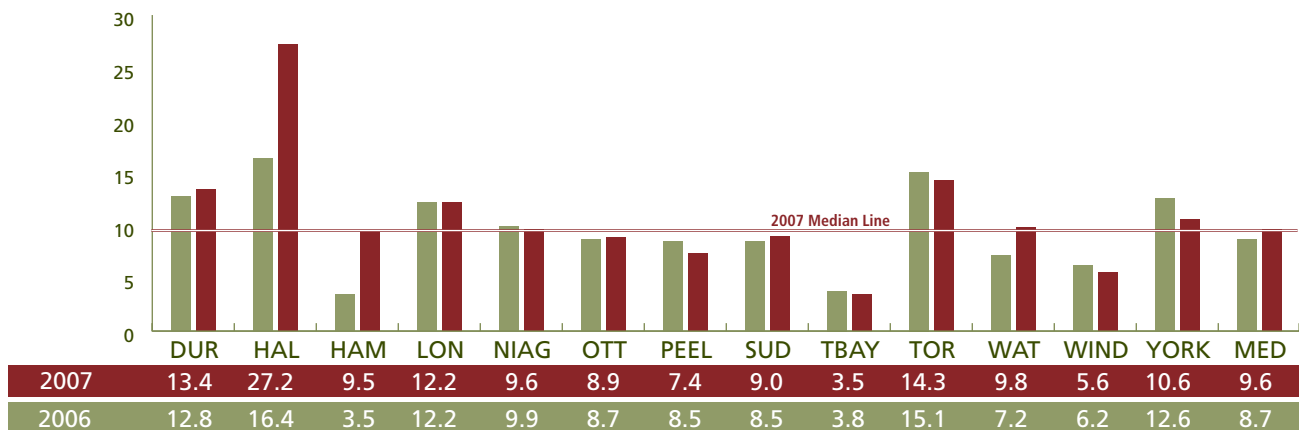|	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	13.4	27.2	9.5	12.2	9.6	8.9	7.4	9.0	3.5	14.3	9.8	5.6	10.6	9.6
2006	12.8	16.4	3.5	12.2	9.9	8.7	8.5	8.5	3.8	15.1	7.2	6.2	12.6	8.7

Figure 7.3 shows the average number of days that residents stayed in emergency shelters for each admission. A resident equals an adult or a child. In general, the length of stay is longer for families when compared to individuals.

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 - number of emergency shelter beds available in a community may vary by season and by climate

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

8. Library Services

WHAT IS THE SERVICE?

Public libraries 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.

Public libraries meet these objectives through the provision of:

► Collections of books, periodicals, magazines and articles

► Reference and referral services to provide information and readers advisory

► 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Library Services are:

► Diversity - the need to tailor library services and offer collections in many languages due to the increasing social, economic and cultural diversity of the population

► Renovation - older library branches need to be reconfigured for current service needs

► Technology - the continual need to update and improve the technology infrastructure to keep electronic library services current and relevant

► Demand - libraries experience increased demand for expanded hours of operation to provide physical access to computers that may not be present in homes

WHAT ARE THE RESULTS?

It should be noted that data provided in figures 8.1 through 8.3 for the Regional Municipality of Waterloo, are only for the library service it provides to its four rural townships and does not include results for the three cities of Cambridge, Kitchener and Waterloo.

How many times were libraries used?

FIG. 8.1   Electronic and Non-Electronic Library Uses per Capita

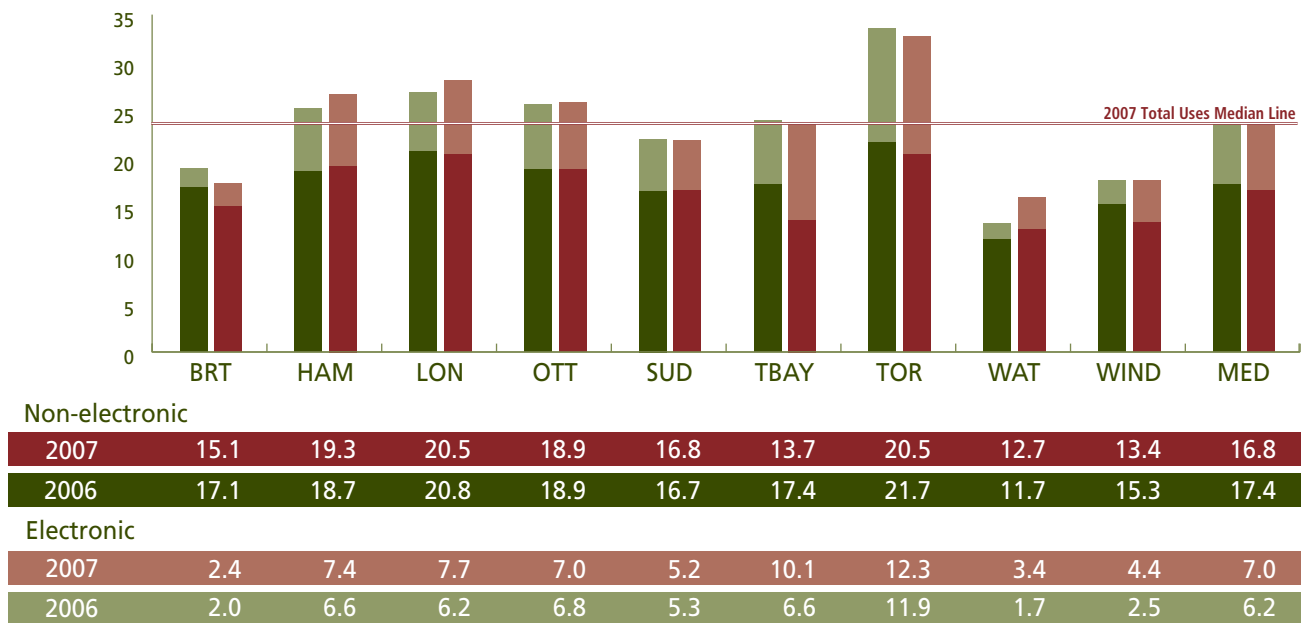| Non-electronic	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2007	15.1	19.3	20.5	18.9	16.8	13.7	20.5	12.7	13.4	16.8
2006	17.1	18.7	20.8	18.9	16.7	17.4	21.7	11.7	15.3	17.4
Electronic										
2007	2.4	7.4	7.7	7.0	5.2	10.1	12.3	3.4	4.4	7.0
2006	2.0	6.6	6.2	6.8	5.3	6.6	11.9	1.7	2.5	6.2

Figure 8.1 illustrates the total of electronic and non-electronic library uses on a per capita basis, as well as separate results for the two categories of uses. The primary goal of a municipal library system is to have residents maximize their use of library resources and programming.

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

How many times is each item borrowed from a library?

FIG. 8.2   Average Number of Times in Year Circulating Items are Borrowed (Turnover)

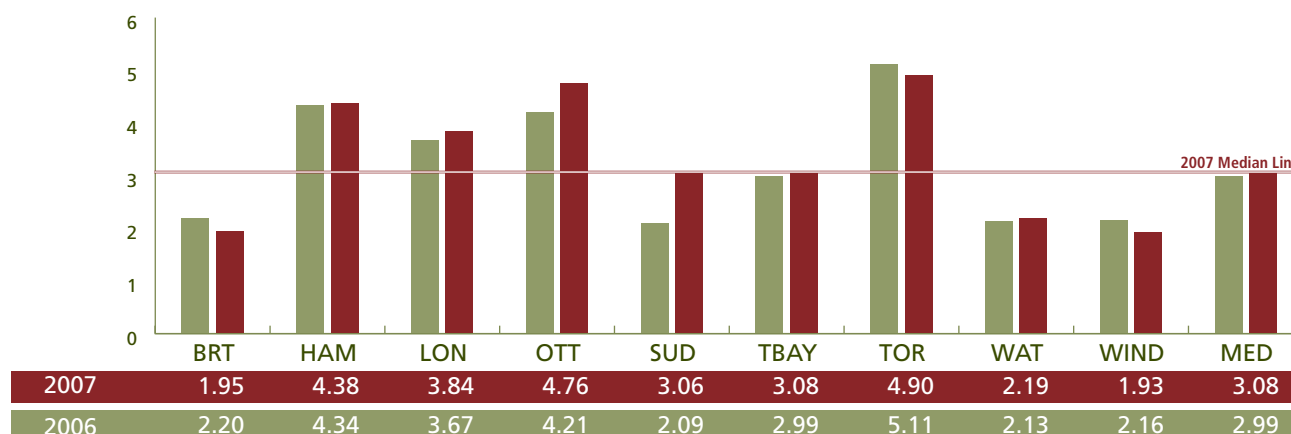|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2007	1.95	4.38	3.84	4.76	3.06	3.08	4.90	2.19	1.93	3.08
2006	2.20	4.34	3.67	4.21	2.09	2.99	5.11	2.13	2.16	2.99

Figure 8.2 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.

How much does it cost for each library use?

FIG. 8.3   Library Cost per Use

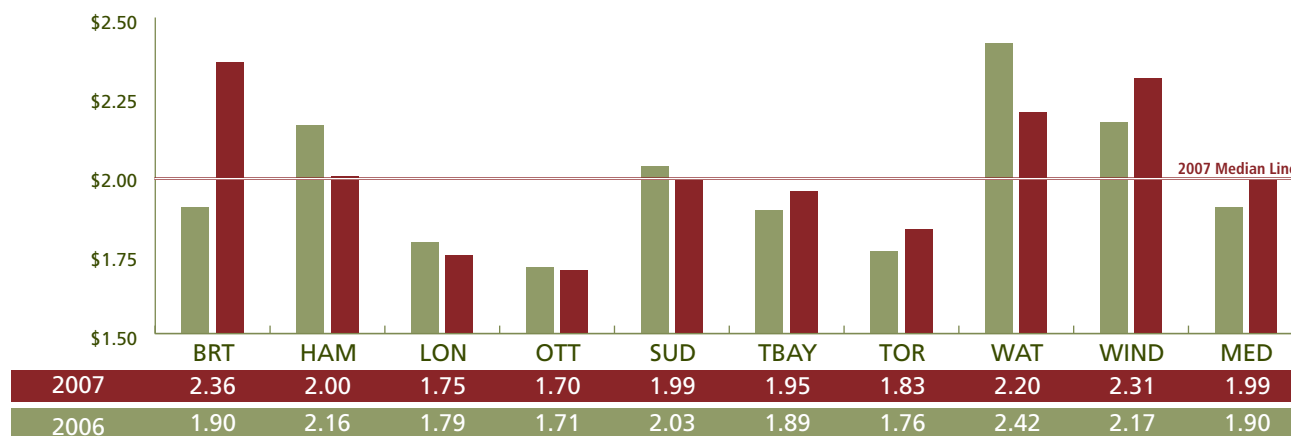|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2007	2.36	2.00	1.75	1.70	1.99	1.95	1.83	2.20	2.31	1.99
2006	1.90	2.16	1.79	1.71	2.03	1.89	1.76	2.42	2.17	1.90

Figure 8.3 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.

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 their hours of operation

- ► Collections - size and mix, as well as number of languages supported in those collections

- ► Programs - range of program offerings to the public

- ► Library use - mix, variety and depth of library uses and the varying amount of staff resources required to support those different uses

- ► Web services - availability and degree of investment in web services

- ► Demographics - socio-economic and cultural make-up of the population served

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

9. Long-Term Care Services

WHAT IS THE SERVICE?

Long-Term Care Services (LTC) provide quality resident-focused care within municipal long-term care homes and offer programs that meet the needs of clients within the community.

Long-term care homes are for individuals who are no longer able to live independently. Services are delivered within a residential setting by a team of qualified professionals. The goal is to maximize quality of life and safety for residents. Services include: 24-hour nursing and personal care; dietary and nutritional assessments; spiritual, recreational and social activities.

Municipalities are required by legislation to operate LTC homes; however operators can also include for-profit organizations and not-for-profit agencies. 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).

Some municipalities provide programs (for example adult day care centres, homemakers and meals on wheels) in the community which provide support to clients and family caregivers enabling clients to remain independent in their own homes.
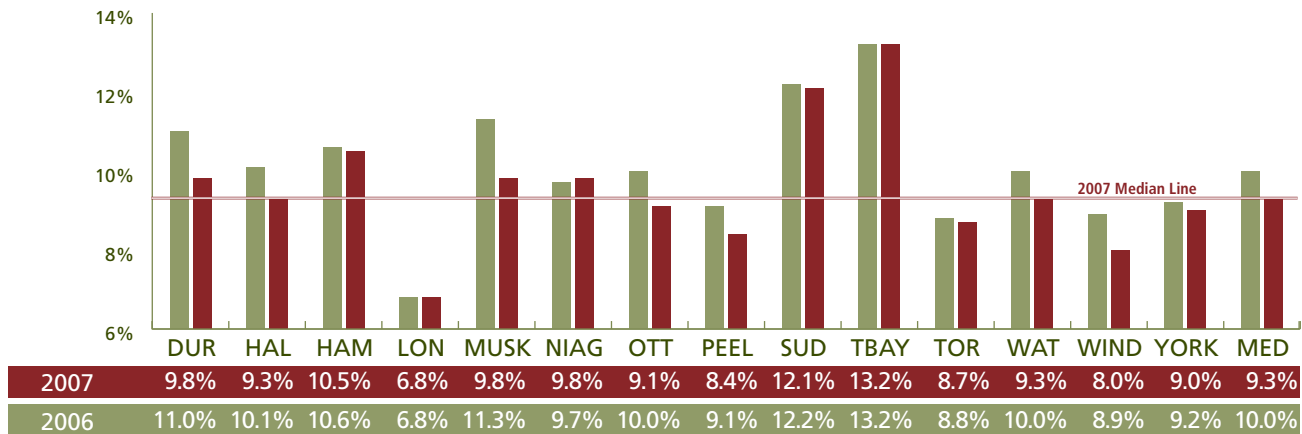
WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of LTC include:

▶ Community expectations - municipalities are mandated by legislation to operate a LTC home to ensure communities have access to service. This responsibility has entrenched municipal LTC operators as integral parts of their communities and established high community expectations for accessible, responsive and quality LTC services

▶ Financial pressures - municipal homes often accept a higher percentage of lower income residents resulting in less revenue for the operations. Municipalities also experience higher wage arbitration settlements due to their perceived ability to pay

▶ Regulatory pressures - intensified scrutiny of LTC services has resulted in increased regulatory obligations

▶ Demographics – longer life expectancies resulting in older adults facing more complex medical conditions, coupled with an aging population has meant growing challenges for LTC operators

WHAT ARE THE RESULTS?

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

FIG. 9.1   Percentage of Population over 75 years of age that can be served from all Long-Term Care Beds in each Municipality?

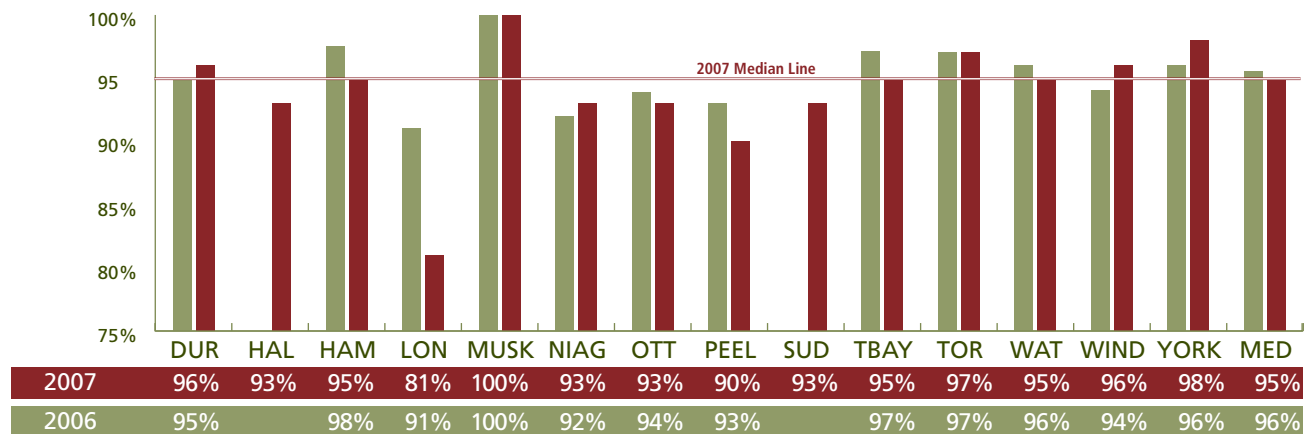|	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	9.8%	9.3%	10.5%	6.8%	9.8%	9.8%	9.1%	8.4%	12.1%	13.2%	8.7%	9.3%	8.0%	9.0%	9.3%
2006	11.0%	10.1%	10.6%	6.8%	11.3%	9.7%	10.0%	9.1%	12.2%	13.2%	8.8%	10.0%	8.9%	9.2%	10.0%

Note: The minimum provincial standard for a given community is to provide long-term care beds to 10% of the population 75 years of age and over.

Figure 9.1 shows the number of LTC beds provided by all service providers (for-profit, not-for-profit, and municipal) within a given community as a percentage of the population aged 75 and over. The declining trend observed in most communities, shows that the number of available beds has not kept pace with the growing/aging population.

When considering LTC capacity, it is important to recognize the role that LTC plays within the broader health care system. The introduction of Local Health Integration Networks (LHINs) in Ontario has created a strong emphasis on system integration and ensuring the appropriate mix of health services within communities. As a result, the need for LTC beds within a given municipality is influenced by the availability of other services, such as hospital beds, supportive housing units, adult day spaces, etc. These services are designed to work together to provide a continuum of health care for citizens.

Are long-term care residents satisfied?

FIG. 9.2   Long-Term Care Resident Satisfaction in Municipal Homes

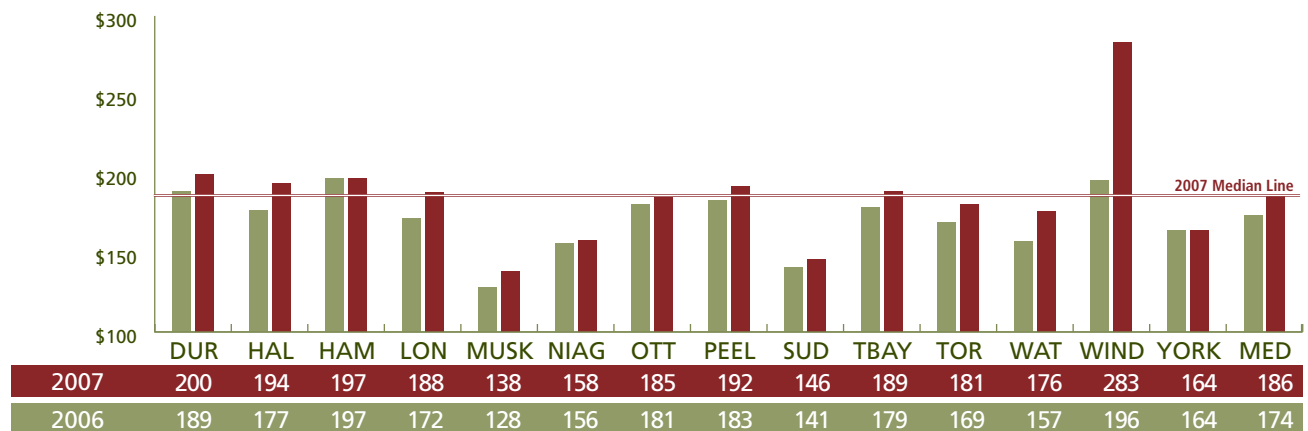|	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	96%	93%	95%	81%	100%	93%	93%	90%	93%	95%	97%	95%	96%	98%	95%
2006	95%		98%	91%	100%	92%	94%	93%		97%	97%	96%	94%	96%	96%

Note: Residents of municipal long-term care homes were not surveyed in 2006 in Halton and Greater Sudbury.

Figure 9 2 shows the percentage of LTC residents/family members who are satisfied with municipal LTC homes as a place to live. Surveys are typically conducted annually.

Unlike one time transactional services, LTC services are delivered to residents 24 hours a day, 7 days a week. The customer relationship is continuous with several individual customer service encounters occurring in a given day. Maintaining strong client satisfaction throughout each service delivery experience is challenging for LTC operators.   Municipal LTC providers' comprehensive quality improvement and training programs have allowed them to successfully meet this challenge. Municipal LTC homes consistently experience high client satisfaction ratings. This accomplishment is significant given the complexity of the customer service experience in LTC.

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

FIG. 9.3   Long-Term Care Facility Cost (CMI Adjusted) per Long-Term Care Facility Bed Day.

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	200	194	197	188	138	158	185	192	146	189	181	176	283	164	186
2006	189	177	197	172	128	156	181	183	141	179	169	157	196	164	174

Note: Based on calculations using the Ministry of Health and Long-Term Care Annual Report Data

Figure 9.3 shows the cost of operating a municipal LTC bed for one day, which is increasing in most municipalities. To improve the comparability of the results, the costs have been adjusted by the Case Mix Index (CMI) which adjusts cost to reflect the differences in the level and intensity of care required by residents in each long-term care home.

While the MOHLTC sets minimum standards and operating requirements for LTC services, each municipality must address local service level requirements and priorities. As noted above, current provincial funding is insufficient to adequately meet the care needs of LTC residents and the associated operating costs of a '24/7' residential service. To ensure quality of care and resident safety, many municipalities voluntarily contribute additional resources to their LTC operations to maintain standards of care that exceed provincial standards.

In 2007, the City of Windsor relocated residents to a new home which required an overlap of staffing at two homes for cleaning, stocking, training and workflow purposes for an approximate six month period during the year. For this reason the 2007 operating cost per bed day increased significantly compared to prior years.

WHAT SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

- ► 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

- ► Staffing levels - higher cost structure for wages and benefits

- ► Uncontrollable price variables - pay equity legislation and wage arbitration

- ► Other providers – private and not-for-profit participation in the long-term care business

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

10. Parking Services

WHAT IS THE SERVICE?

Parking Services includes both maintenance and enforcement operations, providing parking for residents, businesses and visitors of the municipality. The goal of parking services is to ensure parking opportunities are made available in an equitable, affordable and safe manner.

The primary objectives for parking services are to provide:

► On-street meter parking in business areas that operate at an affordable rate, with hours of use conducive to turnover and to the needs of the businesses

► Off-street parking lots and structures that meet the needs of the area community

► Residential parking program 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Parking Services are:

► Multiple stakeholders - successful service delivery means balancing and satisfying the needs of the business community, Council and residents

► Fiscal sustainability - to balance affordability and need to generate sustainable revenues

► Policy challenges - the need to balance adequate access to parking for diverse users - residents, employers, institutions, and tourists - while considering land use alternatives and encouraging the use of public transit

WHAT ARE THE RESULTS?

How many parking spaces do municipalities provide?

FIG. 10.1   Number of Paid Parking Spaces Managed per 100,000 Population

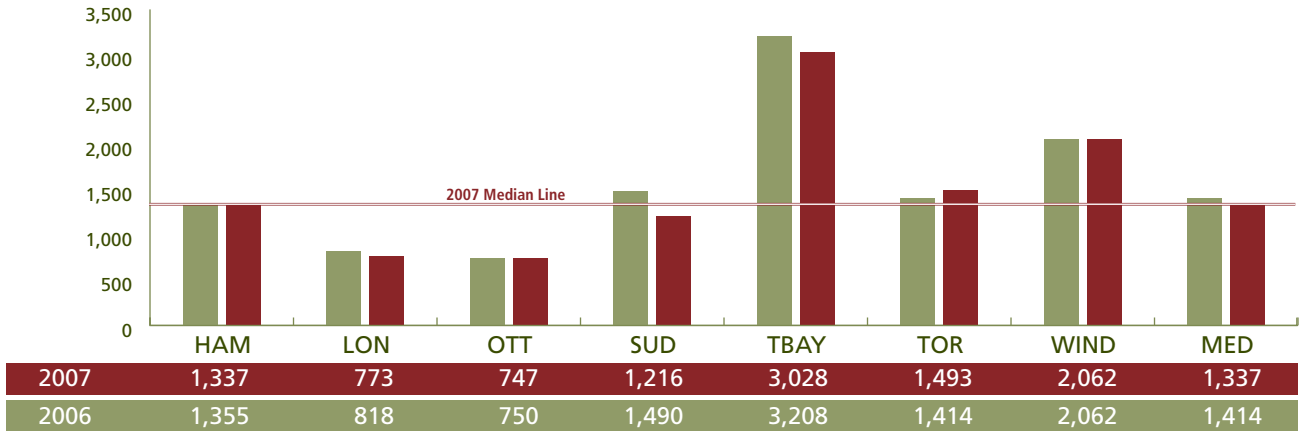|	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	1,337	773	747	1,216	3,028	1,493	2,062	1,337
2006	1,355	818	750	1,490	3,208	1,414	2,062	1,414

Figure 10.1 shows the number of paid parking spaces available in municipalities per 100,000 population. 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.

What is the cost of hourly parking?

FIG 10.2   Average Hourly Rate for On-Street Parking

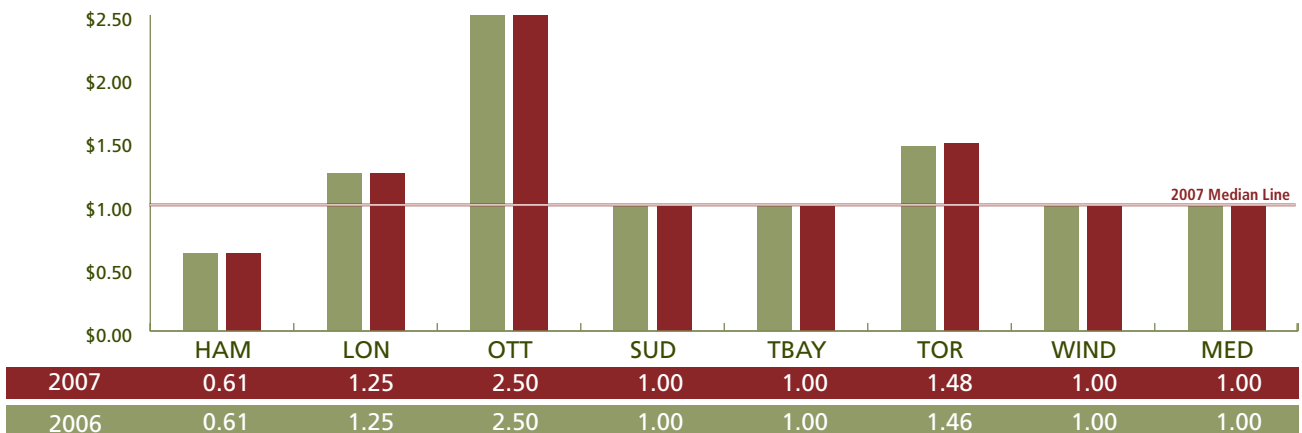|	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	0.61	1.25	2.50	1.00	1.00	1.48	1.00	1.00
2006	0.61	1.25	2.50	1.00	1.00	1.46	1.00	1.00

Figure 10.2 illustrates that for municipalities who manage this service, the cost of parking per space has remained unchanged from one year to the next. In an effort to revitalize the Downtown Core Hamilton has kept their parking rates low and hence they fall below the median.

What is the cost of parking per space?

FIG. 10.3   Parking Services Cost per Paid Parking Space Managed

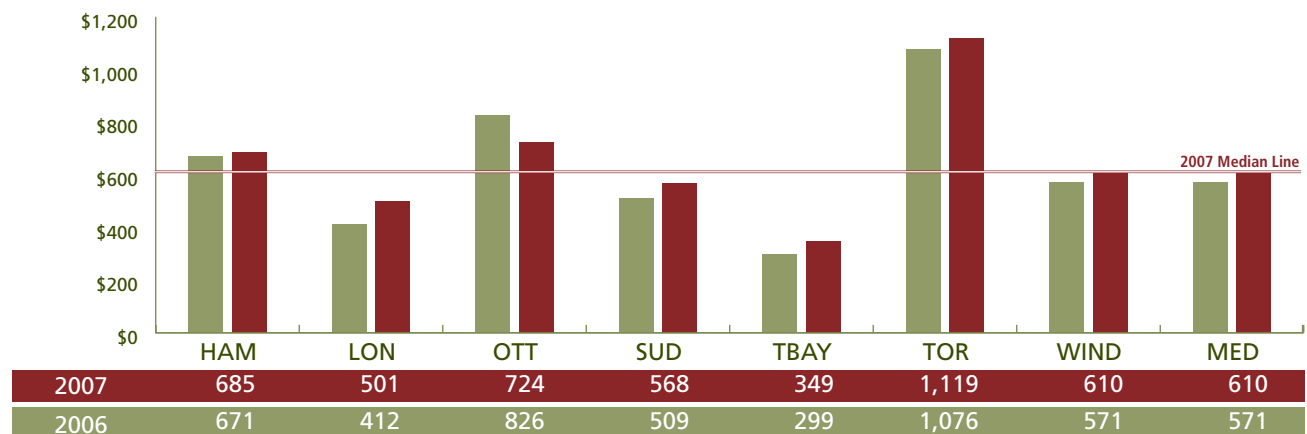|	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	685	501	724	568	349	1,119	610	610
2006	671	412	826	509	299	1,076	571	571

2007 Median Line

Figure 10.3 shows the municipal cost of providing parking services per parking space managed. High service costs in Toronto are due to a higher ratio of more expensive off-street to on-street parking, higher taxes on off-street spaces and a large number of attended facilities as opposed to pay and display lots.

WHAT SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

► Local policies - by-laws and standards set by the municipality's Council vary considerably

► Geographic layout of on-street and off-street parking spaces compared to parking needs in municipalities

► Geographic size and available resources for enforcement coverage

► Technological support - the type and quality of technology used to manage operations and enforcement

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

11. Parks Services

WHAT IS THE SERVICE?

Parks Services support the recreation and leisure needs of the community. Parkland includes both maintained parkland (such as sports fields, recreational trails, picnic areas, playgrounds) and natural parklands (such as ravines, watercourses, woodlots). Parks can vary in size and include a variety of features such as flowers and shrub beds, fountains, play structures, woodlots, paved areas and benches.

New parks, sports fields, and recreational trails are provided through public acquisition and through parkland dedication required under the *Planning Act* at the time of development.

The objectives of parks services include the provision of:

► Clean, safe, and welcoming parks and natural spaces for all residents to enjoy

► Opportunities for physical activity and both recreational and competitive sports

► A significant asset that increases the well-being and economic prosperity of the community

► A relaxing haven in an urban area

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Parks Services are:

► Difficulty in establishing new parks in developed areas of municipalities due to the lack of available vacant land

► Pesticide use in parks and ongoing concerns with public safety and the environment

► Ensuring play structures and components are maintained and/or replaced to meet safety standards

► Meeting the growing demands of an increasing population and changing demographics

WHAT ARE THE RESULTS?

How much parkland is available?

FIG. 11.1   All Parkland in Municipality as a Percentage of Total Area of Municipality

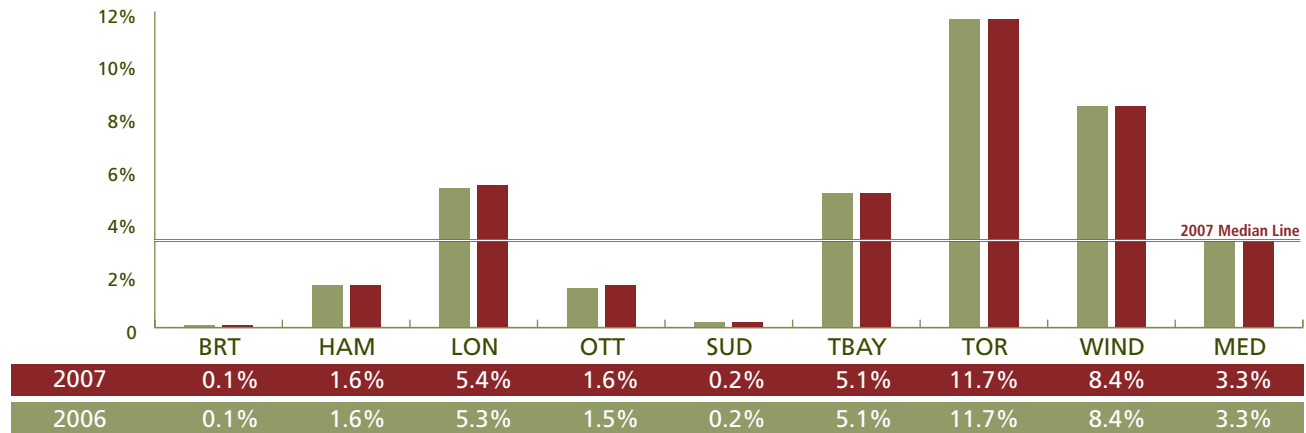|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	0.1%	1.6%	5.4%	1.6%	0.2%	5.1%	11.7%	8.4%	3.3%
2006	0.1%	1.6%	5.3%	1.5%	0.2%	5.1%	11.7%	8.4%	3.3%

Figure 11.1 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. Other issues faced by some municipalities are geographic challenges such as topography and population density.

How much does parkland cost per person?

FIG. 11.2   Cost of Maintained and Natural Parkland per Person

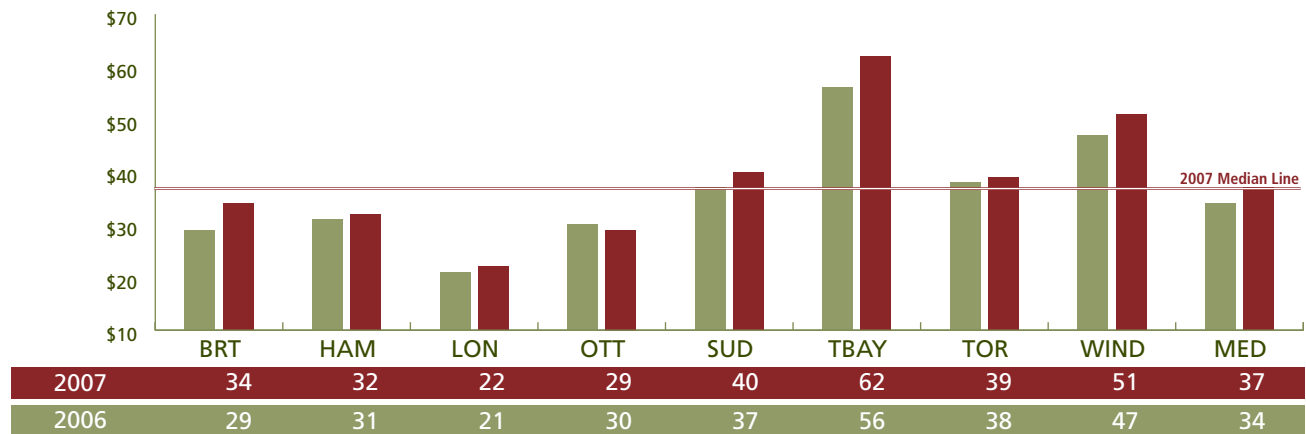|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	34	32	22	29	40	62	39	51	37
2006	29	31	21	30	37	56	38	47	34

Figure 11.2 shows the cost of parkland (maintained and natural) per capita. Parkland includes a varying number and range of amenities (greenhouses, washrooms, playgrounds) and a broad range of turf maintenance levels all of which can contribute to a higher cost per person.

How much does parkland cost per hectare?

FIG. 11.3   Cost of Maintained and Natural Parkland per Hectare

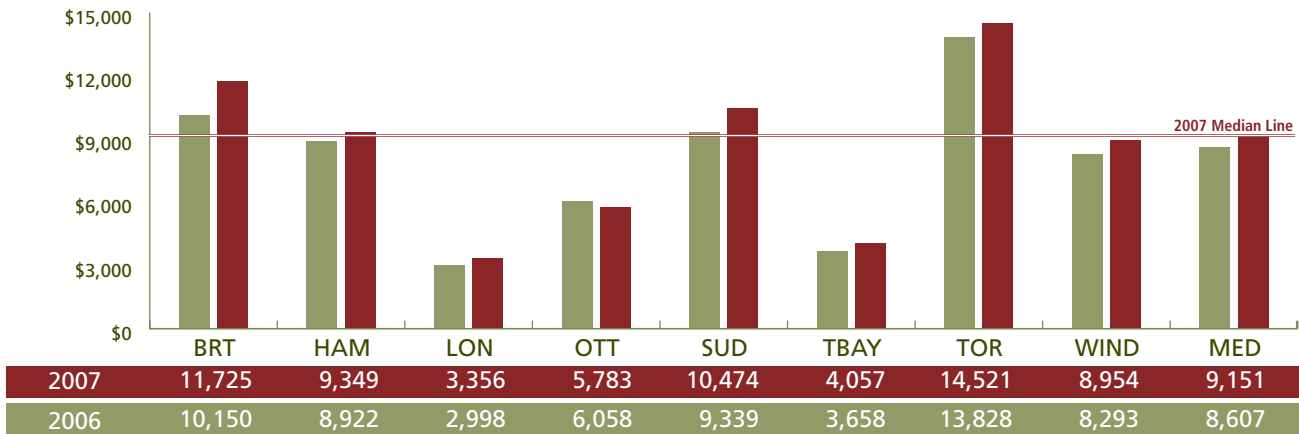|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	11,725	9,349	3,356	5,783	10,474	4,057	14,521	8,954	9,151
2006	10,150	8,922	2,998	6,058	9,339	3,658	13,828	8,293	8,607

Figure 11.3 shows the cost of providing one hectare of parkland (either natural or maintained). Cost per hectare will also be impacted by the number of park sites, travel time between sites, and whether the site has on-site staff. Costs per hectare are reflective of the proportion of maintained parkland vs. natural parkland, as maintained parkland is more expensive to maintain.

What SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

▶ Mix – of natural and maintained parkland in each municipality

▶ Service standards - maintained parkland and levels of management applied to natural areas, such as frequency of grass cutting

▶ Type of sports fields - differences in the categories and types of sports fields and their facilities will affect costs

▶ Environmental factors - soil composition, weather patterns, etc.

▶ 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

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

12. Planning Services

WHAT IS THE SERVICE?

Municipalities manage the growth and physical form of the city/region through its planning processes. The goal of planning services is the efficient and effective management of land and resources to ensure a healthy and enjoyable community – economically, socially, and environmentally - for its citizens to live, work, play, and shop.

Planning services can include:

► Overseeing the creation and management of a municipality's Official Plan, the overall master planning document required under Ontario's Planning Act

► Processing development applications received for specific projects. Municipal staff review and process the applications with regard to the framework of provincial legislation, Council-approved policies and by-laws

► Leading municipal strategic planning, including environmental initiatives, urban design, area studies and policy development

► Providing Geographic Information Services (GIS) or mapping information

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Planning Services are:

► Balancing priorities – conflicting/multiple priorities, balancing citizens' concerns about the environment with the desire to encourage investment in the community in order to sustain economic growth

► Opposing demands - expanding opportunities for public participation in the planning process while streamlining the approvals process to meet Planning Act timeframes

► Provincial legislation - specific Provincial initiatives ('Places to Grow', 'Greenbelt') plus other Provincial policy statements can affect application volumes, the time spent on the application, and appeals

► Challenging timeframes - meeting legislated requirements for processing applications, given financial and human resource constraints

► Increased litigation – developers and builders increasingly seek legal action when their projects are denied or delayed

► Municipal funding - municipalities' shortfall of funds to replace or expand infrastructure (roads, water works, transit) impacts support for new developments

WHAT ARE THE RESULTS?

Note that the graphs are shown as single-tier or upper-tier to reflect differences in service delivery due to organizational form.

What is the volume of applications processed?

FIG. 12.1   Number of Development Applications Received per 100,000 Population

Single-tier	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	435	192	209	187	349	94	146	184	189
2006	535	186	190	205	294	135	165	232	197

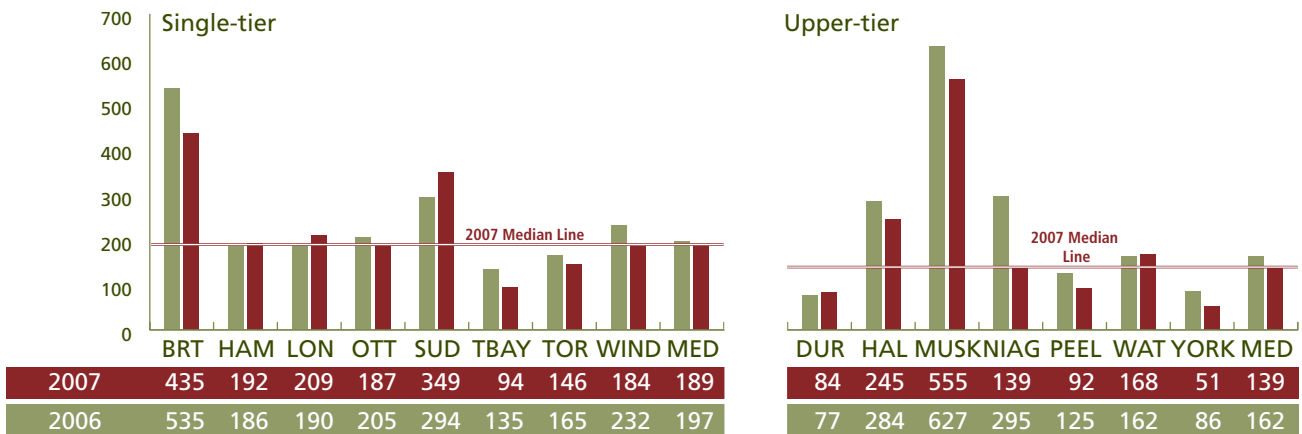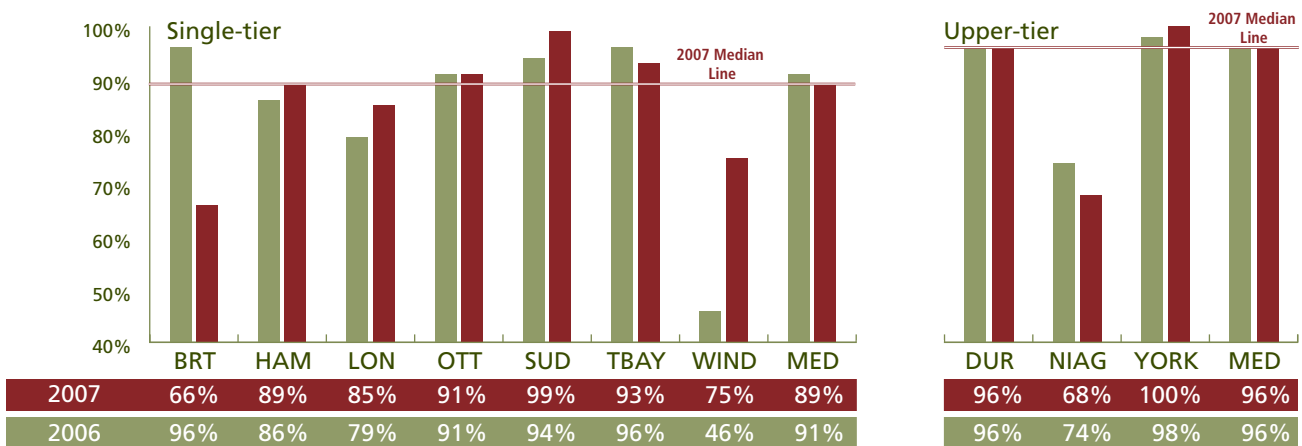| Upper-tier	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2007	84	245	555	139	92	168	51	139
2006	77	284	627	295	125	162	86	162

Figure 12.1 shows the number of development applications received per 100,000 population and reflects to some extent the robustness of the local economy. The types of applications include official plan amendments, zoning by-law amendments, plans of subdivisions, plans of condominiums, condominium conversions, minor variances, consents, part lot control, and site plan approvals, site plan control and removal of holding provisions.

How quickly are applications processed?

FIG. 12.2   Percentage of Development Applications meeting Planning Act Timeframes

Single-tier	BRT	HAM	LON	OTT	SUD	TBAY	WIND	MED
2007	66%	89%	85%	91%	99%	93%	75%	89%
2006	96%	86%	79%	91%	94%	96%	46%	91%

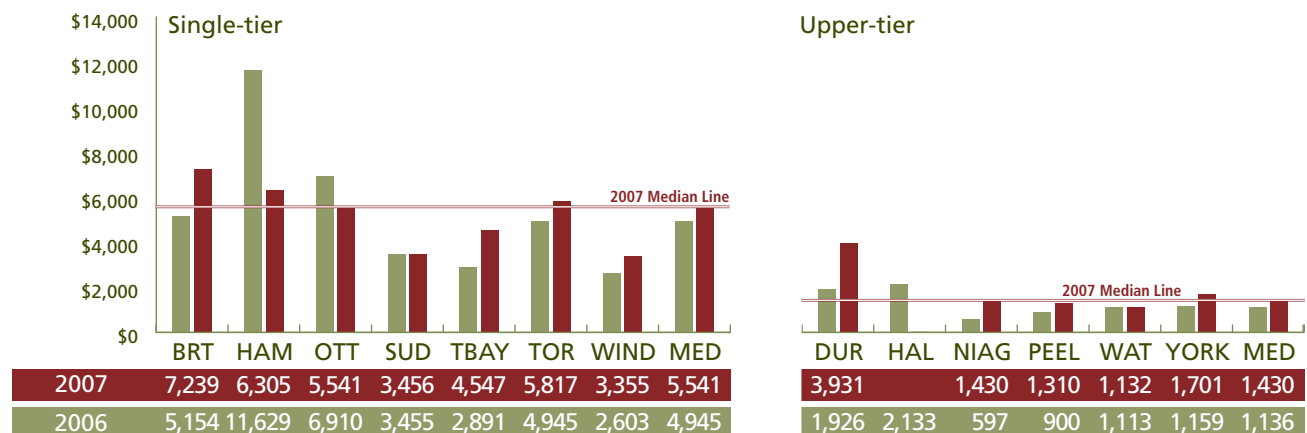| Upper-tier	DUR	NIAG	YORK	MED
2007	96%	68%	100%	96%
2006	96%	74%	98%	96%

Note: Single-tier municipality Toronto data is not available for 2007 and 2006. For the upper-tier Municipalities of Halton, Muskoka, Peel and Waterloo there may be no data to report (please see paragraph below for additional information).

Figure 12.2 shows the percentage of development applications meeting *Planning Act* timeframes. The *Planning Act* sets out specific time standards for municipalities to process applications

received. Upper-tier municipalities only report information on legislative timelines where they are the approval authority. In some cases this would apply to very few or no applications, so there may be no data to report. All municipalities endeavor to meet or exceed these timeframes whenever possible However, factors such as volume of applications and their complexity, will affect municipal results.

What was the cost to process Development applications?

FIG 12.3   Development Planning Applications Cost per Development Application Received

Single-tier	BRT	HAM	OTT	SUD	TBAY	TOR	WIND	MED
2007	7,239	6,305	5,541	3,456	4,547	5,817	3,355	5,541
2006	5,154	11,629	6,910	3,455	2,891	4,945	2,603	4,945

Upper-tier	DUR	HAL	NIAG	PEEL	WAT	YORK	MED
2007	3,931		1,430	1,310	1,132	1,701	1,430
2006	1,926	2,133	597	900	1,113	1,159	1,136

Note: Single-tier municipality London and upper-tier municipality of Muskoka data not available for 2007 and 2006. Upper-tier municipality of Halton data is not available for 2007.

Figure 12.3 shows the average cost to process a development application. The variation in the cost per development application will be affected year-to-year by the volume of applications processed. Municipalities do not have unlimited flexibility to adjust their staffing levels in response to short-term fluctuations in volumes.

WHAT SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

► Application variables - type, mix, and complexity (in terms of scope and magnitude) of applications received

► Government form - level of municipal governance (e.g., single-tier vs. upper- or two-tier) will impact the review process. Some applications may require dual review while other applications may only require single-tier review as upper-tier governments do not process some types of applications

► Organizational structure - differences among the municipalities can affect the process of reviewing applications by departments outside of planning (e.g., infrastructure)

► Public consultation - cost to process a given application can be affected by Council's decisions regarding the opportunities for public participation in the planning process

► Growth management - activities impact workloads and costs of service

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

13. 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 activities provided by police services include:

► Crime prevention

► Law enforcement

► Victims' assistance

► Maintenance of public order

► Emergency response services

Effective policing is enhanced by strong partnerships between the police and the communities and neighbourhoods they serve.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Major issues currently affecting Police Service delivery include:

► Human resources - challenges in recruiting and retaining personnel

► Emerging trends - new crime trends, e.g., guns and gangs, cybercrime

► Adequacy of funding - mandated services such as court security

WHAT ARE THE RESULTS?

The majority of OMBI municipalities have a municipal police service. Several jurisdictions, however, contract police services from the Ontario Provincial Police (OPP). One region (Peel) uses the services of both the OPP (serves the Town of Caledon, indicated as "CAL" on graphs) and a municipal police agency (Peel Regional Police, "PEEL," which serves all of Peel except Caledon). To help readers understand the information in the graphs, results have been grouped by police service type – Municipal or OPP.

How many police officers and civilian staff are there?

FIG. 13.1   Number of Total Police Staff (Officers and Civilians) per 100,000 Population

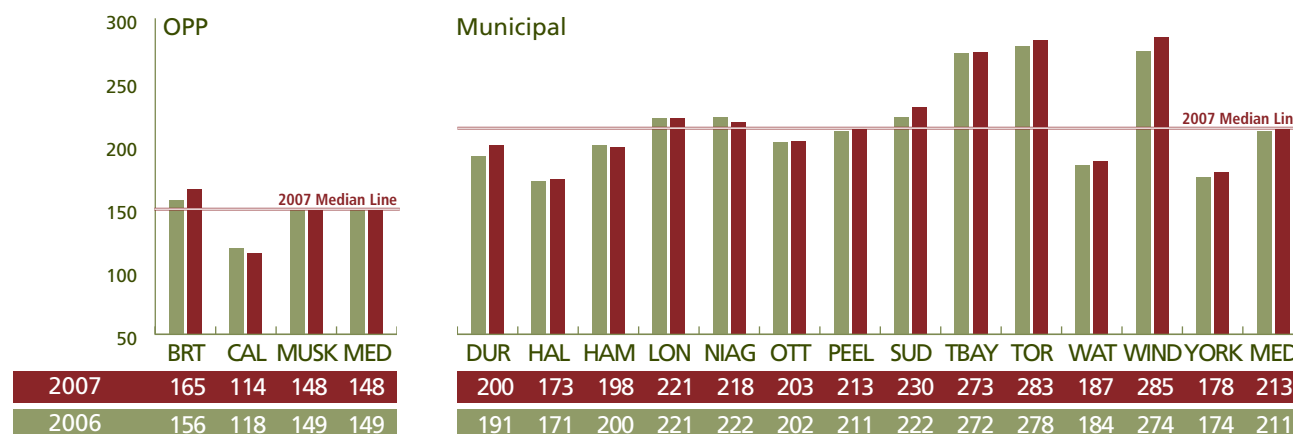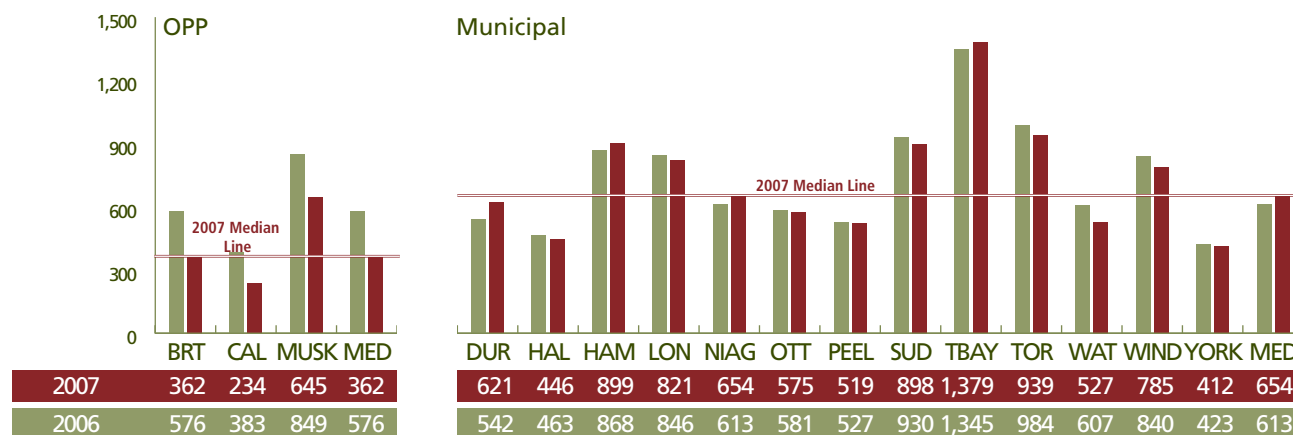|	BRT	CAL	MUSK	MED		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	165	114	148	148		200	173	198	221	218	203	213	230	273	283	187	285	178	213
2006	156	118	149	149		191	171	200	221	222	202	211	222	272	278	184	274	174	211

Figure 13.1 provides an indication of police service levels (number of police staff per 100,000 population) and is based on the staffing levels established in the annual budget. As noted earlier, each municipality and police agency determines the service levels (resources and staffing) required to protect their local communities.

What is the violent crime rate?

FIG. 13.2   Reported Number of Violent Criminal Code Incidents per 100,000 Population

	BRT	CAL	MUSK	MED		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	362	234	645	362		621	446	899	821	654	575	519	898	1,379	939	527	785	412	654
2006	576	383	849	576		542	463	868	846	613	581	527	930	1,345	984	607	840	423	613

Note: Violent crime rates may differ from those in Statistics Canada's publications due to the use of more current population estimates provided by OMBI Municipalities.

Figure 13.2 shows the number of violent crimes in each municipality per 100,000 population and the extent to which violent criminal activity is brought to the attention of police services (reported). This measure does not include unreported crime.

Crime rates can provide an indication of community safety, however, a community's perception of the incidence of crime or their feeling of safety can differ from what raw crime statistics show. Crime rates should be examined over a 5 to 10 year period to determine if there are any trends, as changes to the law, standards or law enforcement practices in municipalities can all have an impact on changes in crime rates in any given year.

What percentage of violent crime is solved?

FIG. 13.3 Clearance Rate - Violent Crime

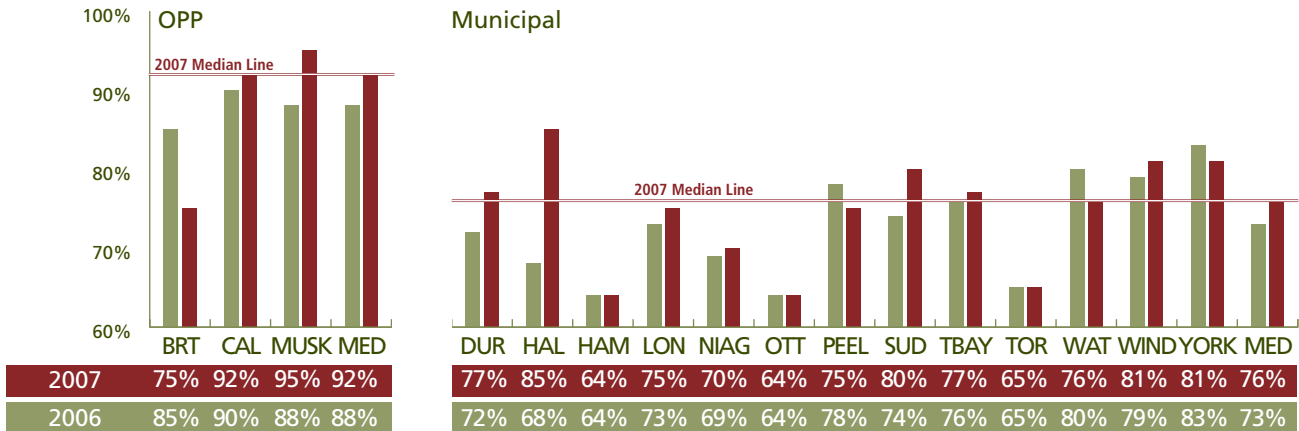|	BRT	CAL	MUSK	MED		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	75%	92%	95%	92%		77%	85%	64%	75%	70%	64%	75%	80%	77%	65%	76%	81%	81%	76%
2006	85%	90%	88%	88%		72%	68%	64%	73%	69%	64%	78%	74%	76%	65%	80%	79%	83%	73%

Figure 13.3 shows the results for the number of violent crimes cleared in a specific calendar year, regardless of when the crimes occurred. When a crime has occurred, residents expect that the crime will be solved and the accused brought before the justice system. A violent criminal incident is considered cleared when a charge is laid, recommended or cleared by other methods. The public's assistance in reporting information can greatly assist in the solving of violent crime.

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 - presence of specialized facilities in municipalities such as airports or casinos that can require additional police staffing to provide service

► 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

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

14. Roads Services

WHAT IS THE SERVICE?

A municipality's transportation system affects the economic vitality and quality of life of residents. The goal of roads services is to build and maintain a transportation network that meets the community's needs and ensures safe and efficient movement for drivers, cyclists, and pedestrians.

A community's transportation infrastructure can include 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.

Objectives of roads services include:

► Maintaining the infrastructure in a state of good repair (preserve investment)

► Ensuring public safety

► Ensuring efficient movement of people, goods and services

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Roads Services are:

► Aging infrastructure - road and bridge infrastructure network

► Accurate projections - long-term effects of changing weather conditions

► Public inconvenience - impact of necessary maintenance on traffic flow

► Road condition - at the time responsibility was transferred from the Province to municipalities

► Traffic congestion - capacity of the road network has not kept pace with increasing traffic volumes

WHAT ARE THE RESULTS?

What is the volume of traffic on our main roads?

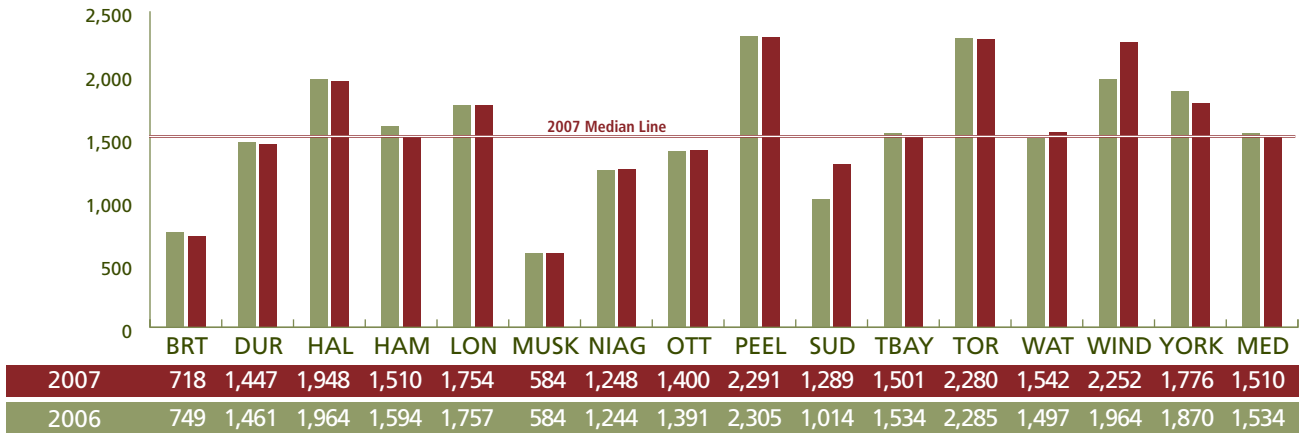FIG. 14.1   Vehicle Km Traveled per Lane Km (Major Roads) (000's)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	718	1,447	1,948	1,510	1,754	584	1,248	1,400	2,291	1,289	1,501	2,280	1,542	2,252	1,776	1,510
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

Figure 14.1 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.

What is the size of the road network?

FIG. 14.2   Number of Lane km per 1,000 Population

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	72.5	12.4	9.5	12.9	22.3	19.7	4.9	10.8	12.7
2006	72.8	12.0	10.0	12.9	22.6	19.5	4.9	11.9	12.5

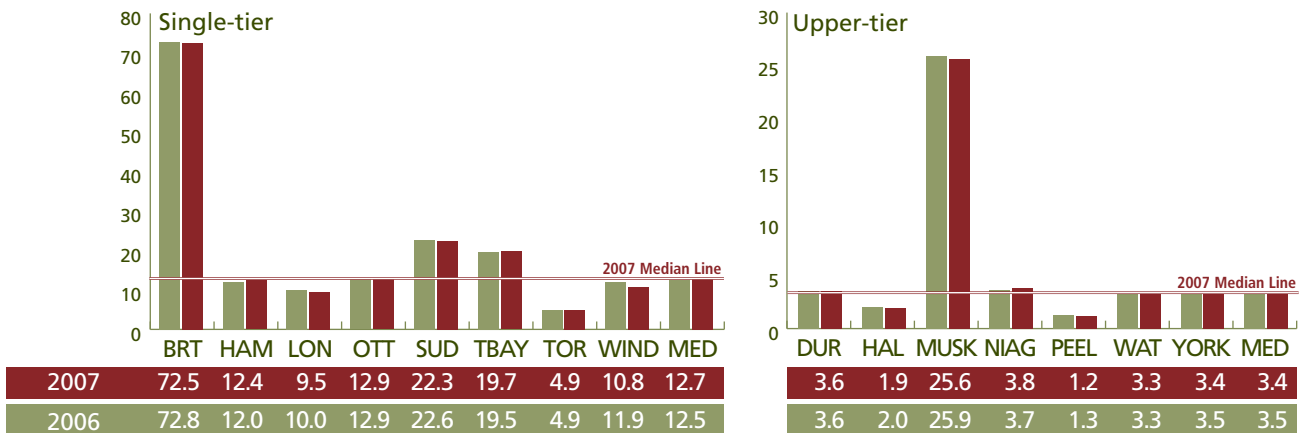|	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2007	3.6	1.9	25.6	3.8	1.2	3.3	3.4	3.4
2006	3.6	2.0	25.9	3.7	1.3	3.3	3.5	3.5

Figure 14.2 indicates the size of the road network in each municipality relative to its population. The results are separated by single-tier and upper-tier municipalities as the number and type of roads each is responsible for is significantly different. Upper-tier municipalities are responsible for higher order arterial roads whereas single-tier municipalities are responsible for all roads. A lane kilometer is a continuous lane of road that conveys traffic in one direction; for example, a 100-kilometre road with two lanes equals 200-lane kilometers.

Population density (population per square kilometre) and the geographical size of a municipality are major influencing factors in the results for this measure. (Please see Appendix C, page 91 for population density and geographical size of all OMBI partners). Municipalities with

larger geographical areas and lower population densities such as Muskoka will tend to have proportionately more roads per capita.

What does it cost to maintain our roads?

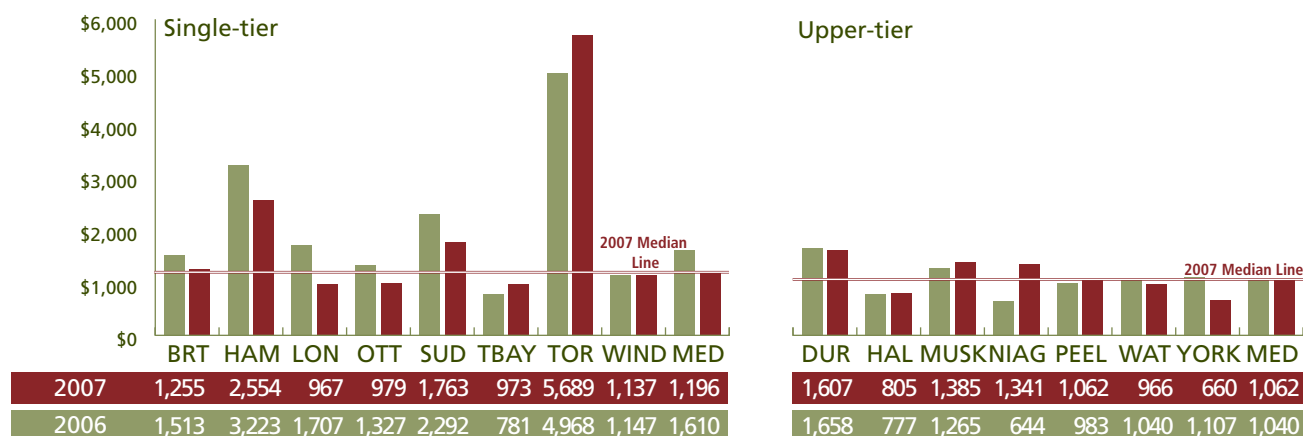FIG. 14.3   Operating Costs for Paved (Hard Top) Roads per Lane Km

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED		DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2007	1,255	2,554	967	979	1,763	973	5,689	1,137	1,196		1,607	805	1,385	1,341	1,062	966	660	1,062
2006	1,513	3,223	1,707	1,327	2,292	781	4,968	1,147	1,610		1,658	777	1,265	644	983	1,040	1,107	1,040

Figure 14.3 shows the operating costs per lane kilometer for maintaining paved roads in the OMBI municipalities. Operating costs are for surface maintenance such as sealing cracks or patching sections. They do not include costs for major repairs, winter maintenance, streetlights, and street cleaning. In Toronto a significant proportion of the cost is the result of roadway cut repair costs arising from the installation of new or upgrading of existing underground facilities by private utility and fibre optic companies. While the associated costs are 100% recoverable from these companies the full cost is shown in this measure.

What SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

► Geographic size impacts directly on the size of the road network

► Population density affects usage and congestion which contributes to road maintenance and its cost

► The type of roads a municipality operates - 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)

► Volumes of traffic coming from outside the municipality

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

15. Social Assistance Services

Through Social Assistance Services, municipalities provide employment assistance and financial support for people who are in financial need.

Social assistance provides support for:

► Basic needs and shelter

► Employment and training-related expenses

► Health-related needs (e.g., dental, prescription medication, vision care)

The Province of Ontario regulates the delivery of social assistance. The Province assists with funding for both client benefits and the cost of administering the program. Province-wide technology is used to issue and monitor payments and manage client information.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Social Assistance Services are:

► Complex legislation - makes it difficult to accurately project and anticipate the demand for various services. Legislative changes that occur mid-year can change eligibility criteria; this affects caseload profiles (e.g., age, turnover, single/family mix)

► Economic conditions - impact caseload levels, the type and cost of programs offered and the provision of timely assistance and support at times of peak demand e.g., economic downturns, seasonal fluctuations, and mass lay-offs

► Population demographics - physical geography, cultural make-up, immigration trends and patterns affect the type and cost of program delivery

► Community supports - availability of other resources in the local community impacts the type of service delivery model and partnerships offered

WHAT ARE THE RESULTS?

How many people are receiving social assistance?

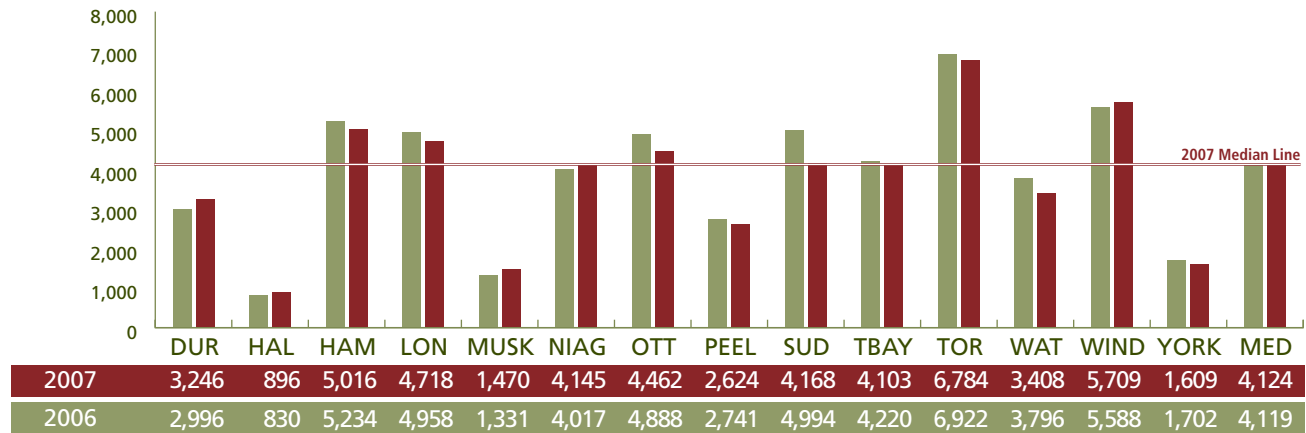FIG. 15.1   Monthly Social Assistance Caseload per 100,000 Households

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	3,246	896	5,016	4,718	1,470	4,145	4,462	2,624	4,168	4,103	6,784	3,408	5,709	1,609	4,124
2006	2,996	830	5,234	4,958	1,331	4,017	4,888	2,741	4,994	4,220	6,922	3,796	5,588	1,702	4,119

Figure 15.1 shows the number of cases receiving social assistance in each municipality per 100,000 households. The graph shows that the highest concentration of caseloads remains in large urban areas. There is no apparent trend in the year-over-year level of caseload per 100,000 households. Overall the median result rose by less than 1% over 2006.

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 and are influenced by a municipality's unique demographic, social and economic conditions.

What is the average length of time spent on social assistance?

FIG. 15.2   Average Time on Social Assistance (Months)

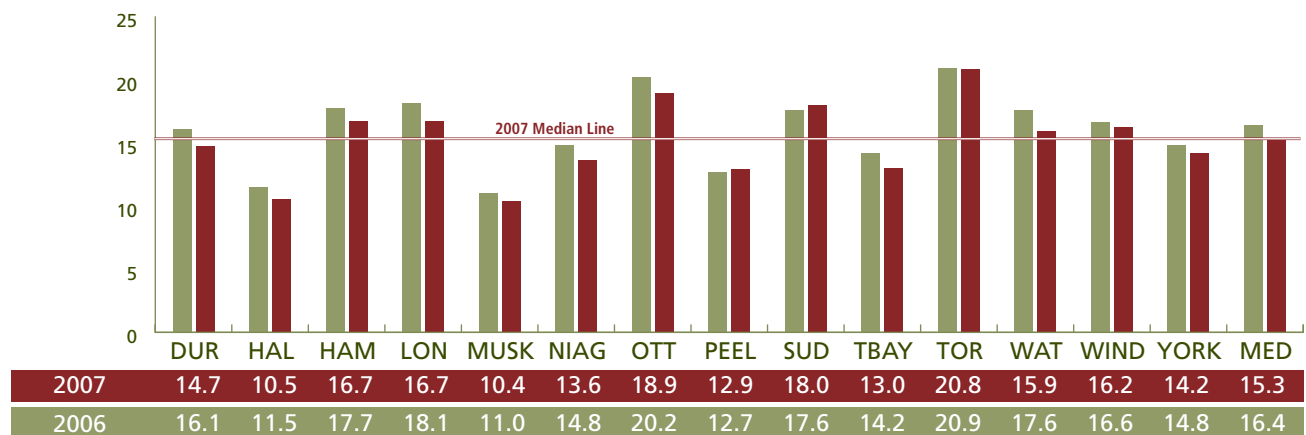|	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	14.7	10.5	16.7	16.7	10.4	13.6	18.9	12.9	18.0	13.0	20.8	15.9	16.2	14.2	15.3
2006	16.1	11.5	17.7	18.1	11.0	14.8	20.2	12.7	17.6	14.2	20.9	17.6	16.6	14.8	16.4

Figure 15.2 shows the average amount of time in months that clients receive social assistance. People on social assistance are actively preparing for, seeking and gaining employment and other sources of income. On average 60% of cases among OMBI member municipalities require assistance for less than 12 months and on average 12.8% of cases also have employment income.

A year-over-year comparison shows that among OMBI member municipalities the median time on assistance decreased by one month in each of the past two years.

How much does it cost to provide social assistance services?

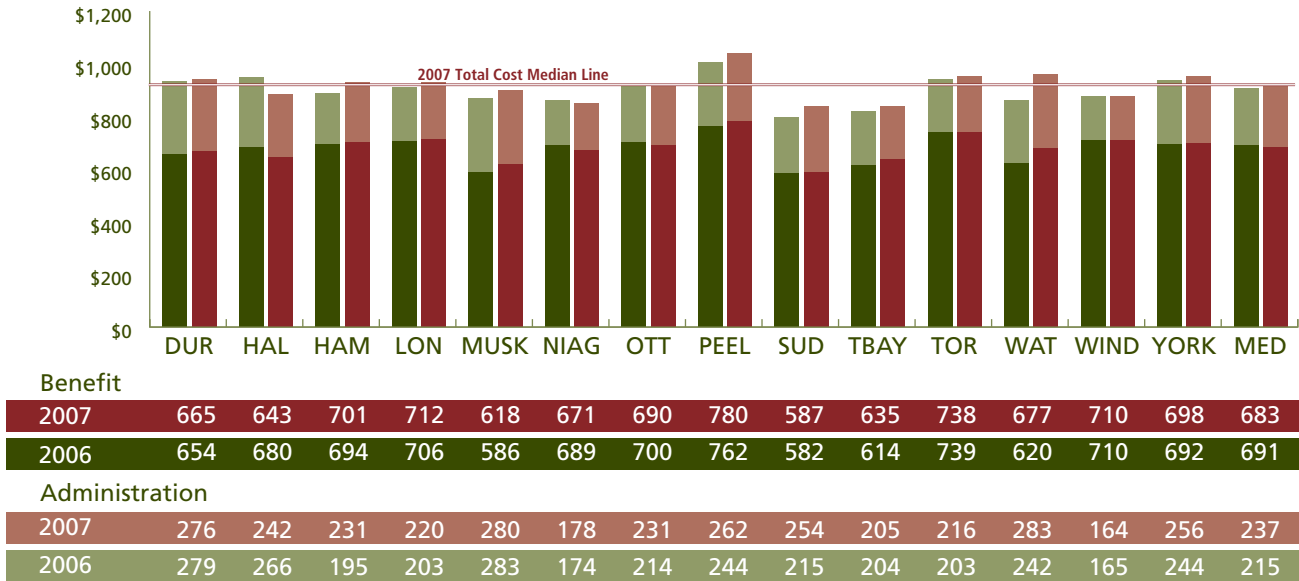FIG. 15.3 Monthly Social Assistance Administration and Benefit Cost per Case

Benefit	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	665	643	701	712	618	671	690	780	587	635	738	677	710	698	683
2006	654	680	694	706	586	689	700	762	582	614	739	620	710	692	691

Administration	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	276	242	231	220	280	178	231	262	254	205	216	283	164	256	237
2006	279	266	195	203	283	174	214	244	215	204	203	242	165	244	215

Figure 15.3 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 social assistance clients. 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

The median benefit cost per case has remained relatively static; overall costs to administer the programs offered have increased in 10 of 14 municipalities from 2006 to 2007.

WHAT SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

► Participant need - 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

► Socio-demographics of the case load (family size and caseload mix)

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

16. 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 that ensures the efficient and effective administration of social housing programs.

The goal of social housing services is to ensure the provision of 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

- ► 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Social Housing Services are:

- ► Supply of units – most municipalities have long waiting lists and demand far exceeds the supply of available stock

- ► Impact of legislated 'special priority placement' (SPP) - gives priority for placement of units to victims of domestic violence. Across the province, an increasing number of units are being allocated to SPP, resulting in longer waiting lists for all other client groups

- ► Capital funding to create new units - senior levels of government have provided limited funds to create new housing resulting in the need for municipalities to use their own funding

- ► Operating funding – pressures in operating costs without a corresponding offset in increased revenue is resulting in shortfalls

- ► Aging housing stock - under-funded capital reserves as many housing providers have insufficient reserves to cover the anticipated costs of future capital repairs

WHAT ARE THE RESULTS?

How many units are available?

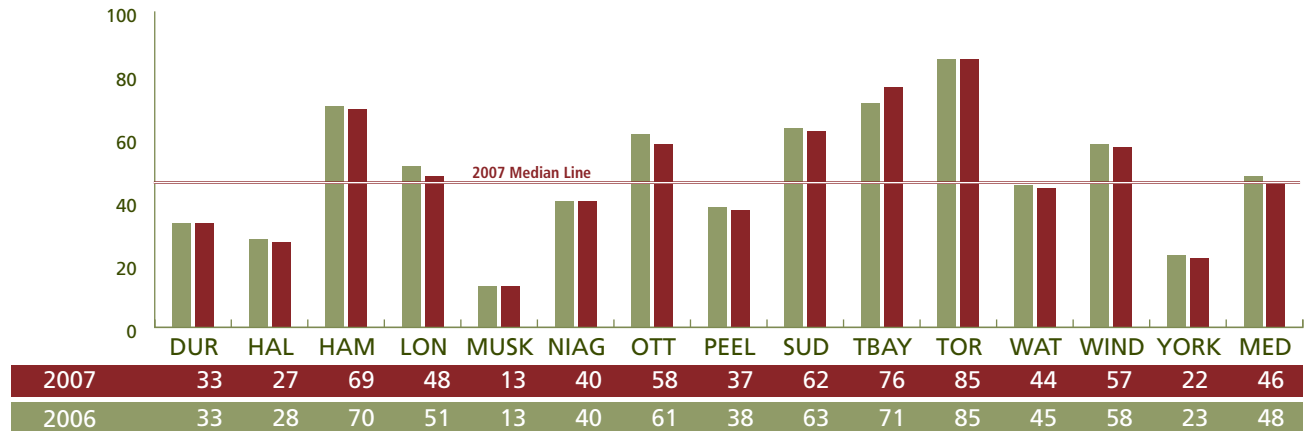FIG. 16.1   Number of Social Housing Units per 1,000 Households

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	33	27	69	48	13	40	58	37	62	76	85	44	57	22	46
2006	33	28	70	51	13	40	61	38	63	71	85	45	58	23	48

Figure 16.1 shows the number of housing units available per 1,000 households. Social housing units can include rent-geared-to-income (RGI) units, market rent units and rent supplement units. The results have remained fairly constant over the last two years, with any increases relating to new units constructed or additional rent supplement units brought into the program.

What percentage of the waiting list is housed annually?

FIG. 16.2   Percentage of Social Housing Waiting List Placed Annually

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	12%	19%	34%	37%	18%	22%	23%	6%	34%	153%	7%	31%	55%	8%	22%
2006	16%	24%	39%	32%	24%	17%	22%	6%	41%	117%	7%	28%	49%	9%	24%
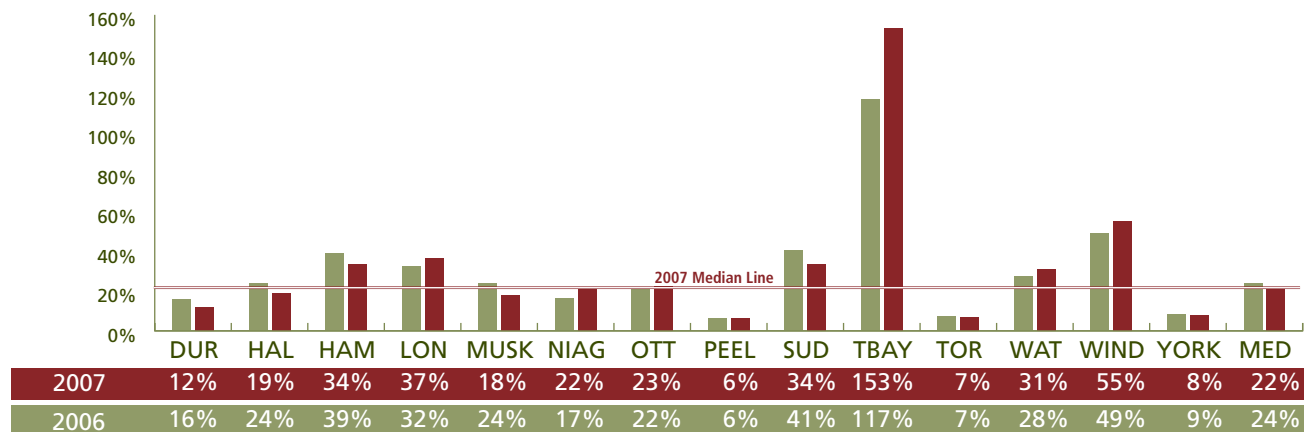
Figure 16.2 shows the percentage of households on the centralized waiting list placed in social housing units. Archived or cancelled applications are excluded from this measure. Thunder Bay has on average, the ability to place all waiting list applications in less than one year.

What is the cost of providing a social housing unit?

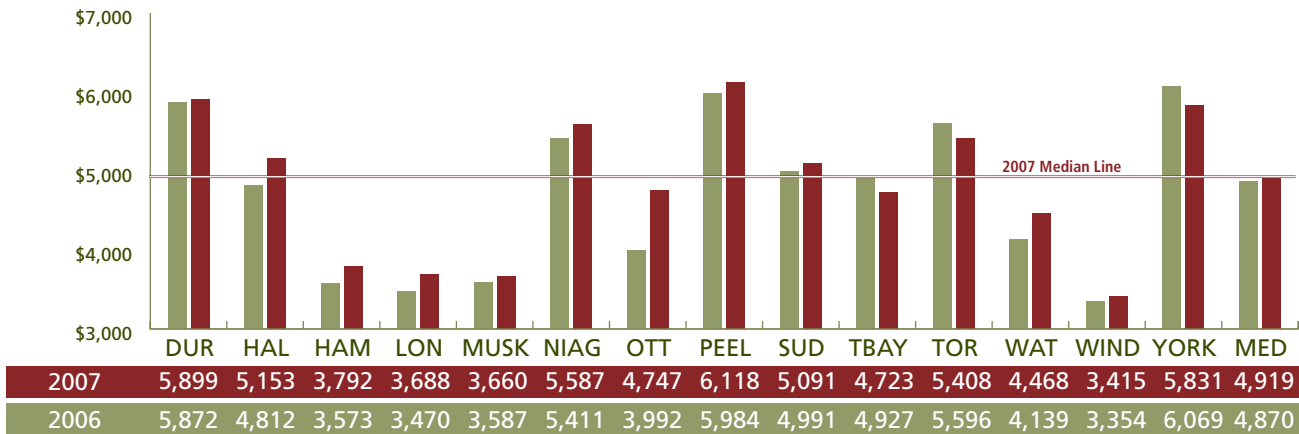FIG. 16.3   Total Social Housing Cost per Social Housing Unit

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	5,899	5,153	3,792	3,688	3,660	5,587	4,747	6,118	5,091	4,723	5,408	4,468	3,415	5,831	4,919
2006	5,872	4,812	3,573	3,470	3,587	5,411	3,992	5,984	4,991	4,927	5,596	4,139	3,354	6,069	4,870

Figure 16.3 shows the total annual cost of providing one social housing unit. This figure includes the annually adjusted subsidy provided by the municipality plus administration costs, as well as any one-time grants (e.g., emergency capital repairs).

What SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

► Age and supply of housing stock - both private and municipal

► Demographic and economic conditions - may increase waiting list pressure, e.g., loss of local industry, rapid growth, percentage of 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

For more information about the results contact the Municipality's representative listed in Appendix F, page 94.

17. Solid Waste Management Services

WHAT IS THE SERVICE?

The goal of Solid Waste Management Services is to reduce or divert the amount of waste ending up in landfill sites and to lessen the detrimental impact on the environment. Solid waste management services provide a variety of services to help residents and businesses reduce the amount of garbage they generate. The services include but are not limited to:

- ► Collection and disposal of garbage
- ► Collection, processing and sale of recyclable materials
- ► Collection and processing of leaf and yard waste, food organics and the sale of compost generated from these materials
- ► Collection, reuse and disposal of municipal hazardous and special waste
- ► Community recycling and reuse centres
- ► Comprehensive public education, awareness and marketing programs
- ► User-pay programs or bag limits for residential garbage and user-pay programs for businesses that have waste collection (recycling may be collected as well) through their municipality (e.g., yellow bag program)

Municipalities provide all of the services to the majority of residential households, and a portion of the services may be provided to businesses.

Objectives of solid waste management services include:

- ► Minimizing the impact on the environment and maximizing landfill capacity by providing a variety of waste diversion programs to the residential, industrial, commercial and institutional sectors (ICI)
- ► Providing cost-effective and efficient waste management services to communities within the municipal regulatory framework
- ► Providing efficient and economical waste collection, waste diversion and disposal services that meet the needs of the community
- ► Increasing awareness of solid waste management issues and promoting waste reduction through education

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Sold Waste Management Services are:

▶ Expanding diversion – to successfully include multi-residential buildings and new material types

▶ Market demand - finding purchasers for the increasing volume of recyclables

▶ Public awareness - education and promotion of waste diversion programs and to clarify any confusion over recyclability of constantly changing packaging

▶ Lack of regulatory requirements - for small commercial businesses to divert recyclable materials

▶ Fuel costs - rapidly increasing transportation and fuel costs outstrip approved budgeted funds

WHAT ARE THE RESULTS?

What is the percentage of residential waste diverted away from landfill sites?

FIG. 17.1   Percentage of Residential Solid Waste Diverted from Landfills

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	34%	48%	40%	42%	40%	45%	43%	34%	50%	36%	27%	43%	45%	36%	53%	42%
2006	40%	43%	42%	41%	40%	44%	45%	35%	45%	35%	25%	42%	43%	36%	41%	41%
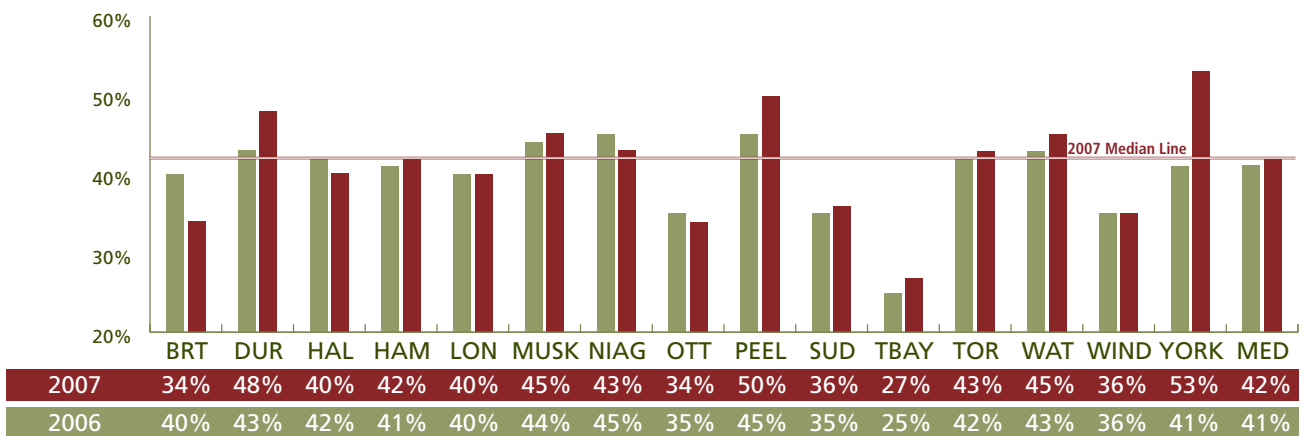
Figure 17.1 shows the percentage of residential waste that is diverted from landfills. This includes organics, blue box, leaf and yard, household hazardous and special waste, and other recyclable materials (e.g., wood, metal, tires) diverted through curbside, multi-residential and community recycling centres and depot collection, or reduced at the source (e.g., backyard composting).

Although the majority of municipalities show an increase in the amount of waste diverted, achieving a 60% diversion rate by 2008 as set by the Province of Ontario may prove difficult for most of the 15 OMBI municipalities. Municipalities continue to promote existing programs and expand diversion services through the introduction of organics composting programs and the expansion of recycling and organics collection to the multi-residential and commercial sectors. Municipalities will continue to work towards implementing integrated waste management systems to provide more effective service to residents and businesses.

How much does it cost to collect a tonne of garbage from the curb?

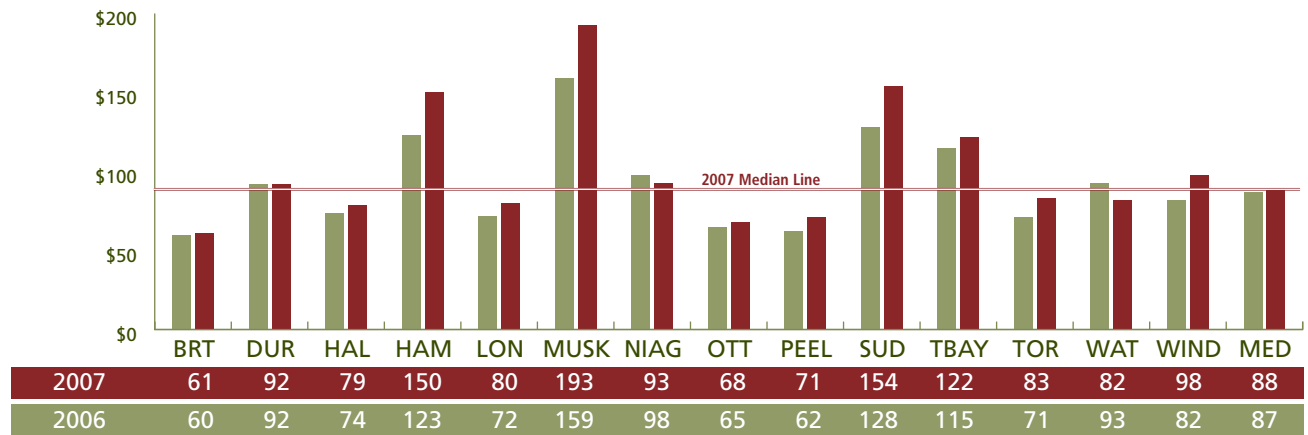FIG. 17.2   Operating Cost for Residential Garbage Collection per Tonne

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	MED
2007	61	92	79	150	80	193	93	68	71	154	122	83	82	98	88
2006	60	92	74	123	72	159	98	65	62	128	115	71	93	82	87

Figure 17.2 shows the average cost per tonne for each municipality to collect the curbside waste of residential clients. The Regional Municipality of York operates a two-tier system and is not responsible for the collection of garbage. Increasing fuel prices will impact the cost of garbage collection for municipalities who perform collection with in-house resources, as well as those municipalities that have fuel price escalators in their contract prices, or operate a fleet of supervisory vehicles

How much does it costs to dispose of a tonne of garbage?

FIG. 17.3   Operating Cost for All Streams of Solid Waste Disposal per Tonne

	BRT	HAL	HAM	LON	MUSK	NIAG	OTT	SUD	TBAY	WAT	MED
2007	65	45	72	15	80	66	40	40	20	40	43
2006	58	43	61	17	67	62	34	42	19	35	43

	DUR	PEEL	TOR	WIND	YORK	MED
2007	113	135	110	83	88	110
2006	109	125	89	81	82	89
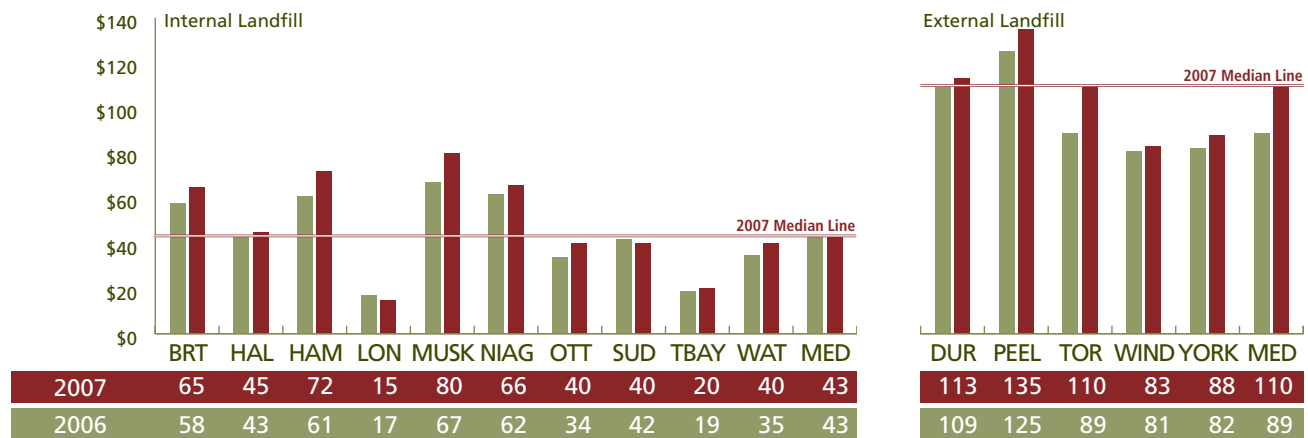
Figure 17.3 shows the average cost per tonne for each municipality to dispose of solid waste. The cost to dispose of a tonne of garbage has increased in 12 of the 15 municipalities.

This trend can be attributed:

- ► to the declining landfill capacity, resulting in increased landfill rates
- ► the additional costs of transporting and disposing of waste outside a community
- ► the age of the landfill and how capital costs are managed
- ► costs associated with the incineration of garbage
- ► the use of private contractors and private landfill sites
- ► an increase in leachate treatment and management costs as landfill sites age.

Fuel cost increases will impact those municipalities who export waste by providing upward pressure on contract costs.

How much does it cost per tonne to divert residential waste?

FIG. 17.4   Operating Cost for Residential Solid Waste Diversion per Tonne

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	MED
2007	47	134	128	172	98	184	109	126	138	173	100	202	65	74	127
2006	39	117	115	161	84	169	113	143	122	183	102	206	45	87	116
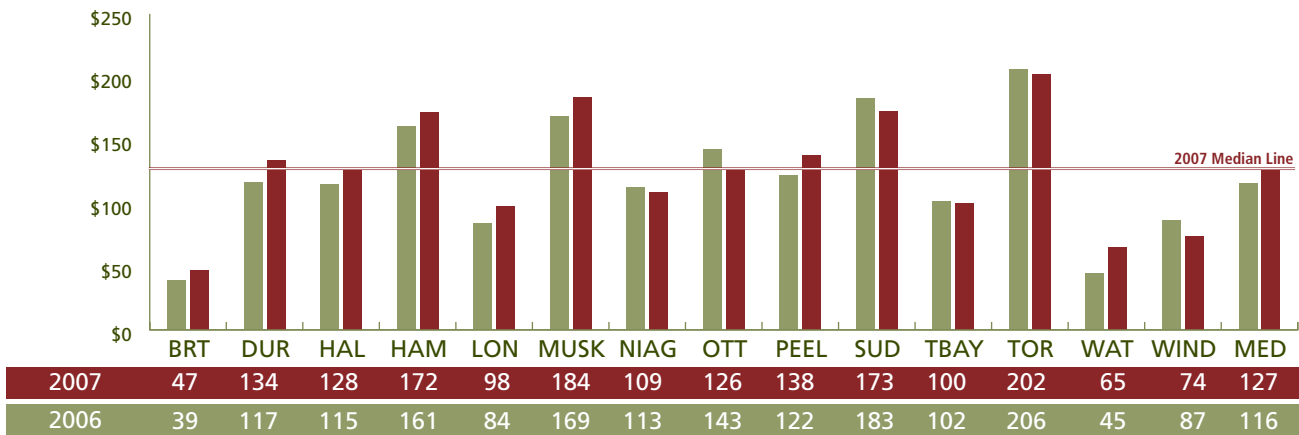
Figure 17.4 shows the average cost per tonne of diverting residential waste. Waste diversion costs have been increasing due to municipal efforts to enhance waste diversion and lessen the impact of waste management on the environment. It is more costly to collect and process diverted material than dispose of regular garbage, even though there is revenue associated with the sale of recyclable material that helps to offset a portion of the costs. The Regional Municipality of York operates a two-tier system and is not responsible for the collection of diverted material.

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.

WHAT SHOULD YOU CONSIDER WHEN REVIEWING THESE RESULTS?

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

► Service delivery model - how municipalities promote, manage and enforce their garbage collection and recycling programs, frequency of collection (weekly vs. bi-weekly), the existence of bag limits and housing densities

► Diversion policies - the number of diversion programs and the rate of public participation, capacity of processing facilities and success in securing end-markets for recyclables

► Seasonal residents, and/or tourists programs and their participation

► Residential mix of single-family homes and multi-unit residential buildings

► Urbanization - urban vs. rural mix of community, the distance between collection points (housing density)

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

18. Sports and Recreation Services

WHAT IS THE SERVICE?

The goal of Sport and Recreation Services is to enable the delivery of quality programs and facility services to enhance quality of life and encourage an active and healthy lifestyle. 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. In some municipalities, this also includes 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. Residents also have 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Municipalities are tasked with achieving high levels of participation in order to promote healthy lifestyles. Some of the major delivery issues facing Sports and Recreation Services include:

► Accessibility - programs and services need to be geographically accessible to a varying degree to all municipal residents

► Aging infrastructure and facilities - the older the facility, the higher the operating cost

► Funding – competition for capital dollars between facility 'state of good repair' and 'new growth' requirements

► Affordability - user fee levels that balance funding needs and the ability to pay

► Programming - multiple service demands from different age, ethnic and cultural groups, special interest or sport groups with limited resources

► Equity - differences in service levels and standards for both the urban and rural areas in municipalities

WHAT ARE THE RESULTS?

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

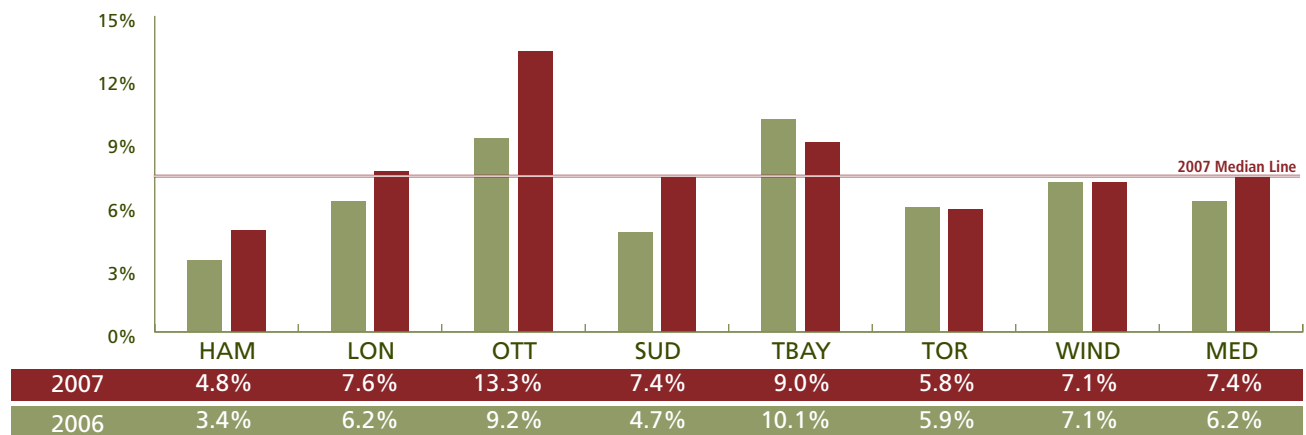FIG.18.1   Number of Operational Indoor and Outdoor Pool Locations per 100,000 Population

Indoor Pools	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	3.7	0.8	2.1	3.1	2.8	2.8	1.4	2.8
2006	3.7	0.9	2.2	3.2	2.8	2.8	1.4	2.8

Outdoor Pools	BRT	HAM	LON	OTT	TBAY	TOR	WIND	MED
2007	3.2	2.3	3.7	1.0	2.8	2.2	2.8	2.8
2006	3.2	2.1	3.7	1.0	2.8	2.2	2.8	2.8
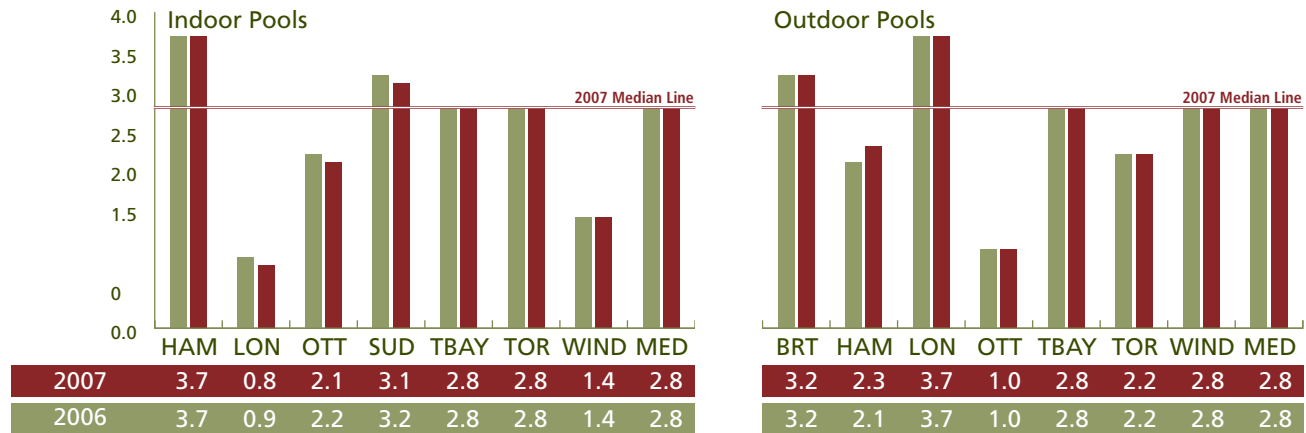
Note: The municipal government does not operate any indoor pools in Brant or any outdoor pools in Sudbury.

Figure 18.1 shows the number of operational, indoor and outdoor pool locations per 100,000 population where the municipality has some control o influence over the programming offered.

What percentage of the municipal population participates in registered programs?

FIG. 18.2   Annual Number of Unique Users for Directly-Provided Registered Programs as a Percentage of Population

	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	4.8%	7.6%	13.3%	7.4%	9.0%	5.8%	7.1%	7.4%
2006	3.4%	6.2%	9.2%	4.7%	10.1%	5.9%	7.1%	6.2%

Note: Brant data not available for 2007 and 2006.

Figure 18.2 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. Five of the eight municipalities noticed an increase in unique users registering for programs in 2007 over 2006.

How much are registered programs being used?

FIG.18.3   Number of Participant Visits for Directly-Provided Registered Programs per Capita

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	0.6	0.8	0.9	2.0	0.6	1.3	1.6	1.4	1.1
2006	0.7	0.9	0.9	2.2	0.5	1.4	1.5	1.5	1.1
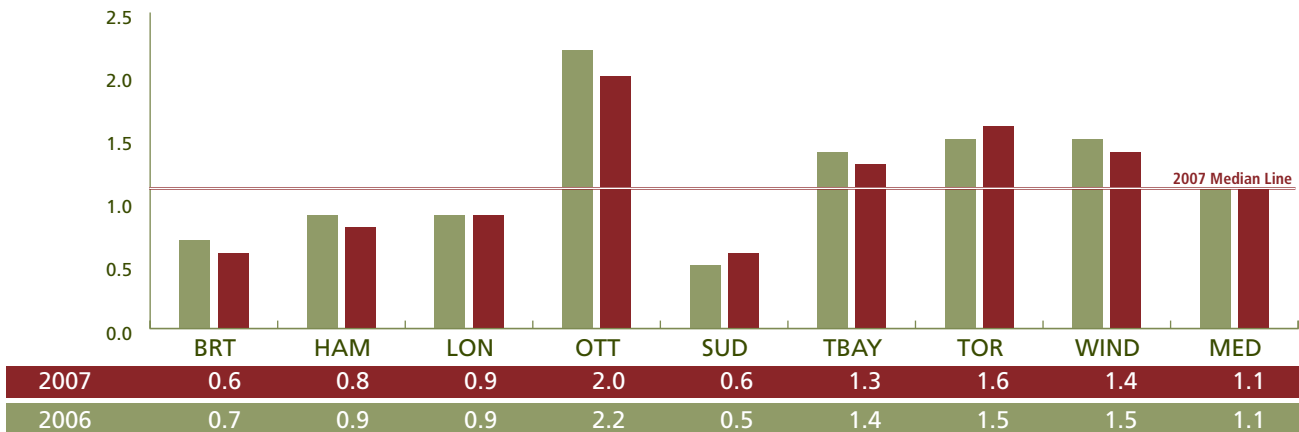
Figure 18.3 shows the number of participant visits to directly-provided registered programs on a per capita basis. Most municipalities experienced a slight decrease in their participant visits figures for 2007. Although there was an increase in unique users for 2007, the above figures indicate that the number of individual participant visits has decreased.

WHAT SHOULD YOU CONSIDER WHEN REVIEWING THESE 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 those 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

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

19. Taxation Services

WHAT IS THE SERVICE?

Property taxes in Ontario consist of a *municipal* portion that is used to fund services and programs delivered by the municipality, and an education portion that is used to fund education across the Province. 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Taxation Services are:

- ► The complexity of the assessment system (for both the taxpayer and municipal staff)
- ► The complexity of the tax billing process based on legislative changes e.g., 'phase-ins' and 'capping'
- ► Need for public education on both the assessment process and how taxes are calculated
- ► The timeliness of assessments (e.g., time from completion of new properties/renovations to the time that new property/renovation assessment value is added to the assessment roll)
- ► The increasing number and complexity of assessment appeals

WHAT ARE THE RESULTS?

What percentage of tax dollars is outstanding?

FIG. 19.1   Current Year's Tax Arrears as a Percentage of Current Year Levy

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	5.2%	3.7%	2.9%	2.7%	2.2%	2.8%	2.3%	4.6%	2.8%
2006	4.4%	4.1%	2.3%	2.1%	2.3%	2.4%	2.5%	4.1%	2.5%
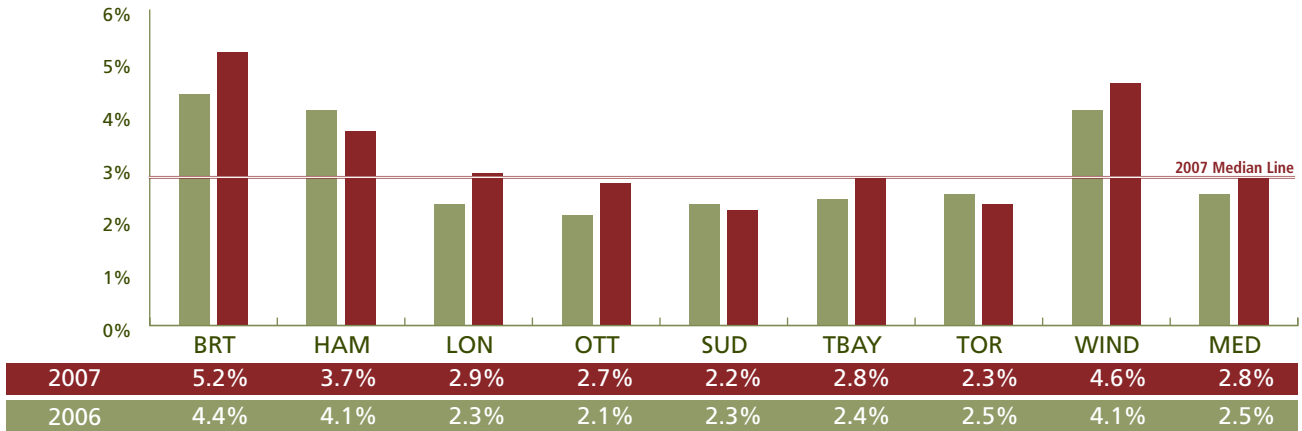
Figure 19.1 indicates the percentage of property taxes billed for the year that remained outstanding at the end of the year. A municipality showing a small percentage indicates that the majority of taxes billed have been collected. It should also be noted that some municipalities transfer other outstanding receivables to the tax account for collection, for example unpaid water billings.

How many accounts use pre-authorized payment plans?

FIG. 19.2   Percentage of Accounts (All Classes) enrolled in a Pre-Authorized Payment Plan

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	25%	38%	26%	33%	35%	28%	26%	24%	27%
2006	24%	38%	26%	31%	35%	28%	27%	23%	28%
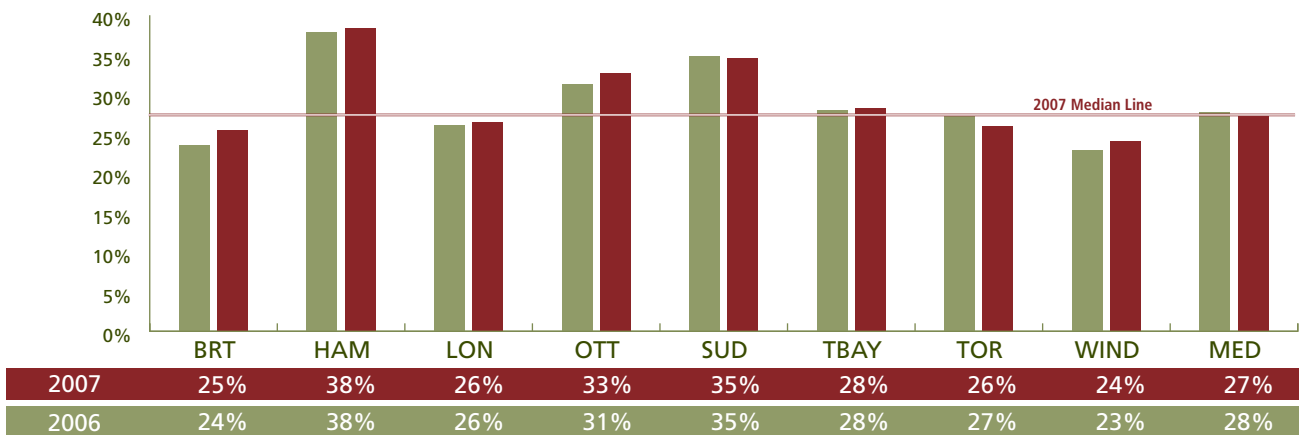
Figure 19.2 indicates the percentage of accounts enrolled in pre-authorized payment programs offered by the municipality. Programs offered by each municipality may vary depending upon the current billing practices within each municipality including the number of instalment payments.

How much does it cost to service a tax account?

FIG. 19.3   Cost to Maintain Taxation Accounts per Account Serviced

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2007	17.27	13.72	13.11	14.23	13.83	14.75	19.46	13.69	14.03
2006	16.53	13.56	13.57	14.15	14.53	12.28	18.54	15.14	14.34
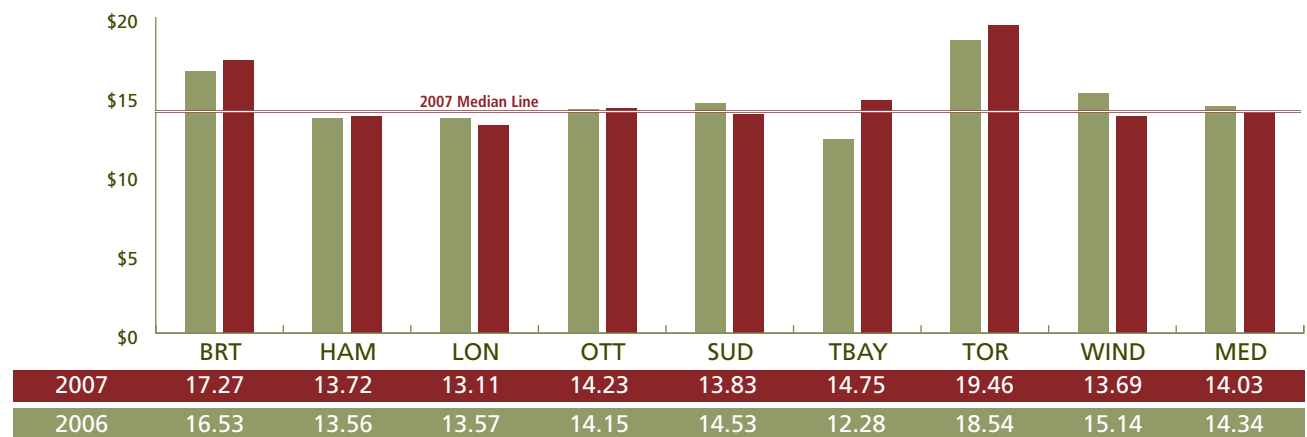
Figure 19.3 reflects the annual cost of maintaining a tax account. Taxable accounts include but are not limited to residential, multi-residential, commercial, industrial and farmland. Other accounts are classified as payments-in-lieu and generally represent properties owned by the various levels of government. 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.

What SHOULD YOU CONSIDER WHEN REVIEWING THESE 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 - municipal unemployment rate, cost of living, rate of growth in property assessments, etc.

► Variety and level of programs offered to the tax payer - 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

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

20. Transit Services

WHAT IS THE SERVICE?

Public Transit Services provide citizens with an efficient and affordable means of traveling to their intended destination whether it is work, school, home or play. Greater use of public transit systems in a community results in eased traffic congestion and improved air quality.

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

► 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 overall goal of improving the environment

► Economic development - important component of a community's 'economic engine,' supporting growth and prosperity. Its services and costs need to reflect and encourage the growth in each community's residential and commercial service areas

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of Transit Services are:

► Increased demand - rising fuel prices, a growing urban population, economic growth and increased awareness of environmental issues

► Funding - the ongoing need for a long-term, predictable revenue stream that can be utilized in conjunction with passenger fares to cover the costs of operation and replacement of aging infrastructure

► Urban planning - sprawl and low-density development have resulted in communities that pose a challenge to providing efficient and effective transit services

► The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) - has and will continue to increase the number and complexity of legislated accessibility obligations for municipalities

WHAT ARE THE RESULTS?

How often do people take public transit?

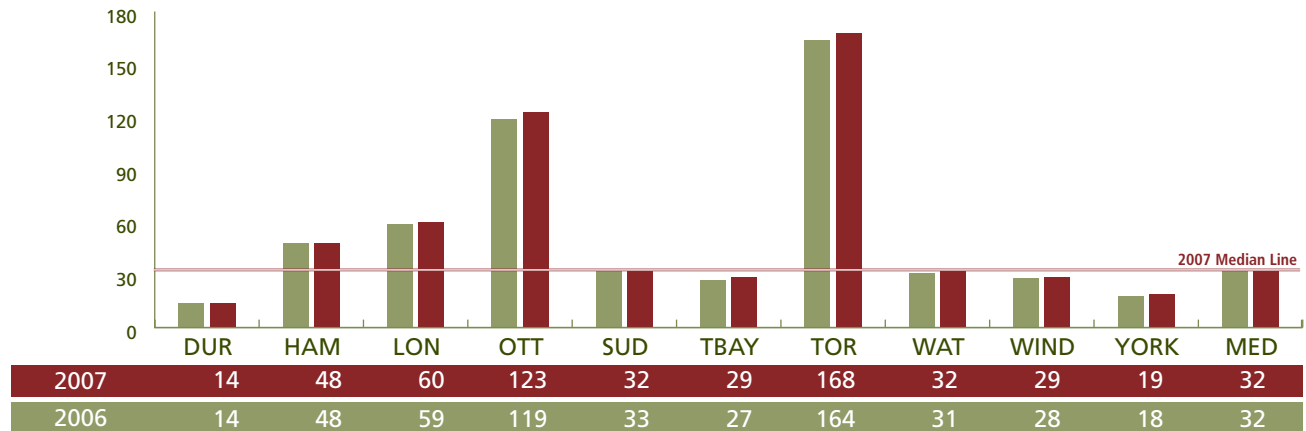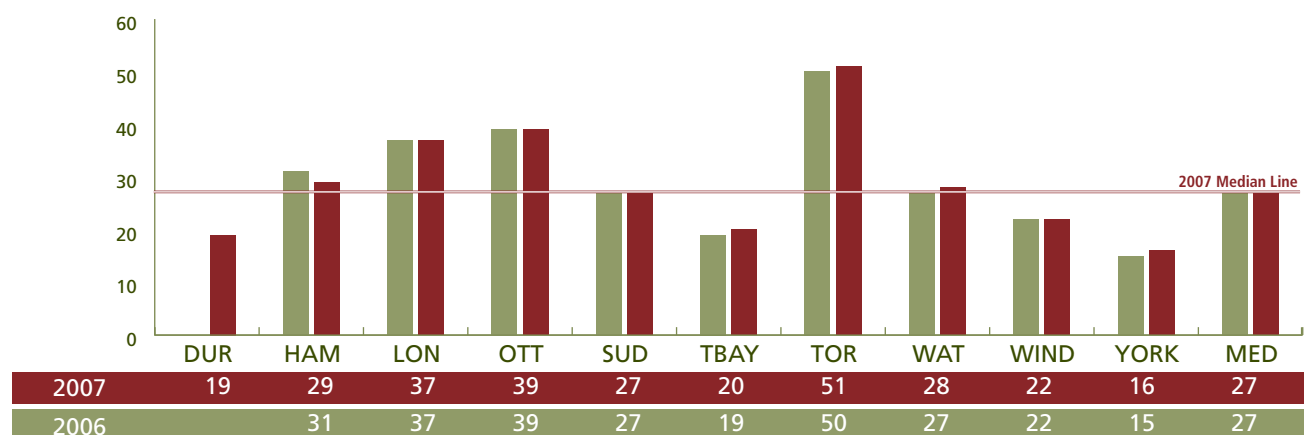FIG. 20.1   Number of Conventional Transit Trips per Capita in Service Area

	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	14	48	60	123	32	29	168	32	29	19	32
2006	14	48	59	119	33	27	164	31	28	18	32

Figure 20.1 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.

Almost all municipalities experienced a rise in the number of transit trips taken per person in 2007 as compared to 2006. Toronto has the highest transit use per person due to their extensive transit system (including the subway) and hence residents are close to at least one mode of transit service. This combined with Toronto's level of non-resident travel contributes to a high result in relation to the other municipalities.

How well utilized are transit vehicles?

FIG. 20.2   Passenger Trips per Total Vehicle Hour

	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	19	29	37	39	27	20	51	28	22	16	27
2006		31	37	39	27	19	50	27	22	15	27

Note: Durham data not available for 2006.

Figure 20.2 illustrates the overall utilization rate per hour of transit services. This measure can be influenced by the hours and extent to which a service is operated (e.g., service offered in late evening is less utilized than that offered during peak travel times) noting demands and priorities may differ between comparator municipalities.

Toronto's results are higher than the other comparators given the nature of the service provided, primarily the subway system.

How much does it cost to provide a passenger trip?

FIG. 20.3   Operating Cost for Conventional Transit per Regular Service Passenger Trip

	DUR	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	5.26	2.88	2.14	2.69	3.30	4.25	2.38	3.50	3.82	5.91	3.40
2006	5.11	2.68	2.06	2.63	3.15	4.34	2.28	3.32	3.56	5.81	3.24
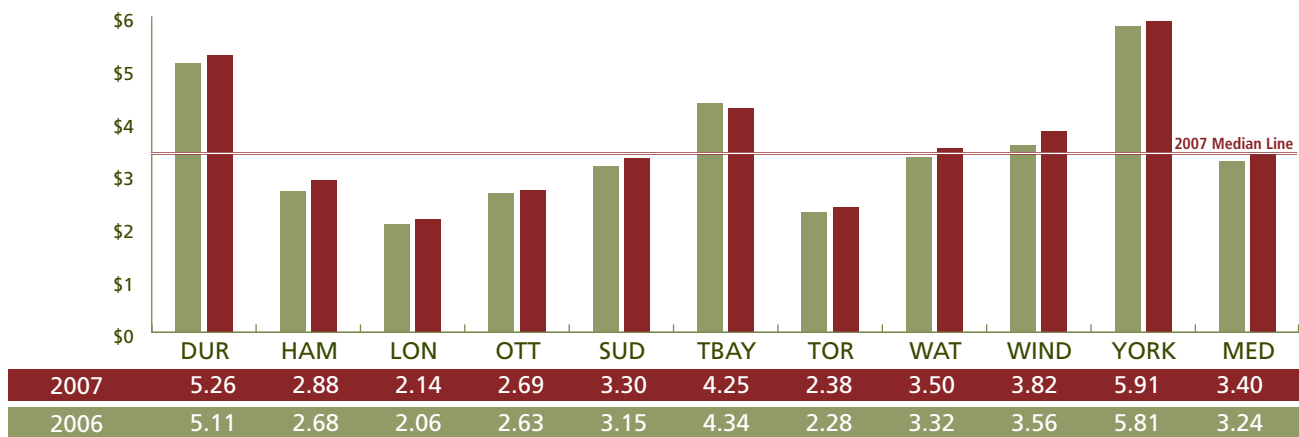
Figure 20.3 shows the overall efficiency of the transit service on a cost per trip basis. This measure can be influenced by the hours and extent to which the service is operated, and also by the current mode of operation (e.g., growth versus status quo).

The Regional Municipalities of Durham and York both have costs above the median as they are in a growth mode investing significant dollars to extend services and attract new passengers. As transit services become more utilized, the results for this measure should decline.

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 service area and urban form within the service area - there tends to be a higher cost per capita to service large geographic areas with small populations; high density development corridors and continuous development contribute to a lower cost per capita; service and cost are also affected by type of development, topography, density and total population

► Demographics and socio-economic factors - higher average household income translates into higher auto ownership. Auto ownership rates, population age, high immigrant levels, lower average 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

► Non-residents - 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

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

21. Wastewater Services

WHAT IS THE SERVICE?

Wastewater Services include the collection of wastewater from customers through the collection system to treatment facilities for safe and effective treatment and disposal. OMBI municipalities ensure that adequate capacity is maintained in the collection systems and treatment plants to service existing communities and to provide opportunities for future economic development.

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

Wastewater services comprise:

► 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

Wastewater services are provided to residential and ICI (industrial, commercial and institutional) 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 ARE THE MAJOR SERVICE DELIVERY ISSUES?

Ongoing issues related to Wastewater Services are:

► Legislation - more legislation which results in increased operating costs and construction cost

► Staffing - shortage of qualified/certified operations staff

► Training – programs for licensing and certification of operations staff and the upgrading of licenses for staff in accordance with Ministry of the Environment (MOE) requirements

► Climate Change – negative impacts of more severe and frequent extreme weather events causing both wastewater collection and wastewater treatment systems to be overloaded

WHAT ARE THE RESULTS?

Figures 21.2 and 21.4 use the term "integrated systems" to describe the municipal results presented for those cities or regional municipalities that have full responsibility for ownership and service delivery of all wastewater infrastructure and activities including wastewater collection, wastewater conveyance, treatment and disposal.

The Regional Municipalities of Niagara, Waterloo and York do not operate integrated systems. They are responsible for wastewater conveyance, treatment and disposal only, whereas the collection of wastewater is the responsibility of local municipalities within their regions.

How much treated wastewater is produced in each municipality?

FIG. 21.1 Megalitres of Treated Wastewater per 100,000 Population

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	11,548	13,842	18,353	24,112	20,253	14,896	17,693	17,707	15,158	20,613	21,061	14,501	13,019	32,093	13,137	17,693
2006	12,728	14,697	19,952	27,877	23,846	17,120	20,002	20,798	16,017	23,758	22,973	16,202	13,802	27,952	12,775	19,952
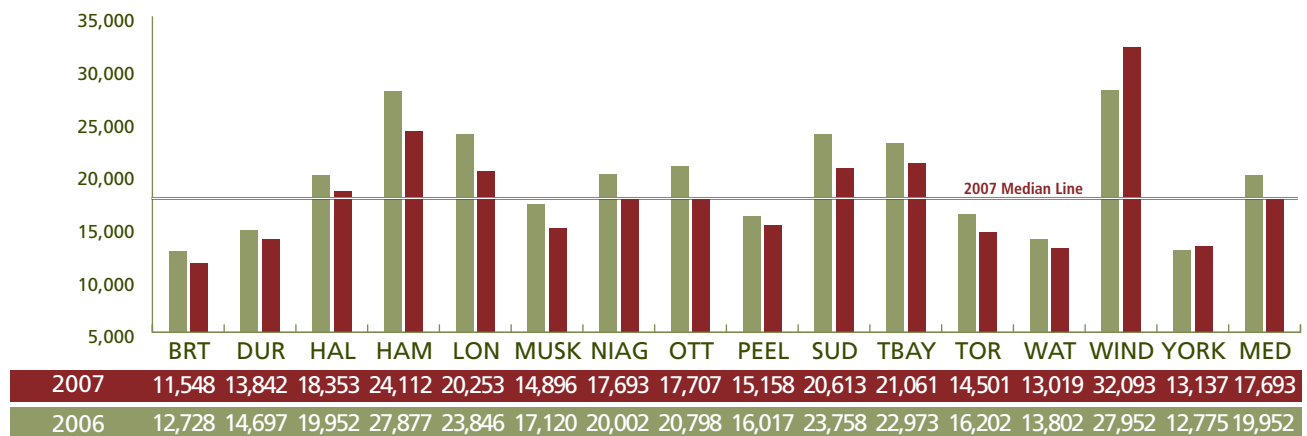
Figure 21.1 shows the volume of treated wastewater per 100,000 persons. These volumes are shown in megalitres (one megalitre is equivalent to one million litres) and includes wastewater from both the residential and ICI sectors which can vary in significance by municipality.

How many wastewater mains back up?

FIG. 21.2   Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main

	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2007	0.0	1.9	2.3	1.1	0.7	1.0	2.0	1.4	2.7	3.0	3.8	0.7	1.6
2006	2.7	0.9	4.2	1.8	0.7	1.9	1.9	0.9	2.5	3.8	4.4	0.7	1.9
Average Age of Wastewater Mains	20	25	24	47		40	28	23	39	52	53		34
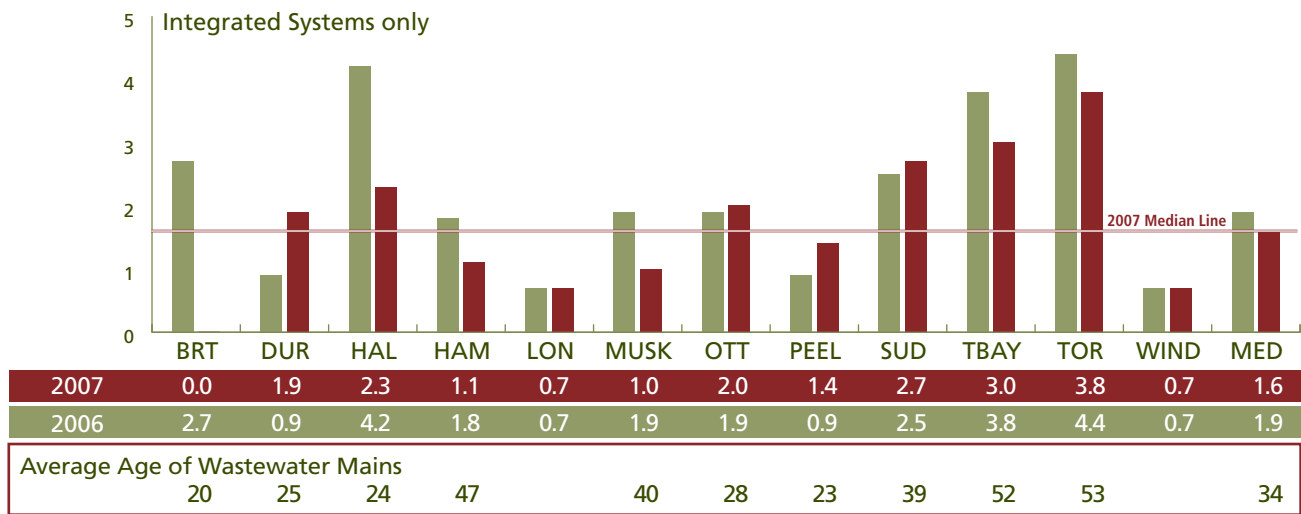
Note: London and Windsor 2007 data not available for age of watermains.

Figure 21.2 shows the number of times a municipal wastewater main (sewer) backed up per 100 kilometers of wastewater pipe. The age of the watermain has been added to provide additional contextual information when considering the municipal result.

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

How much does wastewater treatment and disposal cost?

FIG. 21.3   Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	604	279	361	132	228	1,005	389	144	152	399	262	365	219	192	242	262
2006	522	266	312	110	189	829	305	122	145	295	253	285	167	134	204	253
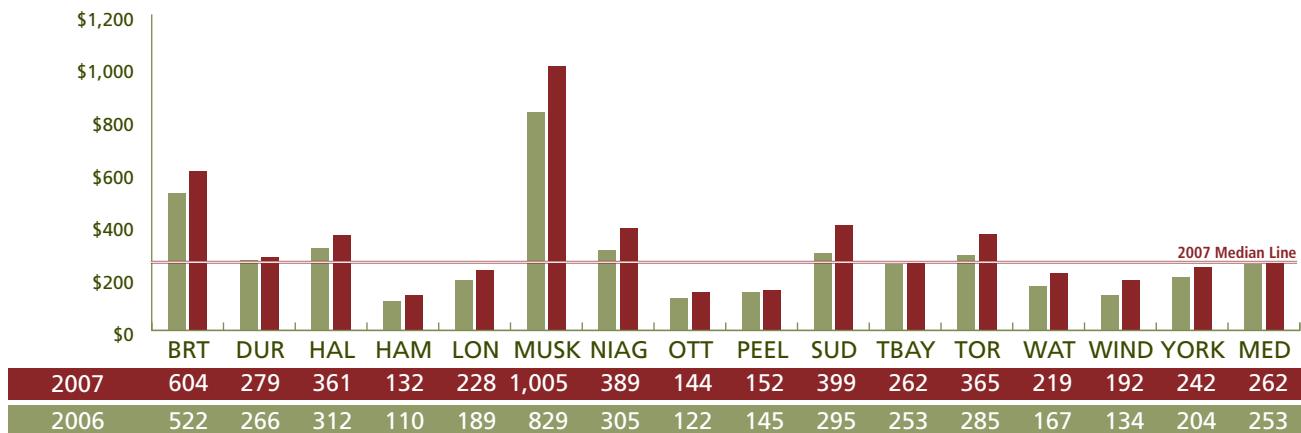
Figure 21.3 shows the cost of treating wastewater and disposing of bio-solids per megalitre of wastewater. Bio-solids are primarily organic accumulated solids separated from wastewater

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 and treatment of wastewater, most significantly in Muskoka and Brant.

How much does wastewater collection cost?

FIG. 21.4   Operating Cost of Wastewater Collection per Km of Pipe

	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2007	5,299	6,118	5,551	9,683	5,908	3,498	6,038	4,947	4,843	7,971	10,204	4,318	5,730
2006	5,175	5,761	4,930	9,918	6,489	3,572	5,333	4,776	4,375	8,170	10,017	4,365	5,254
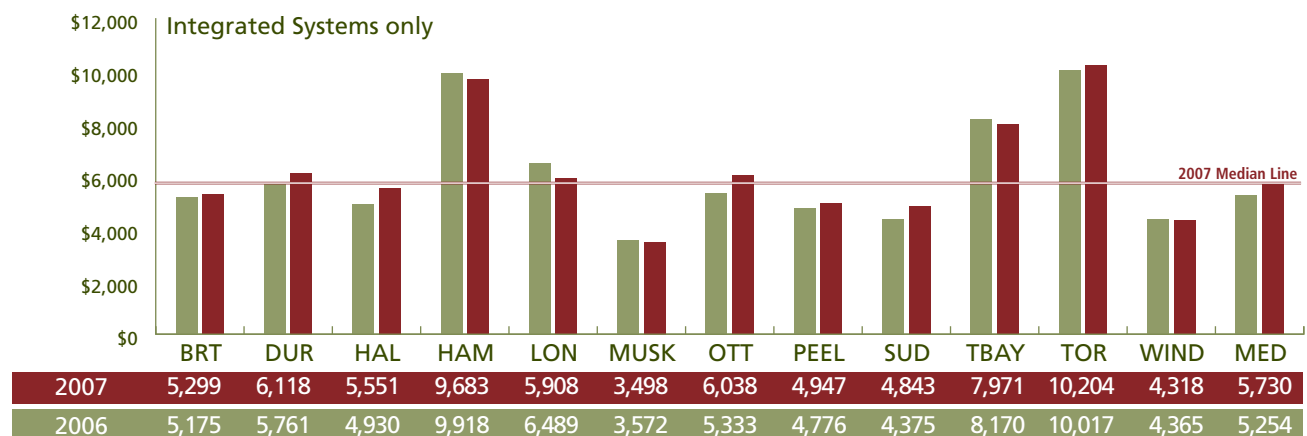
Figure 21.4 shows the annual cost of wastewater collection per kilometre of wastewater pipe (sewer) of integrated systems.

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 - 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)

► Treatment plants/processes - number, size and complexity of the wastewater collection systems and treatment plants operated, the sensitivity of lakes, rivers and streams to receive treated wastewater dictating the complexity and cost of required treatment processes and specific municipal requirements for the quality of wastewater treatment which may exceed legislative requirements

► Maintenance policies - frequency of wastewater collection system maintenance activities, collection system age, condition and type of pipe material

► Climate change – negative impacts associated with more severe and frequent extreme weather events

22. Water Services

WHAT IS THE SERVICE?

Water Services include the treatment and distribution of potable (drinking) water from the source of water supply 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 to provide opportunities for future economic 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 that 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.

Water services comprise:

► Treatment of water from the source at water treatment plants to ensure that drinking water meets or exceeds regulatory requirements

► Distribution of drinking water to customers through systems of watermains, water pumping stations and storage reservoirs

Water services are provided to residential and ICI (industrial, commercial and institutional) sector customers. Municipal water rates generally provide the funding for these services.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Ongoing issues related to Water Services are:

► Legislation – increased legislation impacts on both operating costs and construction costs

► Staffing – shortage of qualified/certified operations staff

► Training – programs for licensing and certification of operations staff and the upgrading of licenses for staff in accordance with Ministry of the Environment (MOE) requirements

► Climate change - negative impacts of climate change associated with extended drought conditions and increased demand for water from municipal water supplies

WHAT ARE THE RESULTS?

Figures 22.2 and 22.4 use the term integrated systems to describe the municipal results presented for those cities or regional municipalities that have full responsibility for ownership and service delivery of all water infrastructure and activities including water 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, transmission and major water storage facilities, while the local municipalities within those regions are responsible for local water distribution systems and storage facilities.

How much treated water is used in each municipality?

FIG. 22.1   Megalitres of Treated Water per 100,000 Population

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	17,327	13,385	16,572	18,311	15,652	17,129	17,421	13,736	16,248	17,314	17,180	15,730	12,124	25,028	13,549	16,572
2006	17,090	13,725	16,055	18,250	15,461	17,062	16,968	15,157	16,184	16,755	19,189	15,916	12,221	22,829	13,084	16,184
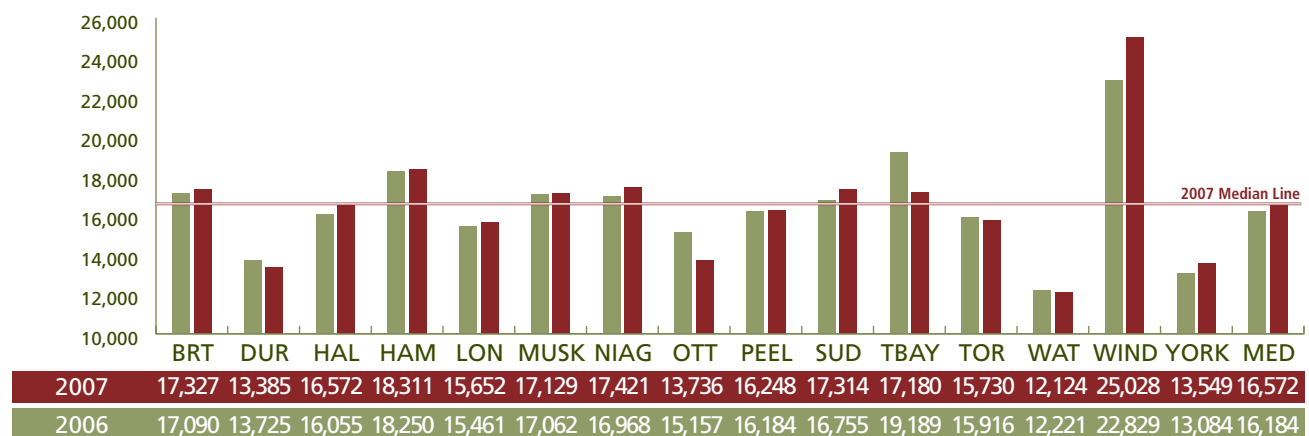
Figure 22.1 shows the volume of drinking water treated per 100,000 persons. Overall demand includes water provided to the residential and ICI sectors. These volumes shown are in megalitres (one megalitre is equivalent to one million litres).

How many watermain breaks are there?

FIG. 22.2   Number of Watermain Breaks per 100 Km of Water Distribution Pipe

	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2007	9.0	8.9	9.1	19.2	12.4	5.3	11.6	10.3	12.9	13.1	26.0	21.1	12.0
2006	5.1	4.8	5.2	14.6	8.8	4.3	9.8	7.3	10.5	9.2	16.4	22.8	9.0
Average Age of Watermains	24	25	21	43	33	45	30	22	36	45	57	48	35
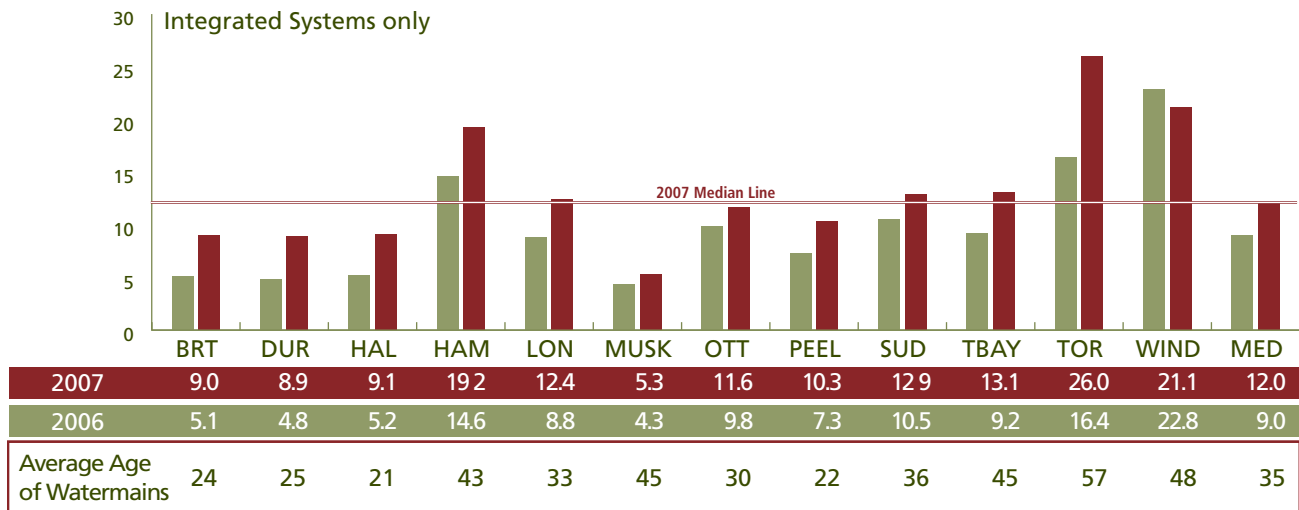
Figure 22.2 shows the number of watermain breaks per 100 Km of distribution pipe. This and the supporting information on the age of watermain pipe shows that there is a relationship between older water distribution systems and higher rates of watermain breaks.

How much does the treatment of drinking water cost?

FIG. 22.3   Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2007	236	215	210	161	150	636	228	193	233	384	226	80	316	75	496	226
2006	247	207	190	154	133	662	221	151	199	375	206	73	306	84	415	206
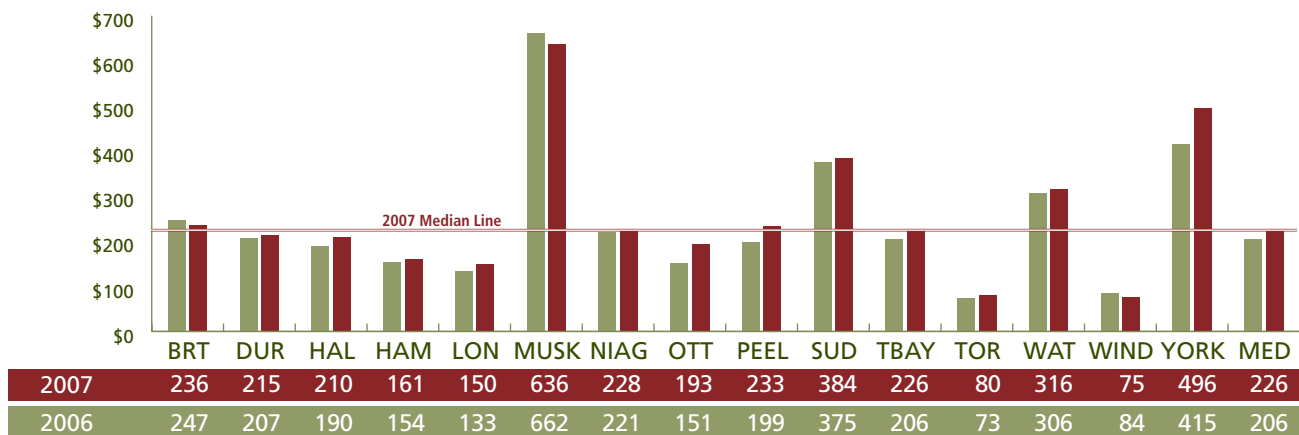
Figure 22.3 shows the cost of treating a megalitre of drinking water. Costs include operation and maintenance of treatment plants as well as quality assurance and laboratory testing to ensure compliance with regulations.

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.

How much does it cost to distribute drinking water?

FIG. 22.4   Operating Cost for the Distribution of Drinking Water per Km of Water Distribution Pipe

Integrated Systems only

2007 Median Line

	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2007	15,365	9,336	7,727	7,140	8,122	4,923	7,936	5,812	8,135	7,627	16,683	4,515	7,832
2006	15,054	8,402	7,275	7,129	8,324	5,361	7,782	5,078	6,405	6,854	15,132	3,744	7,202
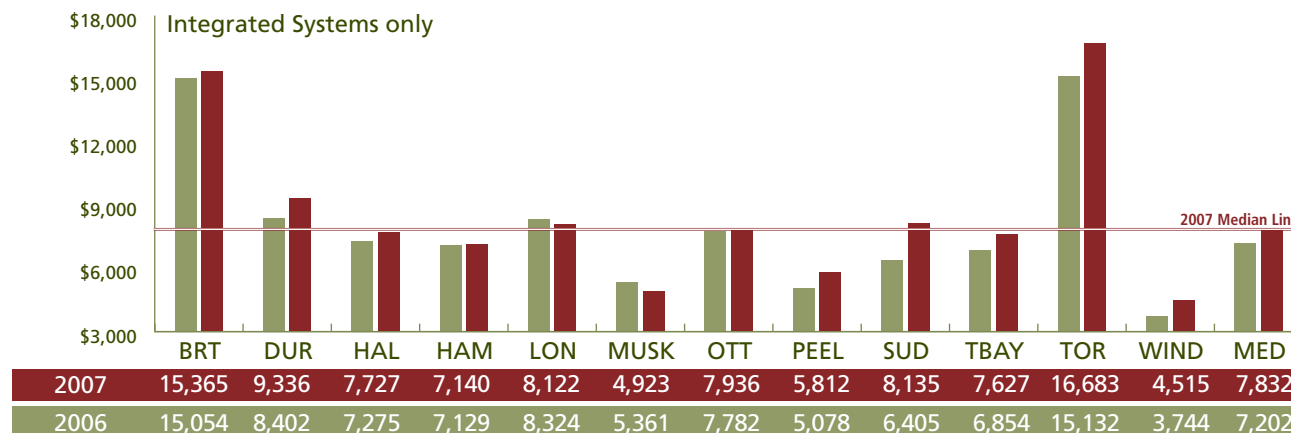
Figure 22.4 shows the cost per kilometer of water distribution pipe (watermain) of integrated systems for the distribution of drinking water to customers. Costs include the distribution of water from the water treatment plant to the customer.

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 supply to 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)

► Local water supply requirements - specific municipal water quality requirements may exceed provincial regulations

► Age of infrastructure - age and condition of the water distribution pipe, type of water distribution pipe material and frequency of maintenance activities

► Weather conditions - negative impacts of climate change associated with severe cold weather (e.g., increased watermain breaks)

► Conservation programs – extent of municipal water conservation programs can impact water consumption

For more information about the results, contact the Municipality's representative listed in Appendix F, page 94.

APPENDICES

APPENDIX A

EVOLUTION OF OMBI

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

In 2000-2001 the OMBI municipalities reviewed 55 benchmarking initiatives across North America. This review identified leading practices in the still-developing field of local government performance measurement, and led to the development of OMBI's benchmarking model where performance measurement is used to identify reliable, consistent information about local government services.

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

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

► Report consistent, comparable information for selected local government services

► Develop findings that lead to discussions about service efforts and accomplishments

► Identify programs or services where more in-depth analysis would help determine the potential to improve service and the sharing of better practices

► Promote a municipal performance culture

Between 2001 and 2003, OMBI built a solid foundation for achieving these objectives by developing an Indirect Costing Methodology, a Data Sharing Protocol, and a web-based Data Warehouse.

In 2004, after establishing Performance Measurement Framework for five local government services the OMBI Steering Committee decided to expand the scope of OMBI to include more than 30 local government services.

In 2005, OMBI partners collaborated and developed measurement definitions and influencing factors for up to 33 services / program areas across all 15 municipalities.

In 2006, OMBI CAOs took their benchmarking initiative to a new level of accountability and transparency by approving the public release of the *2005 Performance Benchmarking Report*. This decision represented an important milestone. It showed the confidence in the OMBI data made possible as a result of successful collaboration of its partners.

Three years later, this *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.

This kind of collaboration is unprecedented in North America and is part of our commitment to provide greater accountability and transparency to our citizens.

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.

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 22 program areas reporting on 2007 data.

APPENDIX C
OMBI PARTNER STATISTICS

OMBI Municipalities by Government Type	Population December 2007	Number of Households December 2007	Geographic Area Sq Km	Population Density December 2007 per sq km
Single-Tier				
County of Brant	31,460	13,238	845.4	37.2
City of Hamilton	518,181	202,209	1,127.9	459.4
City of London	355,596	167,579	423.0	840.7
City of Ottawa	888,882	360,578	2,796.0	317.9
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	2,730,100	1,073,800	634.1	4,305.7
City of Windsor	217,187	88,742	146.9	1,478.4
Upper-Tier				
Regional Municipality of Durham	603,090	210,495	2,535.0	237.9
Regional Municipality of Halton	453,700	161,884	972.8	466.4
District of Muskoka	58,277	46,346	3,912.0	14.9
Regional Municipality of Niagara	433,946	185,502	1,896.0	228.9
Regional Municipality of Peel	1,240,000	381,500	1,254.2	988.7
Regional Municipality of Waterloo	515,600	185,970	1,382.0	373.1
Regional Municipality of York	983,056	294,022	1,775.0	553.8

Source: OMBI Data Warehouse, Municipal Data 2007

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.

OMBI – Partnering for Service Excellence

APPENDIX D

PARTNER WEB SITES

www.brant.ca

www.london.ca

www.peelregion.ca

www.region.waterloo.on.ca

www.region.durham.on.ca

www.muskoka.on.ca

www.greatersudbury.ca

www.citywindsor.ca

www.halton.ca

www.niagararegion.ca

www.thunderbay.ca

www.york.ca

www.hamilton.ca

www.ottawa.ca

www.toronto.ca

OMB – Pa tnering for Service Excellence

APPENDIX E

SUCCESS STORIES

OMBI Focus Groups
In 2007 OMBI initiated focus group research through a grant from the National Centre for Civic Innovation in New York City. Ten citizen groups in five OMBI municipalities participated in the research, to increase citizen input into municipal performance reporting. The study, conducted by Ipsos-Reid, concluded that OMBI is perceived to be a credible source for comparative performance information. The citizen input will also improve the content and format of future reports.

OMBI Presentations
In 2007, OMBI was asked to provide assistance and expertise on benchmarking to delegations from Government Finance Officers Association – New England States (Boston) and the Canadian Comprehensive Audit Foundation (Maple Ridge, B.C). Presentations were also made to the National Centre for Civic Innovation (New York City), and the Foundation for International Training (Toronto), for the Peoples Republic of China.

Accounting for Capital Assets
In 2004, OMBI developed guidelines on accounting for capital assets in anticipation of an amendment to the Public Sector Accounting Handbook that would make local governments responsible for including such information in their annual financial statements. In 2005, with financial support from the Province of Ontario (Ministry of Finance/Ministry of Municipal Affairs and Housing), OMBI began developing a Capital Asset Guide to help all municipalities comply with this new reporting requirement. Early in 2007 the guide was released along with a reference manual.

OMBI continues to work with the Province of Ontario and provincial associations to support training initiatives as well as its own round table discussions with OMBI members. The new requirement established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants, comes into effect in 2009.

Performance Benchmarking Report
OMBI CAOs took their benchmarking initiative to a new level of accountability and transparency, by approving the public release of the OMBI *2005 Performance Benchmarking Report*. The *2007 Performance Benchmarking Report* increases the focus and reports out on 22 service areas. These reports provide a common view of municipal performance in 15 municipalities. It provides OMBI CAOs, their senior managers and service experts with a means of sharing with their Councils and Committees appropriate comparisons to supplement and support their internal year-to-year performance data.

Leading Practices/Shared Practice Reports of OMBI Municipalities
Expert panels have been established for each of the areas that OMBI is measuring. Through the reporting and analysis of performance data and networking between municipalities, experts are identifying leading practices. This promotes continuous improvement and a culture of performance measurement for the delivery of programs and services, and may result in new ideas or creative solutions to program and/or service issues. A number of these reports have been published by OMBI's expert groups, and are available on-line at www.ombi.ca.

APPENDIX F
ADDITIONAL CONTACT INFORMATION

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

OMBI MEMBER MUNICIPAL CONTACTS

County of Brant	Marlie Gubbels (marlie.gubbels@brant.ca)
Regional Municipality of Durham	Heather Benson (heather.benson@region.durham.on.ca)
Regional Municipality of Durham	Mary Simpson (mary.simpson@region.durham.on.ca)
Regional Municipality of Halton	Janice Sheehy (janice.sheehy@halton.ca)
City of Hamilton	Connie Wheeler (connie.wheeler@hamilton.ca)
City of London	Don Ikeno (dikeno@london.ca)
District of Muskoka	Mike Durnan (mdurnan@muskoka.on.ca)
Regional Municipality of Niagara	Kirk Weaver (kirk.weaver@niagararegion.ca)
City of Ottawa	Robyn Kent (robyn.kent@ottawa.ca)
Regional Municipality of Peel	Sonia Abraham (sonia.abraham@peelregion.ca)
City of Greater Sudbury	Sue McCullough (sue.mccullough@greatersudbury.ca)
City of Thunder Bay	Don Crupi (dcrupi@thunderbay.ca)
City of Toronto	Lorne Turner (lturner@toronto.ca)
Regional Municipality of Waterloo	Stefan Loker (lstefan@region.waterloo.on.ca)
City of Windsor	Margaret Karpenko (ombi@city.windsor.on.ca)
Regional Municipality of York	Andrea Reid (andrea.reid@york.ca)

For more information about OMBI or the *2007 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.

HEAD OFFICE

Ontario Municipal Benchmarking Initiative
c/o The Regional Municipality of Niagara
2201 St. David's Road West
P.O. Box 1042
Thorold, Ontario
L2V 4T7

Telephone: 905-685-4225, Ext. 3228 (Ron Gibson)

Fax: 905-641-5208