

Municipal Performance Measurement Program



Summary of 2006 and 2007 Results

Municipal *Performance* Measurement Program

Issued by
Ministry of Municipal Affairs and Housing



This report summarizes Municipal Performance Measurement Program (MPMP) results contained in the 2006 and 2007 Financial Information Returns and also includes results for 2003 to 2005. If the formula for a measure has been redefined, results are shown for those years which use the same definition.

Outlying results, including results that appear to contain an error in calculation, are not included in the summary statistics in order to provide more representative statistics. The report should not be relied on as a substitute for legal or professional advice, and the user is responsible for how the report may be used or applied.

Municipal performance measures are authorized under the *Municipal Act, 2001*. Every year the Minister writes to municipalities, informing them of the formal requirements of the program, including a list of performance measures. The Minister's letter and the annual list of performance measures are posted on the Ministry's web site at www.mah.gov.on.ca under the heading, Municipal Performance Measurement Program.

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Part I:

Municipal Performance Measurement Program (MPMP)

Foreword

The Municipal Performance Measurement Program (MPMP) is a performance measurement and reporting system that promotes local government transparency and accountability. It also provides municipalities with useful data to make informed municipal service level decisions while optimizing available resources.

I am pleased to provide you with MPMP results for the 2006 and 2007 reporting years. To provide a context, trend data is included for five years for most effectiveness measures and three years for most efficiency measures. To help readers interpret the data, the report includes notes from municipalities on factors that may influence results for each performance measure.

This document reports results for all MPMP efficiency and effectiveness performance measures across all MPMP service areas. Municipal performance measurement results are reported for groups of municipalities based on geography, municipal type and population. In this report, population is based on the population reported by municipalities each year in the Financial Information Return (FIR). Municipalities can compare their own results to the results for a group of similar municipalities.

This report does not include MPMP results for individual municipalities. Members of the public can obtain this information directly from their municipality. All Ontario municipalities are required to report MPMP results to local taxpayers no later than September 30th following the reporting year. Most municipalities post MPMP results on the municipal website.

MPMP is intended to enhance discussion about municipal service delivery and prompt municipalities to investigate best practices, such as those identified and published on the internet by the Ontario Municipal Knowledge Network (OMKN), formerly the Ontario Municipal Centre for Best Practices (OMCBP). Funded by the Ministry and administered by the Association of Municipalities of Ontario (AMO), OMKN includes best practices in a number of MPMP service areas, including but not limited to: roads, water and wastewater. OMKN can be accessed at: <http://www.omkn.ca>

This MPMP Summary Report will be of interest to municipal administrators, elected officials and members of the public since it provides a context for evaluating MPMP results. MPMP data is used by many municipalities in budget discussions because trend data provides information on progress towards service objectives and information on how operating costs relate to service level decisions.

In 2007, the Ministry and AMO collaborated to create the Municipal Information and Data Access System (MIDAS). MIDAS is a web-based query and analysis tool for Ontario municipalities that provides access to historical MPMP and FIR data free of charge.

Using MIDAS, municipalities can track their own year-over-year MPMP results to monitor internal trends and improvements. Additionally, municipalities can access MPMP data for other similar municipalities to compare unit costs and service delivery outcomes. MIDAS has boosted municipal capacity to use MPMP data in the decision making and budgeting processes. Ontario municipalities should phone AMO to receive a MIDAS username and password; (416) 971-9856 or 1-877-426-6527 (toll-free).

We welcome any comments or suggestions that you may have.

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Program

Many services Ontarians use and enjoy each day, including fire protection, policing, drinking water, sewage treatment, garbage collection and disposal, roadways, public transit and parks and recreation are provided by municipal government. Municipal councils are responsible for setting priorities on how tax dollars will be spent, including how much will be spent on each service area and what level of service is feasible for the available money. Decisions also reflect regulatory requirements and the need to limit municipal risk.

All Ontario municipalities share in the commitment to provide their taxpayers with good services and good value for money. But how can taxpayers, municipal councillors and municipal administrators evaluate municipal services?

One solution is to track a municipality's own performance year after year. Another approach is to compare the municipality's results with those of other, similar municipalities.

Municipalities have a long history of reporting financial and statistical information to the province following the end of every calendar year. From this information we know how much a municipality spends on broad service areas like fire protection or garbage collection. But, this does not provide insight into how efficiently or effectively the municipality delivers services or local circumstances.

To provide municipal administrators, municipal councils and residents with information that can help them evaluate service delivery, the Ontario government introduced a new and innovative program to measure municipal performance in 2000. All Ontario municipalities provide information on the efficiency and effectiveness of municipal services in twelve key areas:

- Municipal government
- Fire protection
- Police services
- Roadways
- Public transit
- Drinking water
- Wastewater (Sanitary sewers)
- Storm water management
- Solid waste management
- Parks and recreation
- Library services
- Land use planning

These service areas were selected initially because they are primarily a municipal responsibility and represent a high percentage of the municipal budget. Another consideration was that municipalities already collect most of the data needed to calculate performance measures for these services.

Advisory Committee

At the end of the first year of the program, the Ministry of Municipal Affairs formed a Municipal Performance Measurement Program Advisory Committee to guide the development of the program. The Advisory Committee consists of representatives from municipal associations such as the Association of Municipalities of Ontario, the Ontario Municipal CAO's Benchmarking Initiative (OMBI), the Ontario Municipal Knowledge Network (OMKN) and staff from a group of representative municipalities. Specialized working groups annually review the performance measures and make recommendations to redefine and improve the measures and instructions.

Municipalities Report Results to the Public

Every year, every municipality provides information on its performance measurement results to the province and its residents. Many municipalities provide performance measurement information on their web sites. Others take out newspaper ads, mail the information or include performance measurement information in the property tax bill. The objective is for municipalities to share information with taxpayers. This can enhance conversations between taxpayers and their elected representatives about local priorities and results.

Benefits

The benefits of reporting performance measurement results to the public are significant: ranging from improved accountability to improved service delivery. How? Reporting to the public should generate public interest in the decisions council makes, encouraging further communication. Municipalities are interested in how other municipalities are doing, generating informal comparisons and discussions about the details of service delivery.

Table 1: Benefits of Municipal Performance Measurement Program

Municipal Performance Measurement Program

What MPMP is:

- **Management tool.**
Municipalities can track performance over time.
- **Comparable.**
Standardized definitions and formulas for performance measures make comparisons possible between municipalities.
- **Balanced information.**
Information is provided on both service quality and costs for most services.
- **Universal.**
All Ontario municipalities responsible for a service report performance measures on that service.

What performance measurement encourages:

- **Accountability.**
Reporting to the public improves municipal government accountability to taxpayers.
- **Communication.**
Encourages discussion between taxpayers and council.
Encourages discussions between municipalities.
- **Priority setting.**
Performance measures can assist council in setting priorities and allocating tax dollars to services in the municipal budget.
- **Monitoring the municipal budget.**
Performance measures help monitor whether budgeted costs and expected service levels are met.
- **Focus.**
Attention is focused on results, leading to closer review of how service is delivered, how well it is delivered, what it costs and impacts on the community.
- **Setting targets.**
Improvements in performance can occur simply by setting clear, measurable targets.
- **Best practices.**
Performance measures are a starting point for identifying best practices, such as those researched and identified by the Ontario Municipal Knowledge Network.
- **Improved service delivery.**
Improved communication, setting targets, comparisons, a focus on service, and access to a directory of best practices can lead to improved service delivery.

Performance measurement focuses on results and can help council evaluate the impact of budget decisions on the achievement of municipal goals. Municipal staff can translate goals into performance measurement targets. Performance relative to goals can help council determine whether to reallocate tax dollars between competing services.

Simply measuring a service in a regular, consistent manner focuses attention on a service and this focus is the beginning of service improvements. Improvements can take the form of lowering the cost of service delivery, changing the level of service or finding a better way of doing business.

Best Practices

Performance measures are also a starting point for the identification of municipal best practices. The Ontario Knowledge Network (OMKN), formerly the Ontario Centre for Municipal Best Practices, has developed a virtual electronic library of best practices. OMKN has used Municipal Performance Measurement Program results as a starting point for identifying municipalities for in-depth follow-up. OMKN researches, identifies and posts best practices on its web site: www.omkn.ca. Municipalities are encouraged to review the practices posted and determine which are applicable to their own circumstances. This encourages the transfer of operational experience between municipalities.

Measuring Both Efficiency and Effectiveness

Performance measures look at two dimensions of service delivery—efficiency and effectiveness.

Efficiency measures provide information on the cost of delivering services. For example, we can measure the day to day costs of treating drinking water. This provides a standard measurement that applies to all municipalities, regardless of population.

However, efficiency measures tell only part of the story. Residents also want to know about the quality of service. Effectiveness measures describe performance relative to a goal. For drinking water, municipalities report the weighted number of days when a boil water advisory, issued by the Medical Officer of Health and applicable to a municipal water supply, was in effect. Together, the efficiency and effectiveness measures provide a more complete picture of what is spent and what is achieved given local conditions.

Many municipalities include a brief description of local circumstances in their report to taxpayers. Local circumstances affect results and should be considered in any comparison of outcomes between municipalities. For example, geography and micro-climate are factors influencing the efficiency and effectiveness measures for winter maintenance of roadways.

Table 2: How to Tell Efficiency & Effectiveness Measures Apart

How to Tell Efficiency & Effectiveness Measures Apart

Efficiency measures

- **Often described as inputs/outputs.**
- **Inputs are usually dollars.**
- **Often expressed as cost per unit.**

Operating costs for paved roads per lane kilometre.

Operating costs for solid waste diversion (recycling) per tonne or per household.

Effectiveness measures

- **Measure quality.**
- **Measure extent to which a goal is achieved.**
- **Often expressed as a percentage.**

Percentage of paved lane kilometres where the condition is rated as good to very good.

Percentage of residential solid waste diverted.

- **Also expressed as a rate using two different kinds of units.**

Property crime rate per 1,000 persons.

Number of conventional transit passenger trips per person in the service area in a year.

Who Reports a Measure

Under the Municipal Performance Measurement Program, municipalities complete a measure only if their level of government is responsible for the service. For example, if a regional municipality in Southern Ontario is responsible for wastewater treatment, only the regional municipality reports the measure. Local area municipalities do not report the measure. If both the regional government and the local government share responsibility for delivering a service, such as winter maintenance of roadways, both the region and the local area municipalities report the measure.

In both the North and South, single-tier municipalities are responsible for all municipal services delivered to residents, with the exception of social and health services delivered by Consolidated Municipal Service Managers or District Social Services Administration Boards. Regardless of whether single-tier municipalities contract out a service, provide it jointly with other municipalities or provide it in-house, they report performance measures which correspond to the services they deliver.

Presenting Results

Municipalities are required to report results to their taxpayers annually. However, there has also been interest in a comprehensive survey of results done in a way that does not single out any individual municipality. Municipalities are affected by many local factors such as demographics, geography, urban/rural mix and assessment base. By grouping municipalities by geography, municipal type and population, it is possible to see patterns in results. The range and median allow municipalities to compare their own results with other, similar municipalities.

How to Find Your Municipality's Group

Table 3: Municipal Groups 2007

Municipal Groups	Number of Municipalities
North	
< 5,000	125
5,000 – 19,999	15
20,000+	4
South	
Regions and former regions	12
Counties	22
Single-tiers	
< 10,000	5
10,000 – 99,999	15
100,000+	6
Lower-tiers	
< 5,000	65
5,000 – 9,999	69
10,000 – 19,999	63
20,000 – 39,999	19
40,000 – 99,999	12
100,000+	13
All Municipalities	445

To evaluate results, two major groups were established: Northern Ontario and Southern Ontario. Northern Ontario can be distinguished from Southern Ontario on many dimensions. It is primarily rural, is characterized by more dispersed settlement patterns, and higher costs for municipal service delivery relative to Southern Ontario.

Northern municipalities are organized as single-tier municipalities with the exception of the District of Muskoka.

In the *Summary of 2006 and 2007 Results*, Northern municipalities are divided into three population groups.

In the South, several forms of municipal government exist: single-tiers, upper-tiers (regions and counties) and lower-tiers or local municipalities. Please see a discussion of municipal government structure in the section, In Depth—Municipal Government Structure.

Because upper-tier governments and single-tier governments have responsibilities distinct from local area municipalities, separate groups have been created for them. The group called “Regions and Former Regions” includes the following single-tier municipalities which were previously regional governments: Toronto, Ottawa, Hamilton and Greater Sudbury.

The District of Muskoka and the City of Greater Sudbury are located in the North but have traditionally been included in Southern Ontario for purposes of Ministry financial analysis. Note that the District of Muskoka has a two-tier regional style government although it is described as a District.

Also, the County of Oxford functions as a regional municipality and has traditionally been analyzed with regional municipalities. It is therefore included in the group, “Regions and Former Regions”.

By organizing results by geography, municipal type and population, the user can immediately determine where his/her own municipality is and how results for the group compare with the results published by the municipality. Population refers to the population reported by each municipality in Schedule 02 of the Financial Information Return.

The appendix, “Municipalities by Group”, lists municipalities by the groups used in this report. See page Appendix – 5.

Measures Refer to a One Year Time Period

Performance measures are based on data for a one year period—the calendar year. The calendar year is used because it corresponds to the municipal fiscal year. As an example, the property crime rate per 1,000 persons is based on the number of actual incidents of property crime reported during the reporting year. A few measures specifically refer to the one year time frame in the description of the measure, but most do not. An example of a measure that refers to a year is the number of wastewater main backups per 100 kilometres of wastewater main in a year. In this measure, the year reference is added to clarify that data is based on a one year period as opposed to one month.

There are two exceptions concerning planning measures for the preservation of agricultural land. These measures are based on changes in hectares between the reporting year and the base year of 2000. The longer time frame makes it possible to see the impact of changes in land use.

Table 4: Check List for Comparisons

Check List for Comparisons	
Local Circumstances	Demographics and Physical Characteristics of Municipality. ✓ Population and population growth. ✓ Demographics. ✓ Geography: North/South. ✓ Urban/Rural. ✓ Climate. Local Cost of Doing Business. ✓ Local wage rates, cost of materials, cost of transportation, whether there is a competitive market for service providers. ✓ Contract provisions. Other Circumstances. ✓ See notes to Municipal Performance Measurement Program results reported by municipality to taxpayers.
Council Decisions and Budget	Council Decisions on Service Level. ✓ Service level. ✓ Whether service is delivered to all or part of a municipality. Example: sanitary sewer service provided only to urban areas. Council Decisions on How Service is Delivered. ✓ In-house, contracted out, joint service agreements with other municipalities, etc. Municipal Budget. ✓ Size of municipal budget. ✓ Assessment base including residential, farm and commercial/industrial mix. Assessment growth/contraction.
Municipal Structure	Municipal Responsibilities Differ with Structure. ✓ Municipalities with different municipal structures have different responsibilities. Similarly, regions that became single-tiers have added responsibilities and are included in the group, "Regions and Former Regions." Two-tier Government in South and Shared Responsibility. ✓ If responsibility for a service is shared by two levels of government in a two-tier system in Southern Ontario, the services performed will influence operating costs and efficiency results.

Check List for Comparisons	
Service Area Measured	Factors Specific to Each Service. ✓ See list of factors for every measure. Age of Infrastructure. ✓ An aging infrastructure may result in higher costs for repairs and rehabilitation; effectiveness measures may be influenced. Example: paved roads.
Reporting Issues	Reporting in Financial Information Return (FIR). ✓ Column and line(s) used to report General Government indirect costs. Examples of General Government lines include Governance, Corporate Management and Program Support. Columns used to report indirect costs are: Allocation of Program Support and Interfunctional Adjustments. ✓ Method of allocating indirect costs included in General Government to other services. ✓ Whether administrative costs for a department are included. Example: Are administrative costs for the transportation department included in the cost of paved roads? ✓ Whether a municipality makes transfer payments between departments and records these as interfunctional adjustments in the Financial Information Return. ✓ Errors in reporting, including errors in calculations, e.g. megalitres of water. ✓ Data estimated versus data precisely measured.
Summary Statistics	Number of Municipalities Reporting a Measure. ✓ If few municipalities report a measure, results have limited use for comparisons.

Making Comparisons

Municipalities have been placed into groups that recognize geography, municipal type and population. In *MPMP: Summary of 2006 and 2007 Results*, municipal groups are based on the population reported by the municipalities themselves in Schedule 02 of the Financial Information Return.

These groupings encourage comparisons between similar municipalities. Table 4, Check List for Comparisons, provides a more detailed look at the factors that should be weighed when considering which municipalities should be compared to your municipality. The Check List for Comparisons is organized into six areas: local circumstances, council decisions and budget, municipal structure, service area measured, reporting issues and summary statistics.

Service level decisions are crucial and are linked to the size of the municipal budget. Municipal budgets are themselves linked to the assessment base on which property taxes are levied. There are significant differences between municipalities which reflect the mix of residential, farm, commercial and industrial properties.

Financial reporting practices, including the treatment of indirect costs, also have a significant impact on results. Please see the In-depth feature on indirect costs.

Statistics

For the province as a whole and for each group of municipalities, the median, range and number of municipalities reporting a measure are presented. These statistics allow a municipality to evaluate its own results relative to those of other municipalities. The median result for the reporting year is shown as a bar graph. A frequency distribution is also included to provide an overview of the results from all municipalities. In order to report meaningful results, the data set used to calculate these statistics excludes municipalities which have outlying results or appear to have made an error in calculation. The same conditions are applied to every year included in the report. Previous years are included only if the formula for a measure has not changed.

Range

The range measures the spread of the data. The range is presented as the minimum or lowest value, and the maximum or highest value.

Median

While people are familiar with averages, the median provides a statistic that measures the middle value in a group, without being influenced by extreme values.

In a data set which is ordered from low to high, the median is the measurement in the middle. Half the measurements will be below the median and half will be above it.

Evaluating Results

Superior results will vary with the measure. For efficiency measures, results below the median will represent lower costs per unit. For effectiveness measures, the best results could be either higher or lower than the median. For the measure, violent crime rate per 1,000 persons, a result below the median will represent a better outcome. For the measure, percentage of residential solid waste diverted, a result above the median will represent a higher percentage of solid waste diverted.

Number of Municipalities Reporting the Measure

The number of municipalities reporting a measure varies from measure to measure. The number excludes municipalities with outlying values and those which appear to have made an error in calculation. The conditions used to evaluate data are described in the results table for each measure.

Before comparing the median result with your municipality's result, it is important to know how many municipalities in the group reported the measure. When only a small number of municipalities report a measure, the summary statistics will be less reliable for making comparisons.

If the number of municipalities in a group is small, the median may significantly change if the number of municipalities reporting a measure changes from year to year.

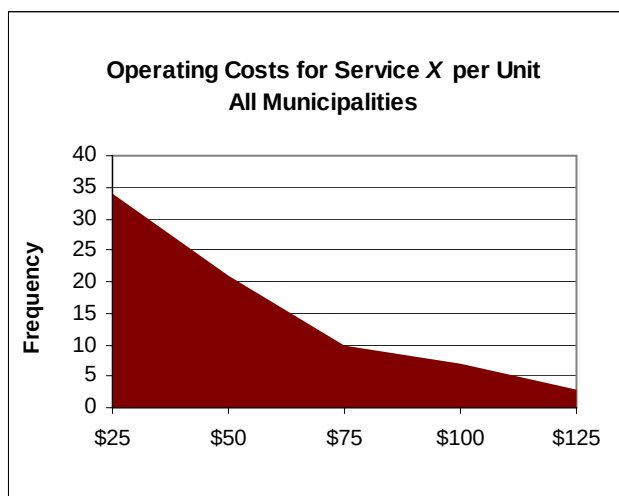
Frequency Distribution

Each measure is graphed as a frequency distribution in order to show how all the results are concentrated. In a frequency distribution, results are arranged in groups and the number of results within each group is counted (frequency).

Example: 75 municipalities report an efficiency measure and the data ranges from \$2.04 per unit to \$121.50 per unit. Equal intervals are created to accommodate the range of data. Next, the number of results that fall within each interval is counted—this is the frequency.

Intervals	Frequency (count)	Label on x-axis
\$0.00 to \$25.00	34	\$25
\$25.01 to 50.00	21	\$50
\$50.01 to 75.00	10	\$75
\$75.01 to \$100.00	7	\$100
\$100.01 to \$125.00	3	\$125

The frequency distribution is graphed in Figure 1.

Figure 1: Example of Frequency Distribution

The number of municipalities reporting results within each interval is reported on the y-axis. The intervals representing unit cost are shown on the x-axis. The highest value in each interval is represented.

Looking only at the graph, we can see that about 34 municipalities had unit costs between \$0.01 and \$25.00. Around 20 municipalities had unit costs between \$25.01 and \$50.00.

Note that a frequency distribution will vary from measure to measure because it reflects the data actually reported by municipalities. As a reference, a “normal distribution” is symmetrical and resembles a bell curve.

For a few effectiveness measures, where municipalities may report a result of zero, the first interval in the frequency distribution is zero. An example is the weighted number of days when a boil water advisory is in effect. For all other measures, the first interval is represented by the highest value in a group. For example, if an interval contains all values from \$0.00 to \$25.00, the interval is represented as \$25.00 on the x-axis. The second interval is represented as \$50.00 and contains all values from \$25.01 to \$50.00.

Graphs, Tables and Explanations

Results for each measure are displayed as a table, a bar graph and a frequency distribution. See the beginning of the DATA section for a discussion of how to read the results. In *Part II, Summary of 2006 and 2007 Results*, the section for each service area contains the objective of the measure and a list of factors that influence results. Municipalities themselves described these factors in the notes accompanying the performance measurement schedules in the Financial Information Return.



TIP: Performance measures are fractions.
Look for the formula for each measure.

Sifting Through the Raw Data

The raw data reported for each measure is examined for errors before it is included in the Summary. Staff looked for errors in the reporting of the numerator and the denominator. Errors in either can lead to artificially low or high results.

If a result appeared unusual, staff checked the Notes schedule for additional explanatory information. If no explanation was provided for the “outlier”, the result was excluded from the statistics for the measure.

Following Up Performance Measurement Results

Trend Over Time

Most effectiveness measures reported for the 2007 reporting year use the same formulas and definitions as the measures for 2003. This means municipalities can track their own performance over time. The definition of operating costs in the numerator of all efficiency measures was changed in 2005 to include external transfers. This means that efficiency measures for 2005 through 2007 are not comparable with results for previous years.

Trend over time is a valuable analytical technique. Municipal performance normally does not change radically from year to year. Instead, it tends to change gradually, either positively or negatively. The cumulative effect of small changes can indicate a trend that should be followed up.

Differences in Aggregate Statistics between 2007 and Previous Years

For each year included in this report, summary statistics were run from the Ministry database, the Municipal Access and Retrieval System (MARS). Since this is a live database, additional municipalities may have reported results or municipalities may have made revisions to earlier Financial Information Returns. The change from the use of enumerated population to the population reported by municipalities in the FIR may also account for small changes in the composition of the groups used for analytical purposes. These changes will affect summary statistics.

The conditions used to eliminate outlying values are identical for each year in the summary. If the conditions were changed in the *Summary of 2006 and 2007 Results*, results for past years may vary from previous summary reports.

Factors that Affect Year Over Year Results

- Changes in the method of allocating Program Support. The General Government category of Program Support consists of expenditures for services used by all municipal departments. These represent indirect costs that should be allocated to other functions.
- Closer scrutiny of the way expenditures are reported in Schedule 40, Revenue Fund Expenditures, leads to changes in reporting. For example, if a municipality historically included winter control on the line for roadways in Schedule 40, reporting winter control separately can lead to more accurate reporting and changes in efficiency measure results.
- A change in the number of municipalities reporting a measure from one year to the next will affect the median for the municipal group.
- Correcting errors in units, e.g. kilometres, in the reporting year without recasting previous years.
- Change in municipal priorities that results in a change in the amount budgeted for a service area.
- Change in service level.
- Change in service provider.
- Change in labour costs.
- Winter weather patterns affect winter control measures and affect the maintenance of paved and unpaved roads.
- Rainfall may affect wastewater and storm water management measures.

- The MPMP definition of activities included in paved roads and unpaved roads is based on definitions provided by the Ontario Good Roads Association. If a municipality adopts these definitions in the current reporting year, results will differ materially from previous years.

Comparing Municipal Performance to Summary Statistics

The median and range can help a municipality position its results relative to other municipalities in the North or South of similar population size and municipal type. The frequency distribution can help a municipality locate itself relative to all municipalities reporting the measure.

Efficiency Measures are “Broad Brush” Measures

In the Municipal Performance Measurement Program, efficiency measures are based on overall costs for broad service areas: fire services, conventional transit, garbage collection, etc. These macro measures provide an indication of the overall cost per unit. Over time, a trend may become evident. Further investigation is required to determine why spending per unit has changed. In short—performance measures help identify areas that need attention.

Results: What Do They Mean?

Snap judgments suggesting that results are simply good or poor are not appropriate in performance measurement. A municipality needs to determine why performance exceeds expectations or falls below expectations. Both kinds of results are worth investigating.

Certainly, a municipality would be interested in performance that was below expectation because it would want to discover ways to improve results. But it should be equally interested when performance exceeds expectations because it would want to repeat good performance and identify practices that it could copy elsewhere in its operations.

Trade-offs between Efficiency and Effectiveness

Spending trends should be viewed in tandem with effectiveness results. If spending per unit has decreased over time, what is the corresponding impact on effectiveness results?

Evaluating both efficiency and effectiveness results can highlight trade-offs between spending and service quality. There are several ways to balance cost and quality:

- Increasing effectiveness by spending more – higher cost per unit.
- Increasing effectiveness while holding cost per unit constant or reducing cost per unit.
- Keeping effectiveness constant while reducing cost per unit.
- Increasing efficiency by reducing effectiveness standards or service levels to reduce cost per unit.

Most municipalities are likely to find the second method the most preferable and the last method the least preferable, but all methods represent opportunities for balancing cost and quality.

Setting Municipal Performance Targets

Municipalities may set local targets for efficiency and effectiveness results. Setting performance targets does not mean that a standard will always be met. But it does mean that a process of target setting and monitoring is put in place. Measuring a service focuses attention on it and this attention can lead to improvements. Simply put — what gets measured, gets managed.

Targets are affected by local circumstances and should be realistically set. When setting targets for the next fiscal year, municipalities should consider their long-term strategic plans, how much money is available, council's policy priorities, service demand and local circumstances.

IN DEPTH

Reporting Data to the Province

Data for the Municipal Performance Measurement Program is collected through the Financial Information Return (FIR) submitted annually by municipalities to the province. The Financial Information Return includes separate schedules for efficiency (Schedule 91) and effectiveness (Schedule 92) measures. A special schedule for notes (Schedule 93) allows municipalities to qualify their information and explain local circumstances that may have influenced efficiency and effectiveness results. A schedule is also provided on cross boundary service delivery (Schedule 95). This helps clarify the level of government responsible for a service and any contractual or joint service agreements between municipalities. Additional data, such as the number of kilometres in the municipal road system, is collected and assists in verifying data in the numerator and denominator (Schedule 94). Detailed instructions for completing these schedules are provided to municipalities.

Edit Rules

Edit rules are formulas that check entries and are built into the Financial Information Return. Edit rules have been created specifically for the efficiency and effectiveness measures. An error message is triggered if an inconsistency is detected or important information is not reported. Edit rules allow a municipality to self-correct an entry before the Return is submitted to the province and contribute to the overall accuracy of the Financial Information Return.

Although edit rules identify many errors, they cannot identify all mistakes. There may also be legitimate reasons why a result is higher or lower than the results for other municipalities in the same group. Explanatory notes in the performance measurement section of the Financial Information Return can help Ministry staff determine whether an outlying result is legitimate or due to a calculation error.

In *Part II, Summary of 2006 and 2007 Results*, tables and graphs are provided for each measure. Each table includes a list of conditions used to exclude errors and outliers. The same conditions are applied to data for each year included in the summary.

Local Quality Assurance Issues

A variety of quality assurance activities occur in a municipality prior to submitting data for performance measurement in the Financial Information Return. Considering the factors in Table 4, each municipality compiles data using a variety of processes and review procedures that allow staff to assess the quality, completeness and accuracy of reported results. As these processes and the related performance reporting standards and tools evolve, summary reports like this one will provide new insights and more insights about performance.

IN DEPTH

Efficiency Measures: Operating costs

In the Municipal Performance Measurement Program, efficiency measures are usually expressed as cost per unit and are based on operating costs only.

Capital costs are not included because municipalities are required to expense all capital costs in the year in which an asset (land, equipment, buildings) is acquired. Capital costs also include major construction projects such as roadways or sewer systems. From year to year, capital expenditures may seem uneven, inflated in some years, low or non-existent in others.

Starting with the 2009 FIR, municipalities will report tangible capital assets as assets in the Statement of Financial Position and amortization in the Statement of Operations in accordance with the recommendations of the Public Sector Accounting Board (PSAB).

This provides an opportunity to capture capital costs through amortization in MPMP measures. As of the 2009 reporting year, MPMP will supplement our existing Operating cost per unit measures with Total cost per unit measures. Total cost per unit measures will add amortization and interest on long term debt to the other expenditures included in the operating cost measures.

For the 2005 to 2007 reporting years, MPMP efficiency measures used the following categories of operating costs:

- ✓ Salaries, wages and employee benefits.
- ✓ Materials.
- ✓ Contracted services.
- ✓ Rents and financial expenses.
- ✓ External transfers (to individuals and organizations).
Transfers to own funds (reserves, reserve funds, capital fund).
- ✓ Interfunctional adjustments (transfers between departments).
- ✓ Allocation of Program Support.
Principal and interest payments on long term debt.

The costs marked with a ✓ are used to calculate the numerator for the efficiency measures which is simply described as “operating costs”.

Note that principal and interest payments on long term debt and transfers to own funds are not included in the definition of operating costs. Consequently, the way a municipality funds its capital projects does not influence performance measurement results.

External transfers are payments which include municipal transfers to organizations and individuals, such as general welfare assistance. Starting in the 2005 Financial Information Return, external transfers are included in the calculation of operating costs.

Costs are Reported on a Gross Basis

Operating costs are reported on a gross basis for the efficiency measures. This means that revenues from user fees and grants from the provincial and federal governments are not subtracted from operating costs. User fee policies vary from municipality to municipality. If user fees were netted out, those municipalities with a policy of extensive user fees would appear to have lower costs per unit.

Provincial grants include grants for specific services as well as unconditional grants which may be used as the municipality sees fit to meet municipal priorities. Grants differ from municipality to municipality and grant policies change over time. Also, unconditional grants cannot be matched to a specific service. Therefore, grants are not netted from expenditures.

Exception: Netting Out Revenue Received from Other Municipalities

Under the Municipal Performance Measurement Program, if a municipality is responsible for delivering a service, the municipality reports the related performance measures. Some municipalities are responsible for a service, but choose to purchase the service from another municipality and enter into an appropriate contractual agreement. The municipality that acts as a service provider receives payment, or revenue, for its services. This municipality is permitted to subtract the revenue received from other municipalities from its operating costs.

Exception: Netting Out Revenue Received for Fire Services Provided Outside Municipal Boundaries

If a municipality provides fire services outside municipal boundaries to band councils, unorganized areas or Crown land, revenue received for the service is netted from operating costs.

Exception: Netting Out Revenue from the Sale of Resources Related to Garbage Disposal and Recycling

The working group of municipal staff experts that reviewed the solid waste measures felt that solid waste contracts within the municipal sector had an important component related to the sale of resources. The sale of resources related to disposal and diversion activities includes electricity production and landfill gas, landfill gas credits and royalties. Typically, contractors keep revenue from the sale of resources related to disposal and diversion activities as part of the contract. Therefore, revenue from the sale of resources is subtracted from operating costs for the solid waste measures for disposal, diversion and solid waste management. Note that tipping fees and user fees for garbage collection are not netted from operating costs since user fees are not netted out from operating costs for other service areas.

Revenues received from other municipalities are not netted out for solid waste measure

IN DEPTH

Indirect Costs

Indirect costs are costs for services that are used by many departments of a municipality. Typically these include human resources, payroll, mailroom, etc. How indirect costs are allocated to different service areas can have a material impact on efficiency results. Indirect costs can be reported under General Government or they can be included in the costs of each service area.

Before Municipal Performance Measurement Program (MPMP) schedules were added to the Financial Information Return, there was no policy concerning the treatment of indirect costs. It was left to each municipality to decide whether to include indirect costs in the cost of General Government or include them in the cost of individual services. If a municipality chose to allocate indirect costs to services, it could use any allocation method.

When MPMP was introduced, it became important to move towards standardizing the municipal reporting of indirect costs to improve the comparability of MPMP results.

Otherwise, if a municipality reports all indirect costs on the lines for Corporate Management and Program Support, but does not allocate Program Support expenditures, it will have lower operating costs per unit for all other services. In another example, the measure, Governance and Corporate Management as a percentage of Total Municipal Operating Costs, will be understated for municipalities that allocate Governance and/or Corporate Management expenditures compared to municipalities that allocate only Program Support expenditures.

Standardizing the Allocation of Indirect Costs

The Ministry recognized that the treatment of indirect costs would need to be standardized to enable true comparisons of efficiency measures. The Ministry examined methods for allocating indirect costs and reviewed how General Government costs were reported. The Ministry was particularly interested in the work being done by the Ontario Municipal CAO's Benchmarking Initiative (OMBI). OMBI proposed dividing General Government costs into three categories:

- Governance.
- Corporate management.
- Program Support.

Program Support was defined as indirect costs that should be allocated to other service areas. Examples include information management, payroll, printing and graphics. Corporate Management was defined as administrative costs that are less easily allocated. Examples include legal support, investments and corporate communication. OMBI recommended corporate management not be allocated to other services.

OMBI also proposed that large municipalities with a population of 100,000 or more use a method of allocating indirect costs based on the consumption of different Program Support services by municipal departments. For example, each department would be allocated a percentage of the costs of printing services based on the number of impressions it ordered. This is known simply as the OMBI Method. These concepts were accepted and are used in completing Schedule 40 of the FIR, Revenue Fund Expenditures.

Municipalities with a population under 100,000 use a simpler method. Indirect costs are allocated to each service area based on its percentage of total municipal costs.

Status of the Reporting of Indirect Costs

In the 2007 FIR, we find that municipalities have adopted a mixed approach to the allocation of indirect costs reported on the General Government lines of Schedule 40 of the FIR. Table 6, *Status of the Reporting of Indirect Costs, 2007*, summarizes how municipalities reported indirect costs. The table summarizes the columns and General Government lines used.

Of the 384 municipalities examined, 92 did not allocate indirect costs for General Government. These municipalities reported no expenditures on the line for Program Support, but did report expenditures for Governance and/or Corporate Management.

Of the 292 municipalities allocating indirect costs, 177 exclusively used the column for the Allocation of Program Support. Most of these, or 167 municipalities, allocated only Program Support expenditures per the FIR instructions. This approach has a number of advantages. The amount to be allocated is transparent and equals the sum of expenditures for salaries, wages and employee benefits; materials; contracted services; rents and financial expenses; and interfunctional adjustments reported on the Program Support line. The column for the Allocation of Program Support is used only to allocate indirect costs to other services; interdepartmental transfers are not included in the column.

Thirteen municipalities used only the Interfunctional Adjustments column to allocate indirect costs for General Government.

A further 102 municipalities used both the column for the Allocation of Program Support and the column for Interfunctional Adjustments for allocation purposes. All municipalities in this group allocated expenditures on the Program Support line. These municipalities tended to allocate Corporate Management and Governance expenditures, as well as Program Support expenditures.

The Interfunctional Adjustments column is intended to report interdepartmental transfers. When the column is used to allocate indirect costs and interdepartmental transfers there is no transparency in the reporting of indirect costs because the amounts allocated to other functions cannot be identified.

Further, the nature of the expenditures reported in the Interfunctional Adjustments column is unknown. There is no formula summing amounts reported in the columns for salaries, wages and employee benefits; materials; contracted services; and rents and financial expenses reported on the General Government lines.

Once the amount to be allocated is determined, an allocation method must be selected. It is recommended that municipalities with populations under 100,000 allocate Program Support expenditures in the Allocation of Program Support column based on the percentage of Total Municipal Operating Costs for each service area. Municipalities with populations over 100,000 are to allocate expenditures based on cost drivers for multiple service areas within Program Support, a method developed by OMBI.

Municipalities must indicate the allocation method used for the Program Support column. However, when the Interfunctional Adjustments column is used, the allocation method selected is not tracked. It is expected that municipalities, particularly larger municipalities, use a simpler allocation method based on one or two cost drivers.

Table 5, Methods Used to Allocate Program Support Expenditures, summarizes the methods municipalities used to allocate Program Support expenditures using the column for Program Support. Although a variety of methods are used to allocate indirect costs, a majority of municipalities used the allocation method recommended for their population size.

In conclusion, municipal allocation of indirect costs in the FIR is far from standardized, affecting the comparability of MPMP results. The allocation of indirect costs affects MPMP results because the numerator for efficiency measures, Operating Costs, includes indirect costs reported in the columns for the Allocation of Program Support and the column for Interfunctional Adjustments. For the most consistent and transparent reporting, indirect costs which are to be allocated to other services should be reported on a single General Government line. The amount to be allocated should be determined by summing expenditures in the existing expenditure columns. This makes it possible to identify the origin of indirect costs. For transparency, the column used for the allocation of indirect costs should be used solely for this purpose and should not include interdepartmental transfers. The allocation method used is also a key factor contributing to the comparability of results.

Table 5 Methods Used to Allocate Program Support Expenditures

Methods Used to Allocate Program Support Expenditures		
	Municipalities with Populations under 100,000 #	Municipalities with Populations of 100,000+ #
Percentage of Total Expenditures	148	8
Modified Percentage of Total Expenditures	67	4
OMBI Method	5	19
Other Method	14	1
TOTAL	234	32
Conditions: ■ Municipalities are included if they allocated Program Support expenditures using the column for the allocation of Program Support. ■ The amount allocated more than \$1. ■ The municipalities reported the allocation method used. NOTES: ■ 266 municipalities met the conditions. ■ Municipalities with populations of 100,000 or more are to use the OMBI method to allocate Program Support expenditures. This method uses different drivers for different Program Support services areas. Municipalities with populations under 100,000 were asked to allocate indirect costs based on the percentage of total costs for each functional area in Schedule 40. ■ Municipalities citing "Other Method" used: hours (based on time sheets), number of accounts payable, number of employees, total wages in each department, total wages/benefits, workload. ■ One municipality citing "Other Method" used a combination of drivers for specific types of indirect costs, i.e. Human Resources costs were allocated according to the number of employees in each department, Technology costs were allocated according to the number of computers in each department, Building costs were allocated by square footage and Financial costs were allocated according to the percentage of 2007 budget.		

Table 6 Status of the Reporting of Indirect Costs, 2007

STATUS OF THE REPORTING OF INDIRECT COSTS, 2007	
	#
Municipalities that did not allocate indirect costs for General Government	92
These municipalities did not use the columns for the Allocation of Program Support or Interfunctional Adjustments.	
■ None reported Program Support expenditures in Schedule 40. ■ 85 municipalities reported expenditures for both Governance and Corporate Management. ■ 7 reported expenditures for Governance or Corporate Management alone.	
Municipalities that allocated indirect costs for General Government	292
TOTAL Number of Municipalities Reviewed	384
Columns Used	
Municipalities using only the column for the Allocation of Program Support	177
■ 167 municipalities allocated only Program Support expenditures, including 3 that allocated \$1. ■ 10 municipalities allocated Corporate Management expenditures, including 2 that allocated Governance and Corporate Management and 2 that allocated Corporate Management and Program Support.	
Municipalities using only the Interfunctional Adjustments column	13
■ 11 municipalities allocated only Corporate Management expenditures. ■ 2 allocated Governance expenditures; one of these also allocated Corporate Management expenditures. ■ None allocated Program Support expenditures.	
Municipalities using both the column for the Allocation of Program Support and the column for Interfunctional Adjustments to allocate one or more General Government lines	102
■ All 102 municipalities in this group allocated Program Support expenditures using the column for the Allocation of Program Support. 67 municipalities also used the column for Interfunctional Adjustments to allocate Program Support. ■ 70 municipalities allocated Corporate Management expenditures. 65 municipalities allocated Corporate Management using only the Interfunctional Adjustments column. ■ 19 municipalities allocated Governance expenditures. All but one used only the Interfunctional Adjustments column to allocate Governance.	
Type of General Government expenditures allocated	
■ Municipalities allocating Program Support ■ Municipalities allocating Corporate Management ■ Municipalities allocating Governance	270 93 23

STATUS OF THE REPORTING OF INDIRECT COSTS, 2007**NOTES:**

- The General Government lines in Schedule 40 are Governance, Corporate Management, and Program Support.
- Indirect costs that are not easily allocated to other services are reported on the line for Corporate Management. Indirect costs that should be allocated to other services are reported on the line for Program Support.
- The amount to be allocated is reported as a negative value in the column for the Allocation of Program Support on the line for Program Support. Some municipalities also use the Interfunctional Adjustments column to allocate one or more General Government lines. The amount allocated to each service area is reported as a positive value in the column used .

IN DEPTH

Municipal Government Structure

The *Municipal Act, 2001* recognizes three types of municipalities: upper-tier municipalities and lower-tier municipalities within a two-tier municipal system, and single-tier municipalities which are not part of a two-tier system.

In two-tier systems, the upper-tier municipality, either a county or a regional government, delivers certain services to local municipalities within its boundaries. The intent is to deliver services used by all or most local municipalities more efficiently and effectively.

Two-tier governments exist only in Southern Ontario. Every municipality in Northern Ontario is a single-tier municipality.

The District of Muskoka and the City of Greater Sudbury are traditionally analyzed with regions and former regions in the South. The District of Muskoka has a municipal structure similar to that of a regional government, while the City of Greater Sudbury was formed from the former Region of Sudbury and the City of Sudbury. In the Summary, both Greater Sudbury and Muskoka are included in the group, “Regions and Former Regions”.

Counties

Counties have traditionally been a federation of lower-tier municipalities within the same geographic area. Cities were not originally part of the county structure, although some have joined the county structure in recent years. Although it is a county, Oxford has a municipal structure similar to that of a regional government. In the Summary, Oxford County is grouped with “Regions and Former Regions.”

Regional Municipalities

Regional governments are another form of upper-tier municipality with significantly greater responsibilities than counties. Currently, there are twelve regional governments which were created in the 1960s and 1970s.

Single-Tier Governments in Southern Ontario

In 2007, there were 26 single-tiers in Southern Ontario. Although these single-tiers are separate from neighbouring counties, they have, in the past, worked together to provide common services, such as homes for the aged. These shared services were usually provided by joint local boards. The powers of single-tier municipalities may vary for historical reasons, depending on how and when they were created.

In 2001 a number of single-tier municipalities were created from former regional municipalities: Toronto, Ottawa, Greater Sudbury, Hamilton, Haldimand and Norfolk. In the Summary, Haldimand and Norfolk are grouped with single-tier municipalities because their populations are under 100,000. The others are part of group, "Regions and Former Regions".

Northern Ontario

Northern Ontario is divided into 11 territorial districts which are administrative areas, not municipalities. Much of Northern Ontario is unorganized for municipal purposes. The Ministry of Northern Development and Mines assists inhabitants of unorganized territories in setting up local service boards to deliver basic services.

Consolidated Municipal Service Managers (CMSMs) and District Social Service Administration Boards (DSSABs)

Consolidated municipal service management was introduced in 1997 to ensure that certain social and health services are planned and administered on a regional basis, for single- and two-tier municipalities. Consolidated municipal service management is delivered by Consolidated Municipal Service Managers (CMSMs) in the South and in the City of Greater Sudbury in the North. In all other parts of the North, consolidated municipal service management is delivered by District Social Service Administration Boards (DSSABs).

CMSMs in the South are responsible for the delivery of social assistance, child care, and social housing, land ambulance services and public health.

A total of 36 service areas were established in Southern Ontario in 1997, with one municipality in each area designated as the CMSM. All regional governments (some of which have since become single-tiers) and many counties were designated as CMSMs. Single-tier municipalities have an agreement with the upper tier municipality in

their area on the designation of the CMSM. In some cases, municipalities other than the CMSM have been designated as service delivery agents for land ambulance.

In Northern Ontario, the City of Greater Sudbury was designated as a CMSM and 10 DSSABs were created to serve the rest of the North. DSSABs are responsible for serving both municipalities and unorganized territory. At a minimum, DSSABs manage the delivery of social assistance, child care and social housing. Some have responsibility to deliver land ambulance and public health.

Since 1998, northern municipalities and the unorganized territories have had the option to form an Area Service Board (ASB) under the Northern Services Board Act that could reduce the number of single-purpose bodies. At a minimum, ASBs would deliver services in six core areas: social assistance, child care, social housing, land ambulance, public health and homes for the aged. Northern communities organized as an ASB would have the option to deliver additional services including policing, waste management, economic development, airports, roads and bridges, emergency preparedness, land use planning, and the administration of portions of the Provincial Offences Act. To date, no ASB has been established.

Municipal Roles and Responsibilities

The *Municipal Act, 2001* grants all municipalities the authority to provide any service or thing that the municipality considers necessary or desirable for the public.

All municipalities in Ontario may also pass by-laws concerning the following matters:

- governance structure;
- accountability and transparency;
- financial management;
- public assets;
- economic, social and environmental well-being of the municipality;
- health, safety and well being of persons;
- protection of persons and property; including consumer protection

In addition, single-tier municipalities have broad authority to pass by-laws in the following areas:

- animals;
- structures, including fences and signs;
- and business licensing.

In a two-tiered system of government, the *Municipal Act, 2001* lists spheres of jurisdiction and assigns authority exclusively or not to the upper-tier or lower-tier municipalities. Those spheres are:

- Highways, including parking and traffic on highways.
- Transportation systems other than highways.
- Waste management.
- Public utilities.
- Culture, parks, recreation and heritage.
- Drainage and flood control, excluding storm sewers.
- Structures, including signs and fences.
- Parking, except on highways.
- Animals.
- Economic development services.
- Business licensing.

As an example, local municipalities are often responsible for collecting garbage, while the upper-tier is responsible for garbage disposal and broader waste management issues.

Certain responsibilities specified in the *Municipal Act, 2001* may be transferred from one level of government to another by a “triple majority” vote. The upper-tier council and a majority of lower-tier councils must vote in favour of the transfer and the number of electors in the lower-tiers supporting the transfer must represent a majority of electors in the county or region.

Other Acts provide further authority for municipal powers and responsibilities, including the *Planning Act*, the *Building Code Act*, the *Fire Protection and Prevention Act*, the *Police Services Act*, the *Ontario Works Act* and the *Social Housing Reform Act, 2000*.

Local Boards

There are many local boards involved in the provision of local services. These include health units, transit commissions, children's aid societies, and planning boards. Legislation administered by different ministries authorizes the establishment of local boards. For example, the *Health Protection and Promotion Act* administered by the Ministry of Health and Long Term Care provides for boards of health, and the *Public Libraries Act* administered by the Ministry of Citizenship governs public library boards.

While municipalities have broad powers to establish, change and dissolve certain local boards, some local boards, such as police service boards, are mandatory..

The *Municipal Act, 2001* enables municipalities, either jointly or on its own, to establish municipal service boards. A municipality may give a municipal service board the control and management of such services and activities that the municipality considers appropriate by delegating the powers and duties of the municipality to the board. Examples of municipal service boards include public utility commissions, parking authorities and boards of park management.

Consolidating Financial Activities of the Local Board

If a local board serves only one municipality, its financial transactions are fully consolidated in the Financial Information Return of the municipality. If one or more municipalities establish a joint local board, each municipality consolidates the board's financial transactions on a proportional basis in its Financial Information Return.

Part II: Summary of 2006 and 2007 Results

How To Read a Table of Results

Municipalities are grouped into North and South, municipal type and population.

Measure

Operating costs for police services per person

Number of Municipalities Reporting means the number reporting after conditions are applied to eliminate outliers and errors in calculation.

Range refers to minimum and maximum results.

Statistics consist of Number of Municipalities Reporting, Range and Median.

Median refers to the middle value in a group. It is less affected by outlying values than the average.

Data from previous years is reported if the measure is the same as previous years.

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	91	28 to 649	140	123	125
5,000 – 19,999	9	194 to 481	294	267	274
40,000 +	4	242 to 293	261	262	250
SOUTH					
Regions & Former Regions	11	147 to 331	211	203	191
Counties	2	122 to 165	122	108	114
Single-tiers					
< 10,000	4	183 to 428	306	322	303
10,000 – 99,999	14	130 to 392	230	220	201
100,000 +	6	219 to 364	224	209	201
Lower-tiers					
< 5,000	46	54 to 399	126	133	127
5,000 – 9,999	50	24 to 373	112	126	118
10,000 – 19,999	33	67 to 321	146	127	124
20,000 – 39,999	12	73 to 242	146	172	170
40,000 – 99,999	1	252	252	234	225
100,000 +					
ALL MUNICIPALITIES	283	24 to 649	153	144	143
# Municipalities Reporting			283	286	315

FIR reference: SLC 91 1203 13.

The number of municipalities reporting reflects the conditions listed below.

Conditions:

Lower-tier municipalities in Southern Ontario were not included if they reported that the upper-tier was responsible for police services.

Municipalities were not included if the only expenditure reported was the Allocation of Program Support.

NOTES:

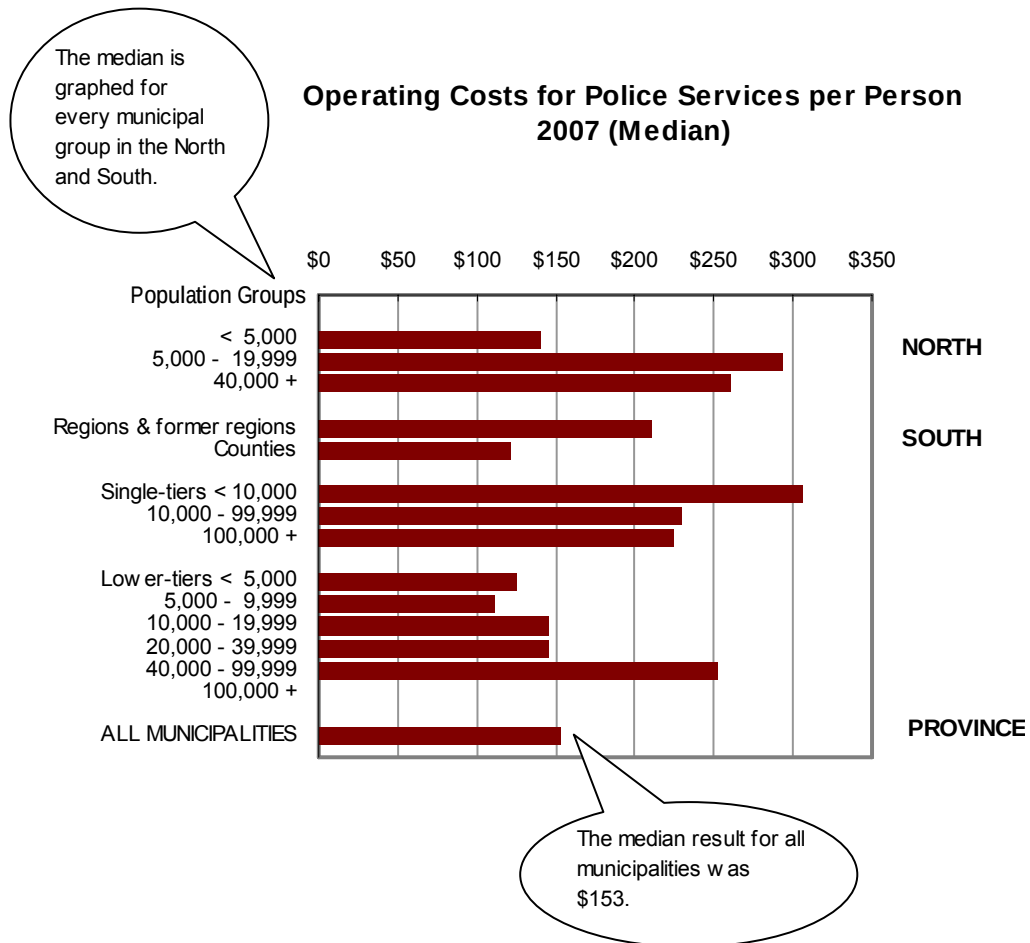
The formula for the numerator (operating costs) was revised in 2005 to include external transfers and the denominator was changed from households to population. Therefore, comparison with previous years is not possible.

Municipalities Reporting
refers to the total number of municipalities reporting, subject to conditions.

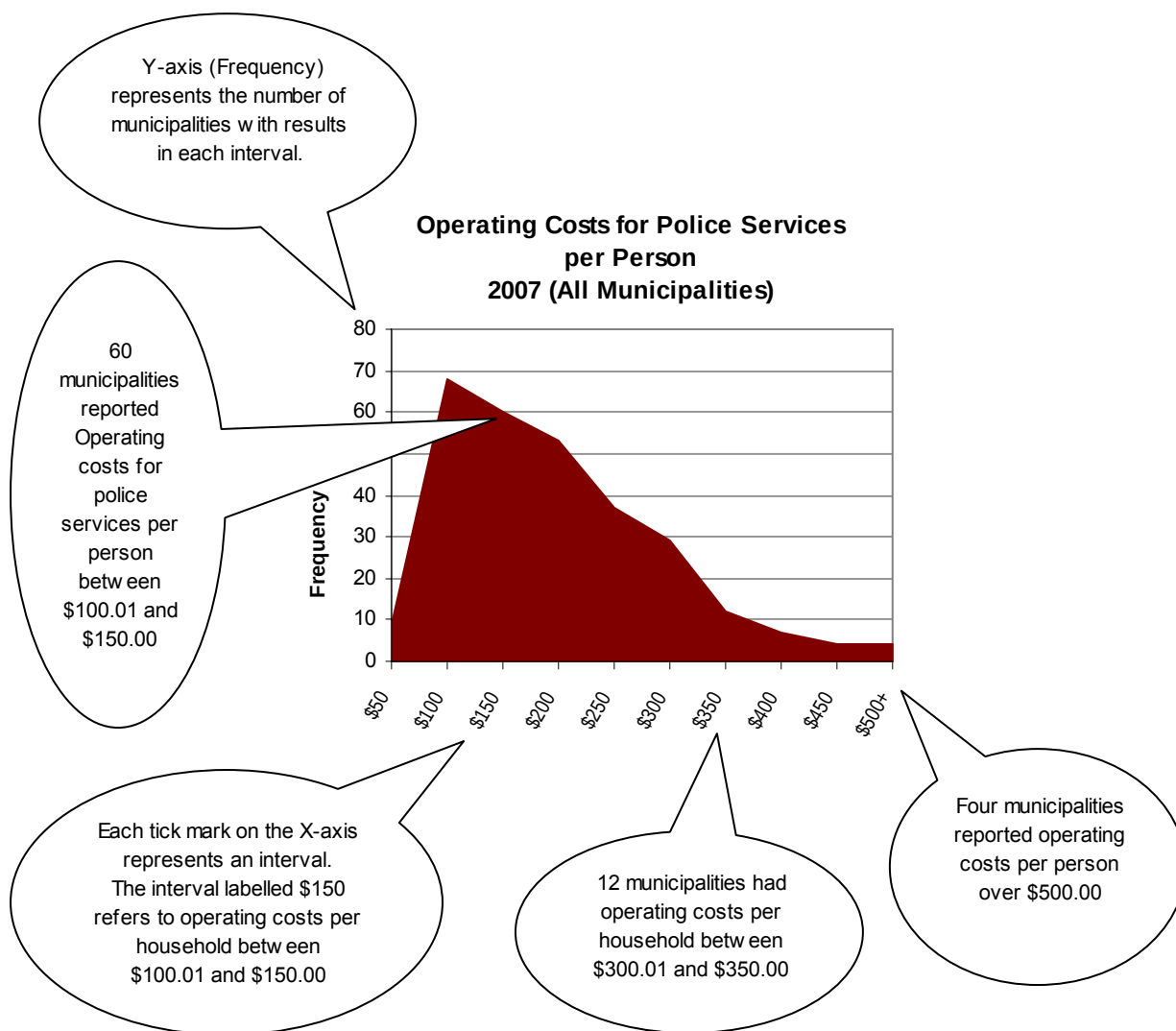
FIR reference means the Schedule, Line, Column in the Financial Information Return (FIR) where the performance measure is reported.

The table includes the conditions set to exclude errors in the data.

How To Read a Bar Graph



How To Read the Graph of a Frequency Distribution



General Government: Efficiency

Governance and corporate management as a percentage of total municipal operating costs.

$$\frac{\text{Operating costs for governance and corporate management}}{\text{Total municipal operating costs}} \times 100$$

Operating costs for governance and corporate management as a percentage of total municipal operating costs

			2007
Population	Reporting #	Range %	Median %
NORTH			
< 5,000	54	2.4% to 26.6%	7.8%
5,000 – 19,999	7	2.2% to 6.9%	4.9%
20,000 +	4	2.9% to 5.0%	3.0%
SOUTH			
Regions & Former Regions	10	2.3% to 5.4%	3.6%
Counties	17	0.7% to 7.3%	4.0%
Single-tiers			
<10,000	4	3.7% to 10.1%	7.2%
10,000 – 99,999	12	0.9% to 10.1%	4.1%
100,000 +	5	3.1% to 5.1%	3.6%
Lower-tiers			
< 5,000	34	1.3% to 25.8%	6.6%
5,000 – 9,999	37	1.2% to 14.4%	7.6%
10,000 – 19,999	40	1.0% to 20.7%	7.5%
20,000 – 39,999	17	1.2% to 15.0%	8.2%
40,000 – 99,999	11	1.6% to 8.6%	5.8%
100,000 +	11	2.8% to 8.4%	5.2%
ALL MUNICIPALITIES	263	0.7% to 26.6%	6.4%
# Municipalities Reporting.,			263

FIR reference: SLC 91 0205 13. The number of municipalities reporting reflects the conditions listed below.

The formula for the numerator (operating costs) was revised in 2007. Payments to the Municipal Property Assessment Corporation (MPAC) and tax allowances and tax write-offs reported in Schedule 40 were not netted out in calculating the numerator or denominator.

Conditions related to reporting of payments to MPAC:

- Payments to the Municipal Property Assessment Corporation (SLC 42 5210 01) must be included in Schedule 40, Revenue Fund Expenditures, as contracted services on the line for corporate management (SLC 40 0250 04). If MPAC expenditures are reported on the line for Program Support, Operating Costs for the measure will be understated because MPAC payments are backed out.

Conditions related to reporting of indirect costs and interfunctional adjustments (interdepartmental transfers)

- Municipalities were excluded if they entered no expenditures in the line for Program Support, i.e. SLC 40 0260 13 = 0, since this line is used exclusively to record indirect costs that will be allocated to other areas.
- Municipalities were excluded if they entered negative amounts for Governance or Corporate Management in the column for the Allocation of Program Support. Only the amount to be allocated out (SLC 40 0260 13) is expressed as a negative number. All other rows in the column are to be expressed as positive amounts, indicating that Program Support has been allocated to these areas. (Note that Program Support may be allocated to both Governance and Corporate Management; in these cases the amounts will be positive.)
- Municipalities were excluded if the numerator in SLC 91 0204 10 was less than or equal to zero. This could occur if negative values were entered for the Allocation of Program support in Schedule 40 for Governance (SLC 40 0240 13) or for Corporate Management (SLC 40 0250 13). This could also occur if negative values were entered for Interfunctional Adjustments for Governance (SLC 40 0240 12) or Corporate Management (SLC 40 0250 12).

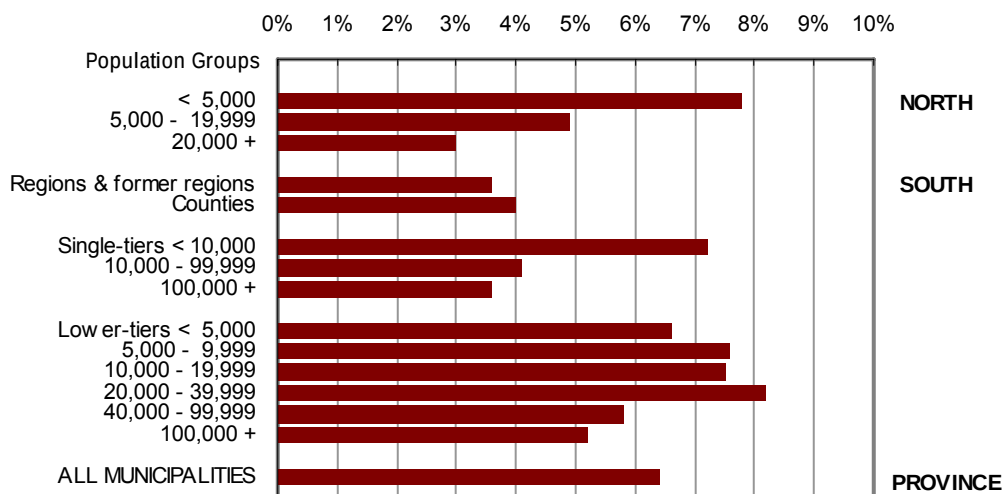
NOTES

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

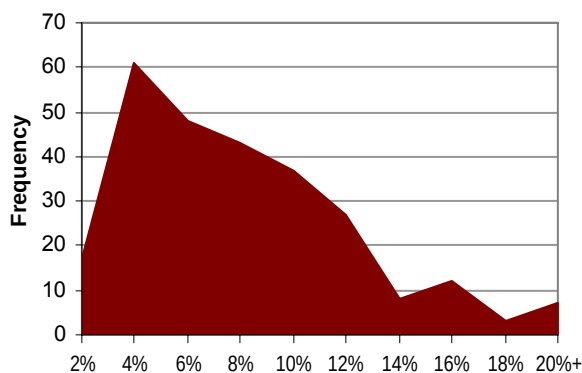
General Government: Efficiency

Governance and corporate management as a percentage of total municipal operating costs.

Operating Costs for Governance and Corporate Management as a Percentage of Total Municipal Operating Costs, 2007 (Median)



Operating Costs for Governance and Corporate Management as a Percentage of Total Municipal Operating Costs, 2007 (All Municipalities)



Objective

Efficient municipal government.

Notes

Since the general government measure is expressed as a percentage, the proportion of total municipal operating costs spent on general government is measured rather than cost per unit.

In the 2007 measure, payments to the Municipal Property Assessment Corporation (MPAC) and tax allowances/tax write-offs reported in Schedule 40 were not netted from the numerator, Operating costs for governance and corporate management, or from the denominator, Total municipal operating costs. As a results, the measure may be higher.

**Factors
affecting
results**

Results are influenced by:

- The reporting of indirect costs in Schedule 40 of the Financial Information Return. If any indirect costs are reported as negative values on the line for Corporate Management in the column for Interfunctional Adjustments or the column for the Allocation of Program Support, the measure will be understated. For purposes of this Summary report, municipalities were excluded if indirect costs for Governance on line SLC 40 0250 13 or for Corporate Management on SLC 40 0250 13 were reported as a negative amounts.
- Method for the allocation of program support (indirect costs).
- Whether the municipality records Interfunctional Adjustments (interdepartmental transfers) in Schedule 40 as negative values for Governance in SLC 40 0240 12 or Corporate Management in SLC 40 0250 12. A municipality may enter a negative value if it is allocating these expenditures to other lines in Schedule 40. Negative values for will decrease the numerator, resulting in a lower measure.
- Full-time versus part-time councillors.
- Responsibility for Provincial Offences Act administration.
- Inclusion of tax write-offs in corporate management.
- Centralized versus decentralized administration of services.
- Whether the administration of functional areas is included in corporate management or reported in functional areas.
- When staff performs administrative and departmental functions, whether a portion of staff salaries are reported in functional areas.

Fire Services: Efficiency

Operating costs for fire services per \$1,000 of property assessment.

$$\frac{\text{Operating costs for fire services}}{\text{Total property assessment} / 1,000}$$

Operating costs for fire services per \$1,000 of property assessment

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	90	0.02 to 5.19	0.83	0.79	0.89
5,000 – 19,999	9	0.57 to 3.80	1.00	0.91	0.86
20,000 +	4	2.10 to 3.36	2.65	2.54	2.47
SOUTH					
Regions & Former Regions	4	1.10 to 1.90	1.15	1.16	1.37
Counties					
Single-tiers					
< 10,000	4	0.38 to 1.66	0.66	0.71	0.62
10,000 – 99,999	14	0.49 to 3.18	2.02	2.02	2.07
100,000 +	6	1.31 to 2.08	1.57	1.47	1.59
Lower-tiers					
< 5,000	49	0.07 to 3.83	0.50	0.46	0.55
5,000 – 9,999	59	0.16 to 2.47	0.46	0.44	0.48
10,000 – 19,999	53	0.24 to 2.18	0.48	0.47	0.49
20,000 – 39,999	18	0.38 to 2.37	0.54	0.49	0.53
40,000 – 99,999	11	0.58 to 2.51	1.07	1.17	1.16
100,000 +	12	0.66 to 2.22	0.98	0.93	1.04
ALL MUNICIPALITIES	333	0.02 to 5.19	0.65	0.59	0.66
# Municipalities Reporting			333	361	373

FIR reference: SLC 91 1102 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipality is not an upper-tier.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if the denominator did not equal "Total Property Assessment" in SLC 90 9901 01 divided by 1,000.

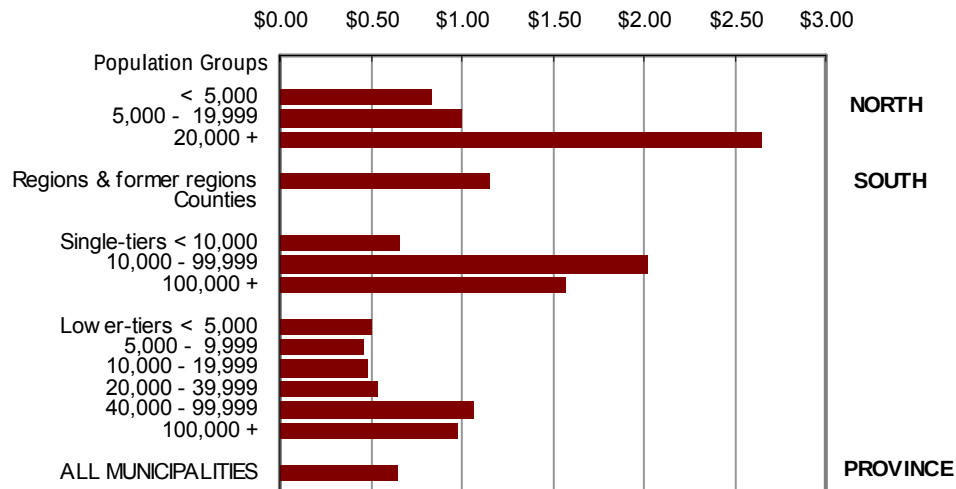
NOTES:

- Fire service is a single-tier and lower-tier responsibility. Municipalities reporting the measure in the group, "Regions and Former Regions", are single-tier municipalities which were formerly regions.
- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

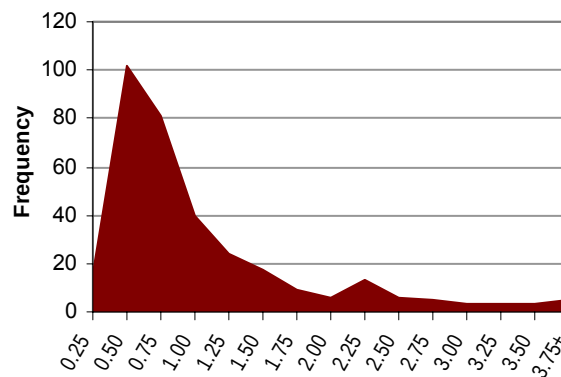
Fire Services: Efficiency

Operating costs for fire services per \$1,000 of property assessment.

**Operating Costs for Fire Services per \$1,000 of Property Assessment
2007 (Median)**



**Operating Costs for Fire Services
per \$1,000 of Property Assessment
2007 (All Municipalities)**



Objective	Efficient fire services.
Notes	Fire service is the responsibility of single-tier municipalities and local municipalities in a two-tier system. The denominator is based on market value assessment and varies from municipality to municipality. Total assessment for a municipality will reflect regional values, the mix of residential, commercial and industrial properties and the urban/rural characteristics of the municipality. Low total assessment can make the performance measurement result disproportionately high while high assessment can make the result appear low. A municipality will have a negative value for the efficiency measure if operating costs in the numerator are less than revenue received from other municipalities for fire services. One municipality stated its objective is efficient municipal fire services and compliance with the Fire Protection and Prevention Act.
Factors affecting results	Results are influenced by: ■ Total assessment. ■ The composition of the fire fighting force: salaried, volunteer, combination. ■ Whether staff is full-time and/or part-time. ■ Salary schedules. ■ Urban and rural mix. ■ Geographic area of municipality. ■ Mix of residential, industrial and commercial properties. ■ Urban form. ■ Density. ■ Size of municipality and service area. ■ Joint service provisions including Mutual Aid agreements with neighbouring municipalities. ■ Incidents of structural and wildland fires. ■ High cost for standby services. Number of call outs. ■ Age of equipment and vehicles. ■ Service level decisions made by local councils on response time and other services can affect the number of firefighters on staff and the number of halls and equipment levels.

- Whether emergency coordination and an emergency operations centre are part of the fire services budget.
- Fire departments offer a wide variety of services which include fire suppression, fire prevention, fire code enforcement, public education, first response medical service, hazardous material first response, auto extrication, rescue (high angle, water), mutual aid to other municipalities. Some municipalities offer specialized services such as highway rescue or ice/water rescue.
- Whether hydrant maintenance is included in fire services or included in water services.
- Whether the municipality provides airport-related emergency response service.

Police Services: Efficiency

Operating costs for police services per person.

$$\frac{\text{Operating costs for police services}}{\text{Total population}}$$

Operating costs for police services per person

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	91	28 to 649	140	123	125
5,000 – 19,999	9	194 to 481	294	267	274
20,000 +	4	242 to 293	261	262	250
SOUTH					
Regions & Former Regions	11	147 to 331	211	203	191
Counties	2	122 to 165	122	108	114
Single-tiers					
< 10,000	4	183 to 428	306	322	303
10,000 – 99,999	14	130 to 392	230	220	201
100,000 +	6	219 to 364	224	209	201
Lower-tiers					
< 5,000	46	54 to 399	126	133	127
5,000 – 9,999	50	24 to 373	112	126	118
10,000 – 19,999	33	67 to 321	146	127	124
20,000 – 39,999	12	73 to 242	146	172	170
40,000 – 99,999	1	252	252	234	225
100,000 +					
ALL MUNICIPALITIES	283	24 to 649	153	144	143
# Municipalities Reporting			283	286	315

FIR reference: SLC 91 1203 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Lower-tier municipalities in Southern Ontario were not included if they reported that the upper-tier was responsible for police services.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

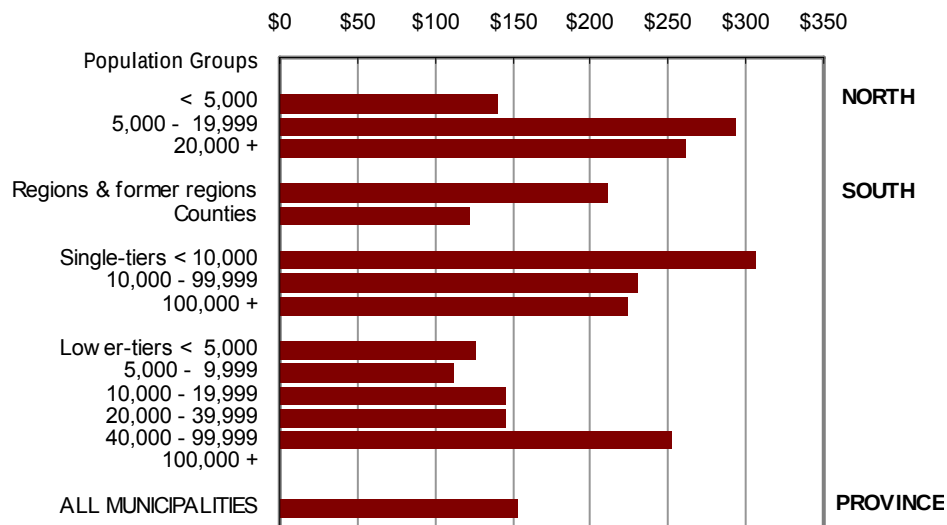
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers and the denominator was changed from households to population.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

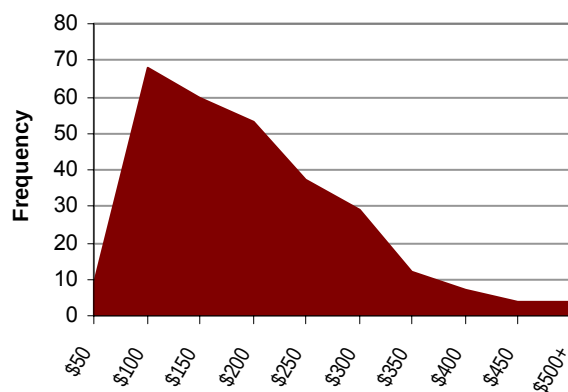
Police Services: Efficiency

Operating costs for police services per person.

**Operating Costs for Police Services per Person
2007 (Median)**



**Operating Costs for Police Services per Person
2005 (All Municipalities)**



Objective

Efficient police services.

Notes

Only one efficiency measure is calculated for a municipality, even if service is provided by two or more police forces. (Some amalgamated municipalities have separate contracts for areas which were separate municipalities before the amalgamation.)

If a county or region is responsible for police services, results for local area municipalities are not included in the summary. This is because residual costs reported by local area municipalities are automatically calculated as an efficiency measure regardless of whether a municipality is responsible for a service.

**Factors
affecting
results**

Results are influenced by:

- Service area and population.
- Influx of vehicles and persons from surrounding areas, e.g. commuters, tourists.
- Range of services, e.g. patrol, investigations, community relations, crime prevention, court security, specialized activities such as tactical response and forensic investigation.
- Whether dispatch services include EMS and fire services.
- Joint police service agreements.
- Facilities, maintenance and fleet costs.
- Labour costs.
- Urban and rural mix.
- Proximity and quantity of higher risk facilities: half-way houses, correctional facilities, mental health facilities. Lower-risk facilities (military bases, major hydro corridors, tourism attractions)
- Composition of police force (e.g. uniform and civilian).
- Unique geographical considerations (e.g. policing major bodies of water).
- One-time special events such as the arrival of a world leader.
- Infrequent events (natural or manmade disasters).
- Higher incidents of more complex crimes which require additional resources, such as homicides.
- Border crossings to U.S.
- Whether police services are provided on a contractual basis to an airport or casino. Note that only revenue received for services provided to other municipalities and revenue received for service provided outside municipal borders is subtracted from operating costs. Municipalities providing service to airports or casinos will have higher operating costs per person.
- Adjustments to collective agreement settlements and new settlements which include repayments may inflate operating costs for the reporting year.

Police Services: Effectiveness

Violent crime rate per 1,000 persons.

Total number of actual incidents of violent crime,
including incidents involving youths

Population / 1,000

Violent crime rate per 1,000 persons

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	82	0 to 47	6	8	7	6	6
5,000 – 19,999	10	9 to 72	18	16	18	11	15
20,000 +	4	10 to 20	13	13	13	11	14
SOUTH							
Regions & Former Regions	10	4 to 9	6	6	7	7	8
Counties	3	4 to 7	4	5	4	4	4
Single-tiers							
< 10,000	4	7 to 25	20	14	15	17	15
10,000 – 99,999	14	6 to 22	11	11	11	10	10
100,000 +	6	6 to 12	8	9	9	10	10
Lower-tiers							
< 5,000	50	0 to 34	5	6	5	5	5
5,000 – 9,999	48	1 to 17	5	6	5	5	5
10,000 – 19,999	33	2 to 31	7	7	5	5	6
20,000 – 39,999	12	4 to 11	7	6	6	7	6
40,000 – 99,999	1	15	15	14	14	15	13
100,000 +							
ALL MUNICIPALITIES	277	0 to 72	7	8	6	6	6
# Municipalities Reporting			277	289	302	301	313

FIR reference: SLC 92 1258 07. The number of municipalities reporting reflects the condition listed below.

Condition:

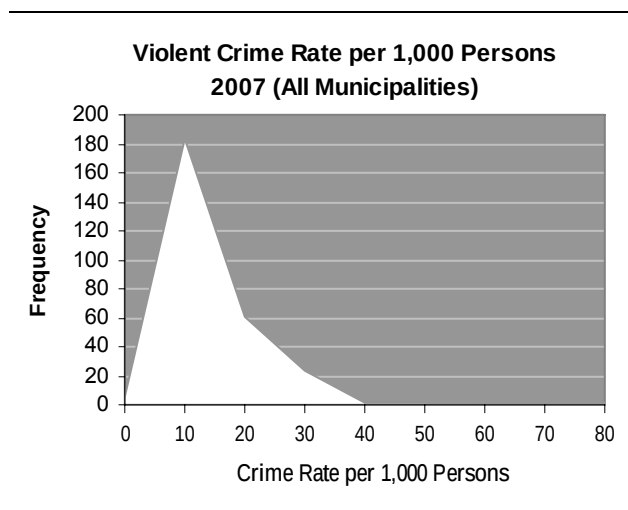
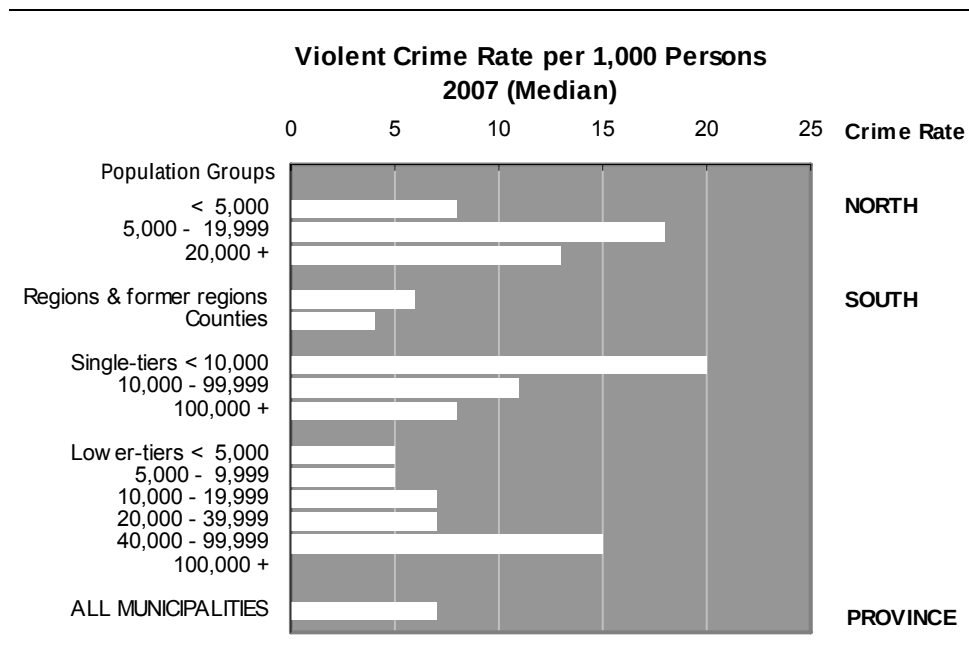
- Number of actual incidents in the numerator of the total crime rate measure in SLC 92 1263 05 is greater than 0.

NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Police Services: Effectiveness

Violent crime rate per 1,000 persons.



Police Services: Effectiveness

Property crime rate per 1,000 persons.

Total number of actual incidents of property crime,
including incidents involving youths

Population / 1,000

Property crime rate per 1,000 persons

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	81	0 to 80	25	26	16	18	20
5,000 – 19,999	10	31 to 81	41	44	36	35	45
20,000 +	4	42 to 52	42	46	46	48	55
SOUTH							
Regions & Former Regions	10	17 to 41	24	27	31	36	37
Counties	3	19 to 23	21	22	12	16	20
Single-tiers							
< 10,000	4	21 to 83	43	40	28	43	16
10,000 – 99,999	14	27 to 61	43	46	42	43	48
100,000 +	6	24 to 60	44	50	47	46	49
Lower-tiers							
< 5,000	50	2 to 77	23	24	19	20	23
5,000 – 9,999	48	9 to 61	24	26	15	19	22
10,000 – 19,999	33	14 to 87	31	34	18	24	25
20,000 – 39,999	12	18 to 64	21	26	32	32	26
40,000 – 99,999	1	45	45	44	39	32	33
100,000 +							
ALL MUNICIPALITIES	276	0 to 87	26	28	21	23	25
# Municipalities Reporting			276	290	302	302	313

FIR reference: SLC 92 1259 07. The number of municipalities reporting reflects the condition listed below.

Condition:

- Number of actual incidents in the numerator of the total crime rate measure in SLC 92 1263 05 is greater than 0.

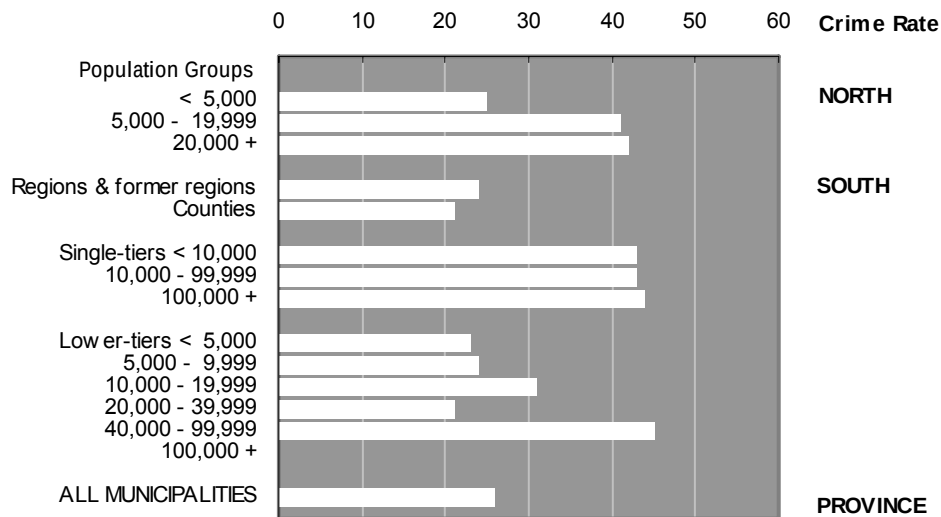
NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

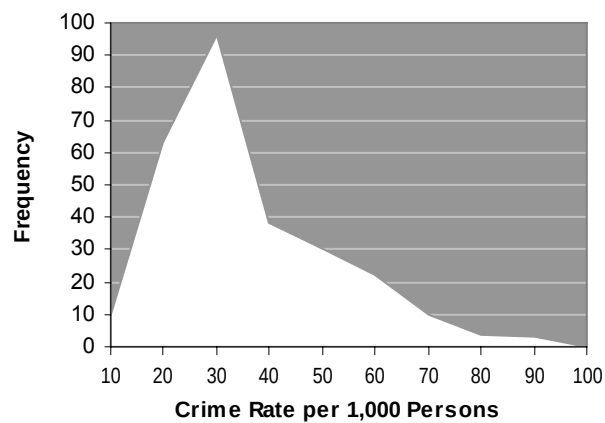
Police Services: Effectiveness

Property crime rate per 1,000 persons.

**Property Crime Rate per 1,000 Persons
2007 (Median)**



**Property Crime Rate per 1,000 Persons
2007 (All Municipalities)**



Police Services: Effectiveness

Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic).

$$\frac{\text{Total number of actual incidents of violent crime, property crime, and other Criminal Code offences, excluding traffic}}{\text{Population / 1,000}}$$

Population / 1,000

Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic)

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	76	13 to 233	39	44	43	41	44
5,000 – 19,999	10	54 to 213	99	77	82	79	77
20,000 +	4	59 to 95	79	75	66	72	92
SOUTH							
Regions & Former Regions	10	29 to 63	47	49	56	63	65
Counties	3	25 to 34	29	31	30	34	37
Single-tiers							
< 10,000	4	56 to 183	73	80	99	91	73
10,000 – 99,999	14	42 to 135	88	84	82	88	95
100,000 +	6	47 to 92	73	76	70	82	84
Lower-tiers							
< 5,000	49	11 to 221	35	33	36	38	46
5,000 – 9,999	48	134 to 91	34	34	33	38	41
10,000 – 19,999	33	22 to 117	44	47	35	39	46
20,000 – 39,999	12	27 to 89	34	45	54	61	56
40,000 – 99,999	1	79	79	75	64	67	67
100,000 +							
ALL MUNICIPALITIES	270	11 to 233	43	44	42	44	50
# Municipalities Reporting			270	286	300	296	303

FIR reference: SLC 92 1263 07. The number of municipalities reporting reflects the condition listed below.

Condition:

- "Total number of actual incidents of other Criminal Code offences, excluding traffic" is greater than 0 (SLC 92 1262 05 > 0).
- "Population/1,000" in the denominator of this measure in SLC 92 1263 06 does not equal Population in SLC 40 0041 01.

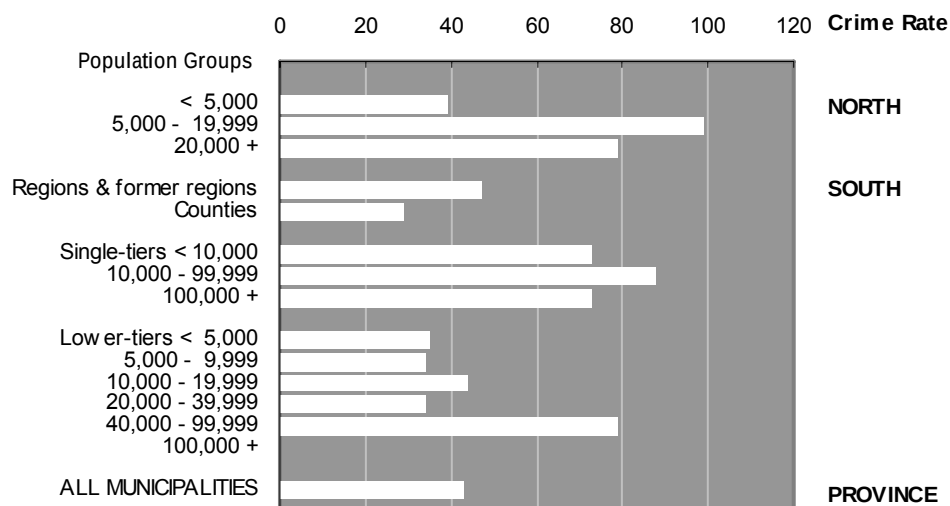
NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

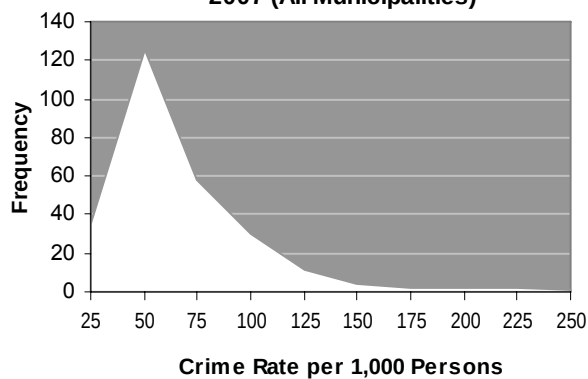
Police Services: Effectiveness

Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic).

**Total Crime Rate per 1,000 Persons
(Criminal Code Offences , Excluding Traffic), 2007 (Median)**



**Total Crime Rate per 1,000 Persons
(Criminal Code Offences, Excluding Traffic)
2007 (All Municipalities)**



Police Services: Effectiveness

Property crime rate per 1,000 persons.

Violent crime rate per 1,000 persons.

Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic).

Objective	Safe communities
Notes	To be included in the summary report, municipalities must have reported a total crime rate greater than zero. Total crime rate includes violent crime, property crime and other Criminal Code offences, excluding traffic. It does not include crimes pertaining to drugs or other federal statutes.
Factors affecting results	Results are influenced by: ■ Demographics. ■ Population density. ■ Transient populations such as commuters and tourists. ■ Urban and rural mix. ■ Business and residential mix. ■ Local economic cycles. ■ Preventive and educational programs. ■ Community involvement and partnerships. ■ Political priorities and specific targeted policing initiatives. ■ Variation in the interpretation of Statistics Canada guidelines. In addition, total crime rate is influenced by the reporting of the crime rate for other Criminal Code offences, excluding traffic.

Police Services: Effectiveness

Youth crime rate per 1,000 youths.

Total number of youths cleared
by charge or cleared otherwise

Youth Population / 1,000

Youth crime rate per 1,000 youths

			2007	2006	2005
Population	Reporting #	Range #	Median #	Median #	Median #
NORTH					
< 5,000	64	0 to 188	0	6	13
5,000 – 19,999	8	0 to 128	51	69	77
20,000 +	4	46 to 215	99	95	120
SOUTH					
Regions & Former Regions	9	36 to 97	59	54	51
Counties	4			6	12
Single-tiers					
< 10,000	4	16 to 137	115	115	121
10,000 – 99,999	13	21 to 186	84	63	76
100,000 +	6	7 to 94	64	43	71
Lower-tiers					
< 5,000	36	0 to 71	0	7	10
5,000 – 9,999	33	0 to 152	10	13	11
10,000 – 19,999	24	0 to 180	14	28	17
20,000 – 39,999	10	6 to 82	23	43	36
40,000 – 99,999	1	32	32	51	58
100,000 +					
ALL MUNICIPALITIES	212	0 to 215	16	18	21
# Municipalities Reporting			212	280	293

FIR reference: SLC 92 1265 07. The number of municipalities reporting reflects the condition listed below.

Condition:

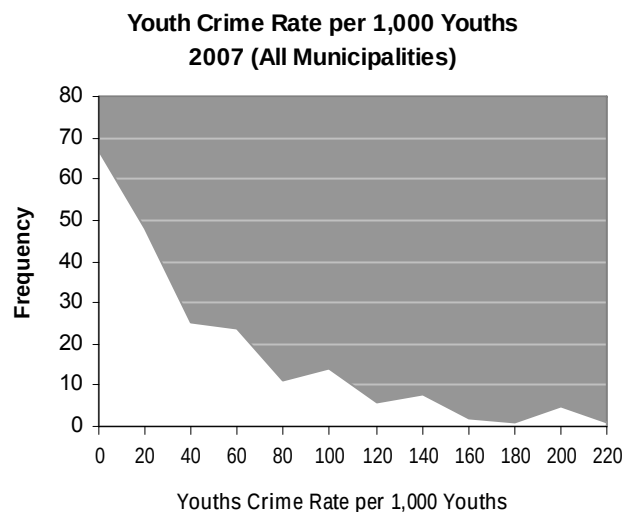
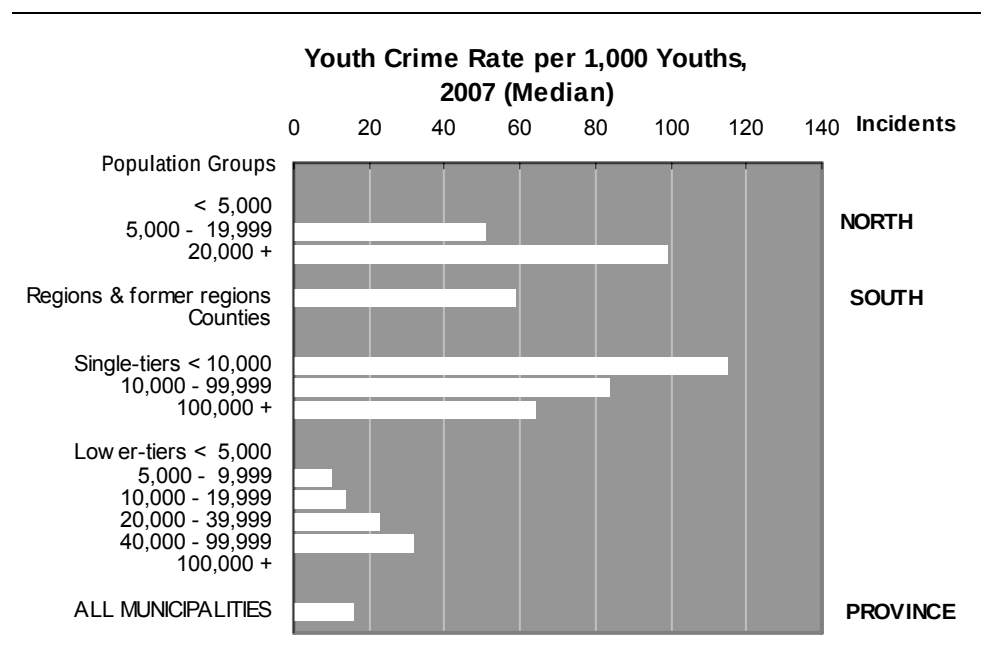
- Total Population divided by 1,000 is greater than “Youth Population/1,000” in the denominator of this measure. (SLC 02 0041 01 / 1,000 > SLC 92 1265 06).
- Number of actual incidents in the numerator of the total crime rate measure in SLC 92 1263 05 is greater than 0.

NOTES:

- The youth crime measure was redefined in 2005 to include the number of youths cleared otherwise, therefore, there are no comparisons before that date.
- Where there are a small number of municipalities in a group, a change in the number of municipalities reporting will affect the median.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Police Services: Effectiveness

Youth crime rate per 1,000 youths.



Objective

Safe Communities.

**Factors
affecting
results**

The youth crime rate is influenced by:

- Availability of data.
- Demographics.
- Population density.
- Urban and rural mix.
- Business and residential mix.
- Local economic cycles.
- Preventive and educational programs.
- Community involvement and partnerships.
- Political priorities and specific targeted policing initiatives.
- Variation in the interpretation of Statistics Canada guidelines.
- YCJA with out of court resolutions.

Paved Roads: Efficiency

Operating costs for paved (hard top) roads per lane kilometre.

Operating costs for paved (hard top) roads

Total paved lane kilometres

Operating costs for paved (hard top) roads per lane kilometre

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	77	27 to 7,688	1,309	1,050	1,231
5,000 – 19,999	9	694 to 7,052	2,956	2,563	2,190
20,000 +	4	972 to 17,231	1,890	2,315	2,359
SOUTH					
Regions & Former Regions	11	660 to 5,689	1,385	1,327	1,211
Counties	18	182 to 4,509	541	549	427
Single-tiers					
< 10,000	4	314 to 10,969	1,043	757	902
10,000 – 99,999	13	404 to 7,673	1,363	1,599	1,152
100,000 +	6	599 to 1,846	989	1,082	958
Lower-tiers					
< 5,000	51	83 to 19,082	814	965	1,033
5,000 – 9,999	57	138 to 8,469	1,060	1,075	1,267
10,000 – 19,999	54	71 to 24,836	1,102	1,101	807
20,000 – 39,999	18	116 to 8,947	955	1,103	1,130
40,000 – 99,999	11	321 to 4,890	1,048	1,013	852
100,000 +	11	438 to 8,764	1,346	1,523	1,476
ALL MUNICIPALITIES	344	27 to 24,836	1,133	1,112	1,067
# Municipalities Reporting			344	352	357

FIR reference: SLC 91 2107 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if the number of "Total paved lane kilometres" in the denominator exceeded the "Number of lane kilometres in the municipal road system" in SLC 94 2202 02, when that line was completed.

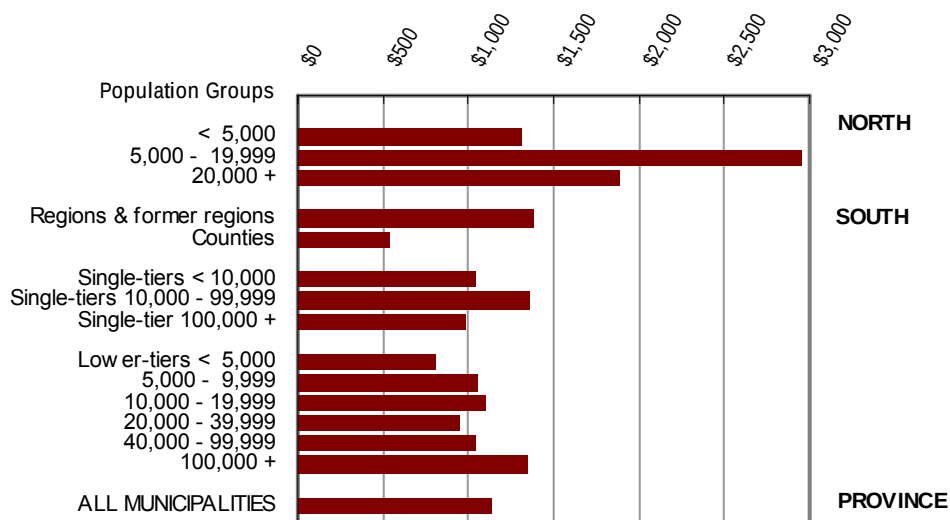
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

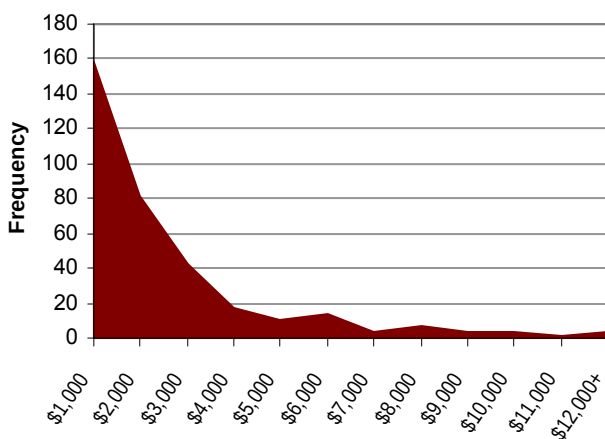
Paved Roads: Efficiency

Operating costs for paved (hard top) roads per lane kilometre.

**Operating Costs for Paved (Hard Top) Roads
per Lane Kilometre, 2007 (Median)**



**Operating Costs for Paved (Hard Top) Roads
per Lane Kilometre, 2007 (All Municipalities)**



Unpaved Roads: Efficiency

Operating costs for unpaved (loose top) roads per lane kilometre.

$$\frac{\text{Operating costs for unpaved (loose top) roads}}{\text{Total unpaved lane kilometres}}$$

Operating costs for unpaved (loose top) roads per lane kilometre

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	83	15 to 29,072	1,384	1,281	1,238
5,000 – 19,999	9	844 to 9,525	2,096	2,558	1,892
20,000 +	4	1,744 to 16,484	1,746	1,797	1,775
SOUTH					
Regions & Former Regions	4	1,633 to 20,746	5,056	4,062	3,507
Counties	7	426 to 5,389	1,570	2,291	2,008
Single-tiers					
< 10,000	2	3,265 to 11,840	3,265	171	405
10,000 – 99,999	6	1,319 to 10,771	2,585	6,925	1,965
100,000 +	5	383 to 7,041	1,991	1,636	1,454
Lower-tiers					
< 5,000	50	87 to 4,597	1,177	1,201	1,005
5,000 – 9,999	53	475 to 9,934	1,502	1,542	1,412
10,000 – 19,999	45	170 to 9,159	1,505	1,613	1,583
20,000 – 39,999	15	882 to 6,848	1,968	2,173	1,570
40,000 – 99,999	10	2,441 to 4,788	3,281	3,292	2,576
100,000 +	6	3,616 to 5,839	4,507	5,299	4,028
ALL MUNICIPALITIES	299	15 to 29,072	1,618	1,631	1,414
# Municipalities Reporting			299	304	313

FIR reference: SLC 91 2108 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if "Total unpaved lane kilometres" in the denominator exceeded the "Number of lane kilometres in the municipal road system" in SLC 94 2202 02, when that line was completed.

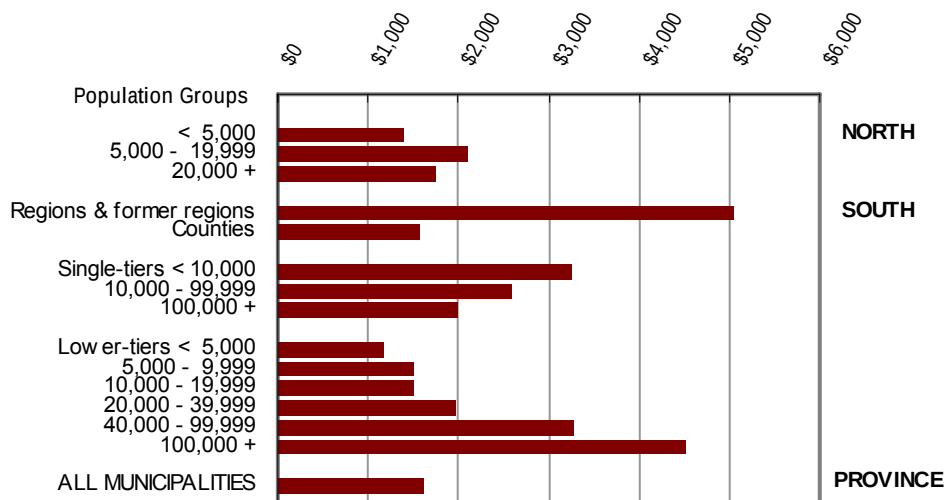
NOTES:

- Where there are a small number of municipalities in a group, a change in the number of municipalities reporting will affect the median.
- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore, comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 02.

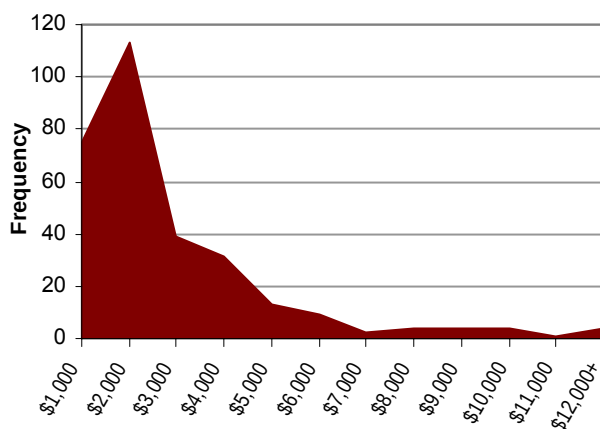
Unpaved Roads: Efficiency

Operating costs for unpaved (loose top) roads per lane kilometre.

**Operating Costs for Unpaved (Loose Top) Roads
per Lane Kilometre, 2007 (Median)**



**Operating Costs for Unpaved (Loose Top) Roads
per Lane Kilometre, 2007 (All Municipalities)**



Paved and Unpaved Roads: Efficiency

Operating costs for paved (hard top) roads per lane kilometre.

Operating costs for unpaved (loose top) roads per lane kilometre.

Objective Efficient maintenance of paved and unpaved roads.

Some regions reported road maintenance objectives as:

- Eliminate hazards to vehicular traffic.
- Protect the investment in road surface.
- Maintain a smooth and safe riding surface.
- Safely accommodate emergency stopping of vehicles.
- Prevent accumulation of water on travelled portion of roadway, thereby preventing and reducing surface defects.
- Provide lateral support of base and surface courses.

Notes This measure does not include capital costs.

**Factors
affecting
results**

Results are influenced by:

- Financial reporting practices, including whether a municipality keeps separate accounts for paved and unpaved roads.
- Whether indirect costs are included as part of roadways, e.g. supervision, technical support, building/stock maintenance, training, utilities, etc.
- Size of municipality.
- Number of lane kilometres.
- Accuracy of estimate of number of lane kilometres.
- Width of lanes affects surface area maintained.
- Percentage of road types, such as arterial, local roads and residential streets.
- Traffic volume and type of traffic.
- Proportion of heavy trucks in the traffic stream.
- Climate, including frequency and severity of freezes and thaws, rainfall events.
- Urban and rural mix.
- Housing density, development patterns, urban form.
- Age and condition of road network.
- Age of equipment.

- Service level decisions made by local council, including pavement standards, maintenance standards.
- Whether older rural roads have an engineered base. (Severe winters may cause break-ups on older rural roads which do not have an engineered base.)
- Presence of proactive, preventative maintenance program.
- Inclusion of sidewalks, walkways, alleys.
- Costs incurred as a result of a natural disaster.
- Special road projects can vary significantly from year to year.
- Whether leaf pickup is reported as a roadways expenditure or solid waste expenditure.
- Changes in fuel prices, labour, contract costs for road maintenance activities.

Adequacy of Roads: Effectiveness

Percentage of paved lane kilometres where the condition is rated as good to very good.

$$\frac{\text{Number of paved lane kilometres rated as good to very good}}{\text{Total number of paved lane kilometres}} \times 100$$

Percentage of paved lane kilometres where the condition is rated as good to very good

Population	Reporting #	Range	2007 Median	2006 Median	2005 Median	2004 Median	2003 Median
NORTH							
< 5,000	76	5% to 100%	80%	91%	89%	91%	92%
5,000 – 19,999	9	10% to 100%	70%	70%	67%	69%	61%
20,000 +	3	13% to 68%	29%	14%	14%	13%	13%
SOUTH							
Regions & Former Regions	11	34% to 88%	67%	67%	67%	67%	67%
Counties	18	39% to 100%	67%	67%	62%	71%	70%
Single-tiers							
< 10,000	4	66% to 93%	71%	65%	79%	79%	75%
10,000 – 99,999	14	36% to 100%	64%	68%	65%	62%	63%
100,000 +	6	42% to 71%	59%	58%	56%	58%	51%
Lower-tiers							
< 5,000	47	5% to 100%	82%	85%	80%	83%	78%
5,000 – 9,999	58	10% to 100%	67%	70%	80%	70%	75%
10,000 – 19,999	50	10% to 100%	70%	68%	68%	70%	71%
20,000 – 39,999	17	39% to 100%	65%	66%	66%	66%	66%
40,000 – 99,999	11	54% to 85%	69%	71%	70%	71%	69%
100,000 +	11	39% to 100%	70%	72%	73%	77%	84%
ALL MUNICIPALITIES	335	5% to 100%	70%	71%	74%	74%	74%
# Municipalities Reporting			335	335	342	338	333

FIR reference: SLC 92 2152 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Measure is greater than 0. Measure is less than or equal to 100%.
- Municipalities were excluded if “Total number of paved lane kilometres” exceeded the “Number of lane kilometres in the municipal road system” in SLC 94 2202 02 when SLC 94 2202 02 was completed.

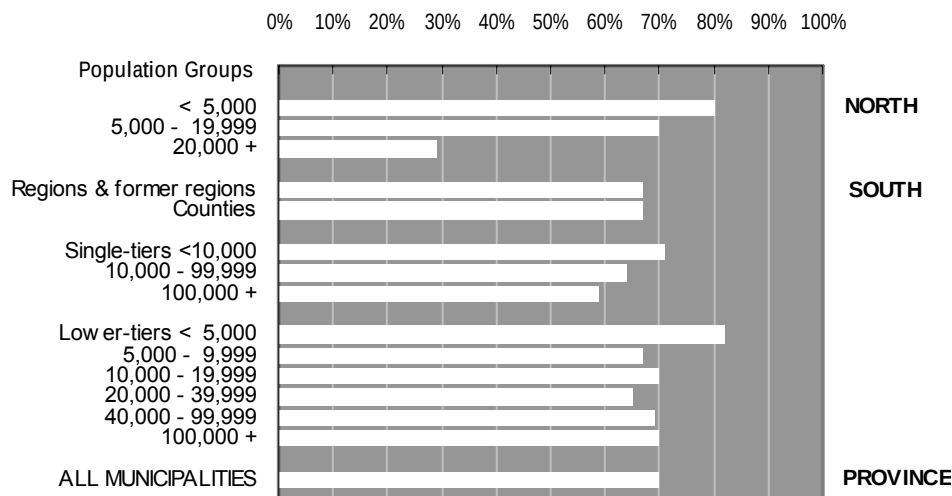
NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

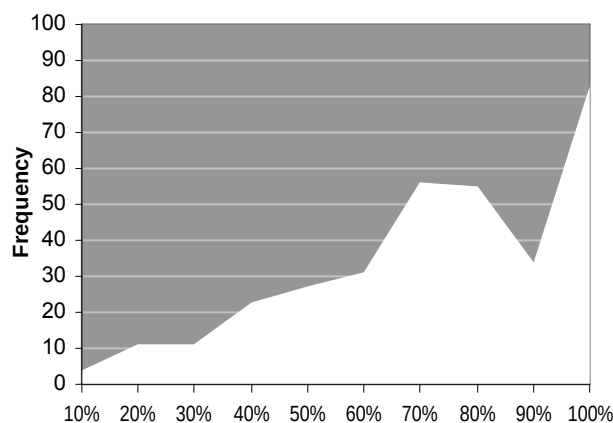
Adequacy of Roads: Effectiveness

Percentage of paved lane kilometres where the condition is rated as good to very good.

Percentage of Paved Lane Kilometres where the Condition is Rated as Good to Very Good, 2007 (Median)



Percentage of Paved Lane Km where the Condition is Rated as Good to Very Good All Municipalities (2007)



Objective

Provide a paved road system that has a pavement condition that meets municipal objectives.

Notes

The Ministry recommends that municipalities test the pavement condition using one of two established methods:

- Pavement Condition Index (PCI).
- Ministry of Transportation's Roads Inventory Management System (RIMS).

**Factors
affecting
results**

Results are influenced by:

- Municipal budget and service level decisions
- Whether a sample or all lane kilometres are tested.
- Method of testing lane kilometres, i.e. visual inspection, estimate or use of a formal rating system based on PCI or RIMS.
- Local service standards.
- Frequency of rating road inventory.
- Types of roads: arterial, collector, local. Collector and local roads need a lesser PCI to be rated as adequate. Therefore, a municipality with predominantly local roads may have a higher adequacy rate for its roads system.

Roadways — Winter Control: Efficiency

Operating costs for winter control maintenance of roadways per lane kilometre maintained in winter.

Operating costs for winter control maintenance of roadways
Total lane kilometres maintained in winter

Operating costs for winter control maintenance of roadways per lane kilometre

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	84	94 to 5,950	505	507	462
5,000 – 19,999	9	415 to 4,518	1,810	1,671	2,009
20,000 +	3	1,481 to 4,868	3,132	2,150	2,746
SOUTH					
Regions & Former Regions	11	1,758 to 5,464	3,845	2,219	3,425
Counties	16	1,346 to 3,296	1,976	1,521	1,583
Single-tiers					
<10,000	4	1,388 to 3,462	1,393	672	1,141
10,000 – 99,999	11	1,113 to 4,225	2,326	1,227	1,934
100,000 +	6	654 to 4,665	2,868	1,902	2,495
Lower-tiers					
< 5,000	48	122 to 2,247	545	510	532
5,000 – 9,999	56	62 to 3,678	552	483	552
10,000 – 19,999	51	143 to 4,161	848	523	715
20,000 – 39,999	16	244 to 2,593	1,091	709	1,017
40,000 – 99,999	9	808 to 2,309	1,519	780	1,270
100,000 +	8	1,559 to 4,560	2,968	1,413	1,940
ALL MUNICIPALITIES	332	62 to 5,950	804	642	701
# Municipalities Reporting			332	337	349

FIR reference: SLC 91 2204 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if "Total lane kilometres maintained in winter" in the denominator exceeded the "Number of lane kilometres in the municipal road system" in SLC 94 2202 02 when SLC 94 2202 02 was completed.

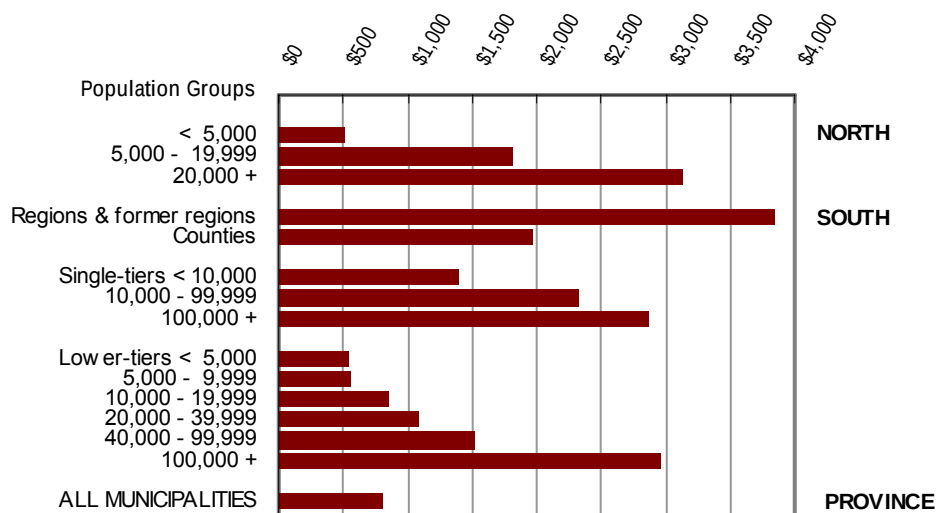
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 02.

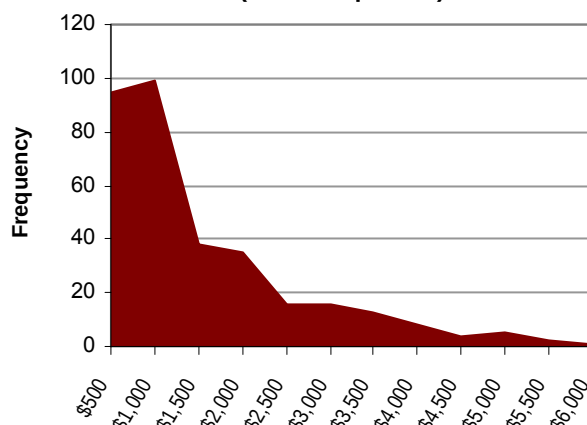
Roadways — Winter Control: Efficiency

Operating costs for winter control maintenance of roadways per lane kilometre maintained in winter.

**Operating Costs for Winter Maintenance of Roadways
per Lane Kilometre Maintained in Winter, 2007 (Median)**



**Operating Costs for Winter Maintenance of
Roadways per Lane Kilometre Maintained in Winter
2007 (All Municipalities)**



Objective

Efficient winter control maintenance of roadways.

Notes

Municipalities should take care that the number of lane kilometres maintained in winter reported in the denominator does not exceed the number of lane kilometres maintained in winter in the municipality (as reported in Schedule 94).

Some municipalities have historically reported winter control as part of roadways when reporting to the province. This may make it more difficult to identify winter maintenance costs used in performance measures. In some cases, winter maintenance costs may be understated, particularly where a municipality reports costs for materials only.

The winter control efficiency measure does not include clearing sidewalks, parking lots and driveways for seniors and disabled persons, where these services are offered by the municipality.

**Factors
affecting
results**

Results are influenced by:

- Financial reporting practices, including whether administration costs are included and whether winter control costs are recorded separately from roadways.
- Average snowfall and frequency and severity of winter storm events.
- Number of thaw and freeze cycles.
- Number of actual winter events compared to number of winter events estimated in the budget.
- Number and extent of areas prone to drifting.
- Road types, such as arterial and non-arterial roads.
- Urban and rural mix.
- Number of structures.
- Density.
- Traffic volume.
- Size of municipality and service area.
- Service level decisions made by local council, e.g. order of roads cleared, threshold for responding to a winter storm event, condition of clearing.
- Number of no-wing zones.
- Materials used – volume and price.
- Winter event preparedness.
- Age of infrastructure.
- Age of equipment and vehicles.
- Contract prices.
- Cost of standby services.
- Fuel costs.
- Insurance costs.
- Competitive market conditions.

Roadways — Winter Control: Effectiveness

Percentage of winter events where the response met or exceeded locally determined road maintenance standards.

$$\frac{\text{Number of winter event responses that met or exceeded municipal road maintenance standards}}{\text{Total number of winter event responses}}$$

Percentage of winter events where the response met or exceeded locally determined road maintenance standards.

			2007	2006	2005	2004	2003
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	81	0% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	10	83% to 100%	100%	100%	100%	100%	100%
20,000 +	3	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	11	96% to 100%	100%	100%	100%	100%	100%
Counties	17	90% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	4	100%	100%	100%	100%	100%	100%
10,000 – 99,999	14	87% to 100%	100%	100%	100%	100%	100%
100,000 +	6	95% to 100%	98%	100%	100%	100%	100%
Lower-tiers							
<5,000	46	5% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	58	60% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	50	91% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	19	100%	100%	100%	100%	100%	100%
40,000 – 99,999	11	100%	100%	100%	100%	100%	100%
100,000 +	12	94% to 100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	342	0% to 100%	100%	100%	100%	100%	100%
# Municipalities Reporting			342	345	357	353	353

FIR reference: SLC 92 2251 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Result does not exceed 100%.
- "Number of winter event responses" in SLC 92 2251 06 is greater than zero.

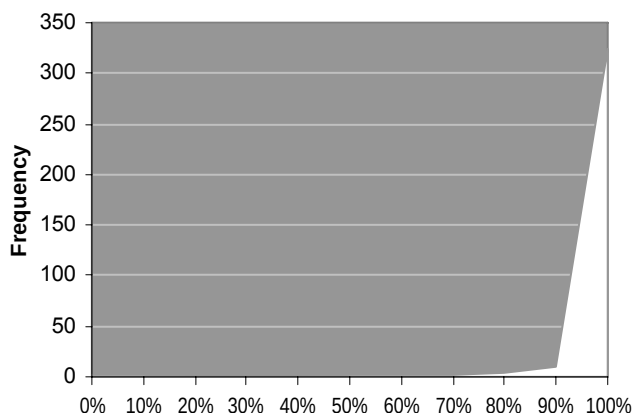
NOTES:

- The bar graph is not shown since all groups had median results of 100%.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 02.

Roadways — Winter Control: Effectiveness

Percentage of winter events where the response met or exceeded locally determined road maintenance standards.

Percentage of Winter Events Where the Response Met or Exceeded Locally Determined Road Maintenance Standards, 2007 (All Municipalities)



Objective

Provide an appropriate winter storm event response.

Factors affecting results

Effectiveness results are influenced by the same factors which affect the efficiency measure, including financial reporting practices, climate, road types and traffic volume, development patterns, equipment condition and local service level decisions.

To accurately report this measure, municipalities must define winter events and winter control standards.

The excellent results for this measure indicate that most municipalities have been successful in meeting the service level standards set by their own councils — which must, at a minimum, conform to minimum service level standards set by the province. Since service levels may differ widely from municipality to municipality, municipal standards should be considered before making comparisons.

The median response for the province and all municipal group is 100%. For each municipal group, the range should be examined. In 2007, there were 56 municipalities with results below 100%. In the graph of the frequency distribution, the 100% group includes municipalities with results ranging from 91% to 100%.

Conventional Transit: Efficiency

Operating costs for conventional transit per regular service passenger trip.

$$\frac{\text{Operating costs for conventional transit}}{\text{Total number of conventional transit passenger trips in service area}}$$

Operating costs for conventional transit per regular service passenger trip

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000					12.59
5,000 – 19,999	4	1.53 to 6.34	3.36	3.40	3.37
20,000 +	4	2.29 to 6.17	4.25	2.91	3.91
SOUTH					
Regions & Former Regions	7	2.38 to 5.90	3.30	3.15	2.63
Counties					
Single-tiers					
< 10,000					
10,000 to 99,999	9	2.02 to 8.07	3.78	3.22	3.46
100,000 +	6	2.25 to 4.31	3.69	3.62	3.36
Lower-tiers					
< 5,000	1	8.37	8.37	6.95	
5,000 – 9,999					
10,000 – 19,999	8	1.12 to 28.76	5.32	4.05	3.94
20,000 – 39,999	5	5.18 to 243.96	5.80	6.01	6.54
40,000 – 99,999	4	4.38 to 12.06	6.46	6.24	6.42
100,000 +	5	2.67 to 5.15	3.54	3.13	4.45
ALL MUNICIPALITIES	53	1.12 to 243.96	4.31	4.05	3.94
# Municipalities Reporting			53	51	54

FIR reference: SLC 91 2302 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

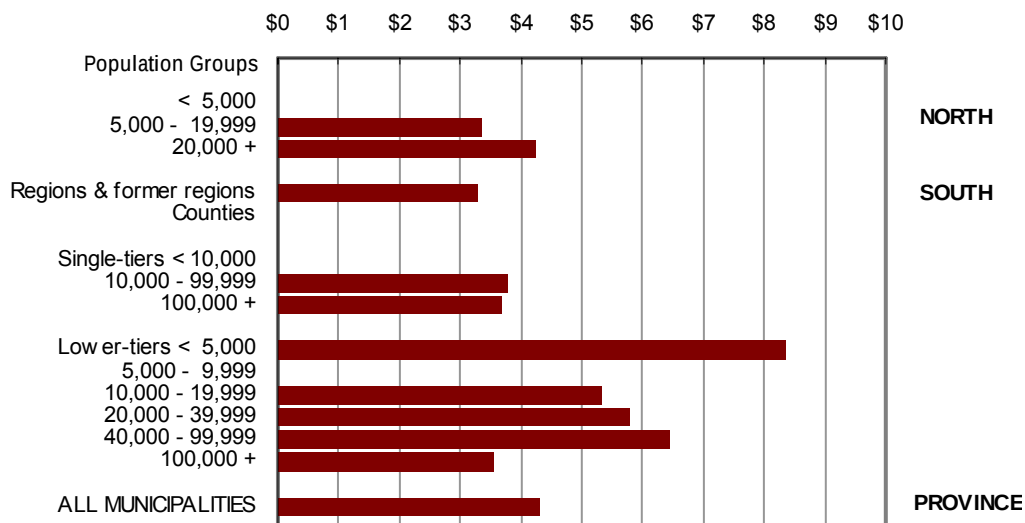
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 02.

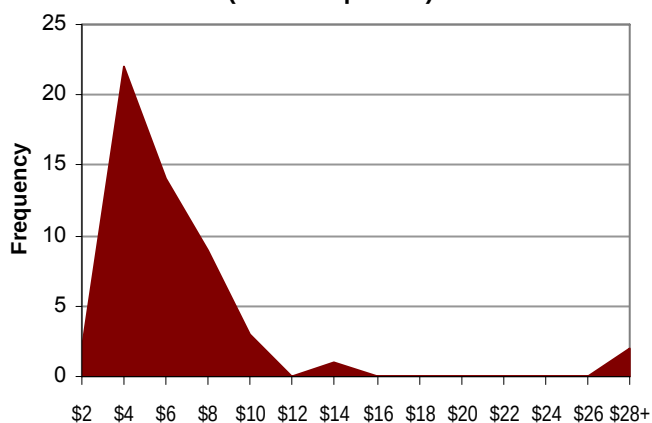
Conventional Transit Ridership: Efficiency

Operating costs for conventional transit per regular service passenger trip.

Operating Costs for Conventional Transit per Regular Service Passenger Trip, 2007 (Median)



Operating Costs for Conventional Transit per Regular Service Passenger Trip, 2007 (All Municipalities)



Conventional Transit Ridership: Effectiveness

Number of conventional transit passenger trips per person in the service area in a year.

$$\frac{\text{Total number of regular service passenger trips on conventional transit in the service area}}{\text{Population of service area}}$$

Number of conventional transit passenger trips per person in the service area in a year.

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000				0.2	0.5		
5,000 – 19,999	4	0.8 to 12	9	9	9	6	7
20,000 +	4	21 to 51	24	24	23	28	25
SOUTH							
Regions & Former Regions	7	14 to 168	32	33	31	29	29
Counties							
Single-tiers							
< 10,000							
10,000 – 99,999	9	3 to 35	12	10	11	15	15
100,000 +	6	7 to 60	29	27	26	25	25
Lower-tiers							
< 5,000	2	0.1 to 12	0.1	14		10	
5,000 – 9,999						0.1	0.1
10,000 – 19,999	8	0.5 to 19	4	4	4	4	3
20,000 – 39,999	5	0.4 to 8	1	1	1	1	1
40,000 – 99,999	4	3 to 17	9	7	14	13	7
100,000 +	5	14 to 43	26	25	23	20	19
ALL MUNICIPALITIES	54	0.1 to 168	14	15	14	14	14
# Municipalities Reporting			54	52	55	56	53

FIR reference: SLC 92 2351 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- “Total number of regular service passenger trips on conventional transit in the service area” in SLC 92 2351 05 (numerator) is greater than 0.
- “Total number of regular service passenger trips on conventional transit in the service area” in SLC 92 2351 05 (numerator) is not equal to the “Population of the service area” in SLC 92 2351 06 (denominator).

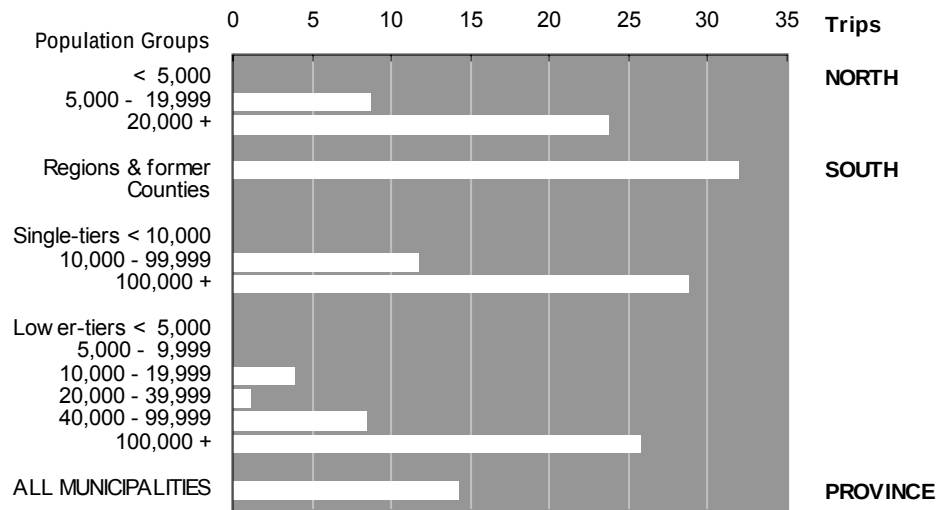
NOTES:

- The measure was reported in 2004 and 2006 by only one lower-tier in the South with a population between 5,000 and 9,999.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

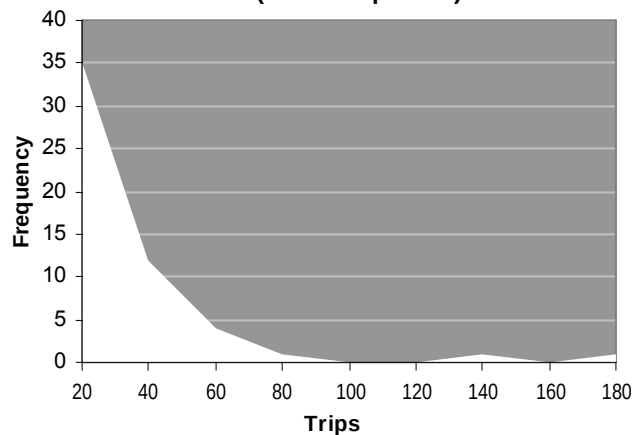
Conventional Transit Ridership: Effectiveness

Number of conventional transit passenger trips per person in the service area in a year.

Number of Conventional Transit Passenger Trips per Person in the Service Area in a Year, 2007 (Median)



**Number of Conventional Transit Passenger Trips per Person in the Service Area in a Year
2007 (All Municipalities)**



Conventional Transit Ridership: Efficiency and Effectiveness

Operating costs for conventional transit per regular service passenger trip.

Number of conventional transit passenger trips per person in the service area in a year.

Objective

Efficiency: Efficient conventional transit services.

Effectiveness: Maximum utilization of transit services.

Notes

Regular passenger trips are defined as all passenger trips where the fare system is applicable, including regular fare, reduced fare, free trips, passes and tickets. Transfers are not counted as passenger trips.

The number of municipalities reporting a measure should be considered. When a small number of municipalities in a population group reports a measure, results will be affected.

Toronto is grouped with "Regions and Former Regions".

Factors affecting results

Results are influenced by:

- Transit ridership.
- Whether ridership is estimated or counted.
- Level of transit investment.
- Service levels: routes, hours of operation, frequency of service.
- Urban form.
- Density.
- Development patterns.
- Population density.
- Growth in population and employment
- Age of fleet.
- Distribution of demand (peaks).
- Fuel costs.
- Salary levels.
- Insurance costs.
- Vehicle type: e.g. low floor buses, light rail trains (LRT), subway.
- Method of allocating indirect costs reported on General Government lines. Note that the method differs for municipalities with populations over 100,000.

Service levels affect results. For example, costs and ridership will be affected if service is offered to a limited area or there are few routes. Hours of operation and decisions about Sunday and holiday service affect results.

Urban form affects routes and ridership. Separate downtown cores tend to disperse trips and service which may reduce ridership.

Aging fleets may incur higher operating costs.

Wastewater Collection: Efficiency

Operating costs for the collection of wastewater per kilometre of wastewater main.

Operating costs for the collection of wastewater
Total kilometres of wastewater mains

Operating costs for the collection of wastewater per kilometre of wastewater main.

			2007	2006
Population	Reporting #	Range \$	Median \$	Median \$
NORTH				
< 5,000	19	16 to 8,409	1,070	1,123
5,000 – 19,999	9	1,002 to 10,948	3,093	3,697
20,000 +	3	2,509 to 7,971	4,945	5,413
SOUTH				
Regions & Former Regions	10	3,493 to 11,549	5,550	5,333
Counties				
Single-tiers				
< 10,000	4	1,596 to 5,837	2,734	4,007
10,000 – 99,999	13	1,550 to 8,371	3,304	3,105
100,000 +	6	1,426 to 5,908	4,320	2,897
Lower-tiers				
< 5,000	10	867 to 26,604	3,500	2,459
5,000 – 9,999	31	221 to 11,104	2,852	2,770
10,000 – 19,999	37	1,159 to 35,877	5,105	4,605
20,000 – 39,999	15	47 to 33,285	4,148	3,738
40,000 – 99,999	5	3,749 to 10,132	4,999	4,478
100,000 +	7	3,564 to 7,856	6,984	4,389
ALL MUNICIPALITIES	169	16 to 35,877	4,181	3,742
# Municipalities Reporting			169	166

FIR reference: SLC 91 3110 13.

The number of municipalities reporting reflects the conditions listed below.

Conditions:

Municipalities were excluded if:

- Operating costs for wastewater collection were less than \$2.
- The municipality was trying to complete only the integrated measure for wastewater services, but entered denominators for the individual measures for wastewater collection or wastewater treatment and disposal.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

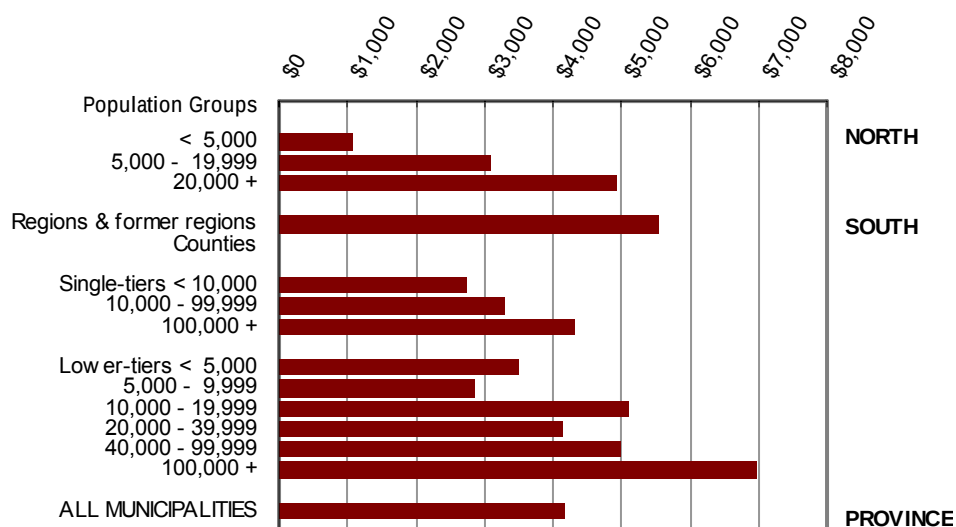
NOTES:

- The formula for the denominator was revised in 2006 to exclude connections; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

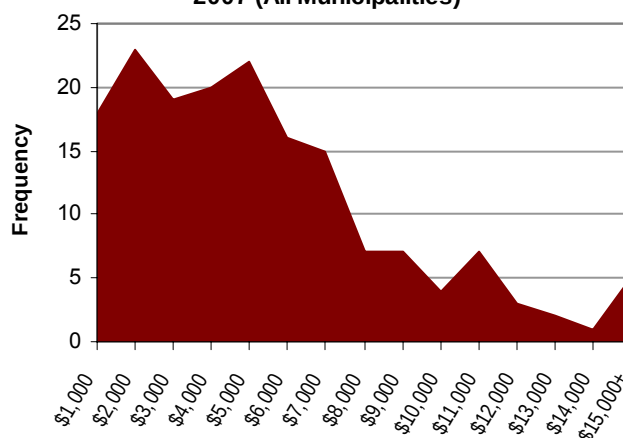
Wastewater Collection: Efficiency

Operating costs for the collection of wastewater per kilometre of wastewater main.

Operating Costs for the Collection of Wastewater per KM of Wastewater Main, 2007 (Median)



Operating Costs for the Collection of Wastewater per KM of Wastewater Main 2007 (All Municipalities)

**Objective**

Efficient municipal wastewater services.

Notes

For the wastewater efficiency measures, municipalities reported costs for a separate sanitary sewer system or a combined sanitary and storm sewer system.

In 2006, calculation of the denominator was changed, eliminating connections from the calculation. Therefore, results are not comparable to earlier years.

Results are influenced by:

**Factors
affecting
results**

- Whether sanitary and storm sewer systems are combined or separate.
- Whether costs for wastewater collection and treatment/disposal are recorded separately or are estimated.
- Age, condition and size of the wastewater collection system.
- Type of wastewater mains, e.g. gravity fed, low pressure.
- Number and size of pumping stations.
- Variations in flow.
- General maintenance, inspection and flow monitoring.
- Frequency of cleaning, flushing and blockage removal.
- Extent of water infiltration into sewers.
- Population and density of service area.
- Urban/rural mix, e.g. whether service is provided to rural areas.
- Precipitation and severity of storm events.
- Industrial users.
- Division of responsibility for wastewater collection between local area municipalities and regional municipality. For example, the local municipality may be responsible for sewage collection from the street line to the trunk line. The regional municipality may be responsible for sewage conveyance from the municipality to water pollution control plants.

Wastewater Treatment and Disposal: Efficiency

Operating costs for the treatment and disposal of wastewater per megalitre.

$$\frac{\text{Operating costs for the treatment and disposal of wastewater}}{\text{Total megalitres of wastewater treated}}$$

Operating costs for the treatment and disposal of wastewater per megalitre

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	20	153 to 2,209	374	389	358
5,000 – 19,999	9	102 to 648	297	287	303
20,000 +	3	218 to 262	229	204	156
SOUTH					
Regions & Former Regions	12	132 to 1,005	279	189	217
Counties					
Single-tiers					
< 10,000	4	42 to 407	313	184	222
10,000 – 99,999	13	122 to 604	240	199	192
100,000 +	6	192 to 514	228	189	170
Lower-tiers					
< 5,000	15	32 to 2,487	681	406	489
5,000 – 9,999	34	71 to 1,407	430	405	389
10,000 – 19,999	34	25 to 4,717	399	359	327
20,000 – 39,999	11	207 to 701	466	358	329
40,000 – 99,999	2	439 to 471	439	445	395
100,000 +	3	529 to 591	530	482	440
ALL MUNICIPALITIES	166	25 to 4,717	386	349	329
# Municipalities Reporting			166	165	162

FIR reference: SLC 91 3108 13.

The number of municipalities reporting reflects the conditions listed below.

Conditions:

Municipalities were excluded if:

- The number of megalitres of wastewater treated in SLC 91 3108 11 exceeded 1.25 times the population reported by the municipality in SLC 02 0041 01.
- Megalitres of wastewater treated in SLC 91 3108 11 were less than or equal to 5.0.
- If "Total megalitres of wastewater treated" differed in the measures for wastewater treatment and disposal and the measure for the Integrated System -- when both measures were completed.
- "Operating costs for wastewater treatment and disposal" in the numerator in SLC 91 3108 10 were less than \$2.
- The municipality was trying to complete only the integrated measure for wastewater services, but entered the denominator for an individual measure for wastewater collection or wastewater treatment and disposal.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

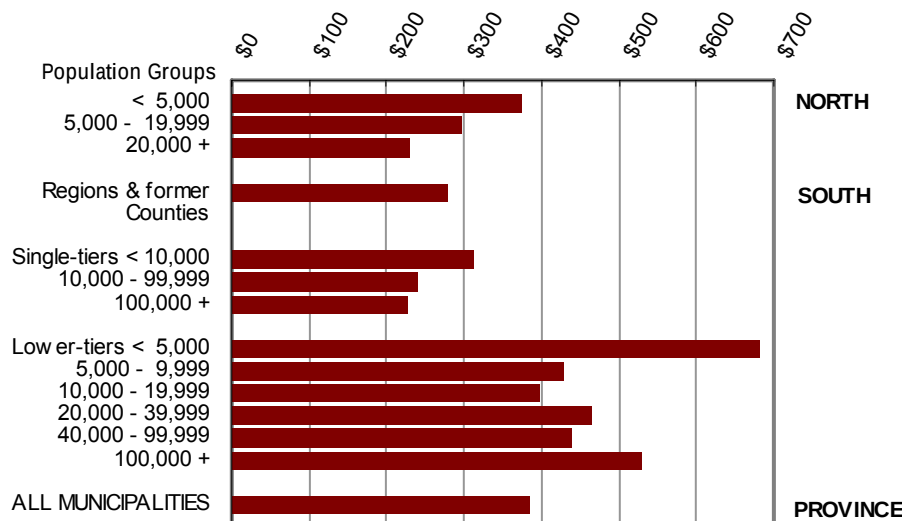
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

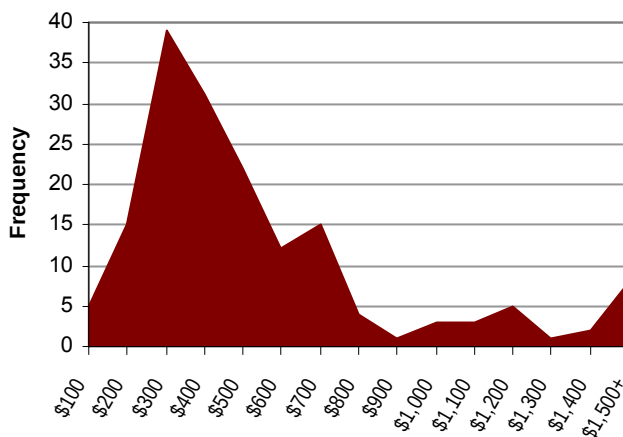
Wastewater Treatment and Disposal: Efficiency

Operating costs for the treatment and disposal of wastewater per megalitre.

Operating Costs for the Treatment and Disposal of Wastewater, 2007 (Median)



Operating Costs for the Treatment and Disposal of Wastewater per Megalitre, 2007 (All Municipalities)



Objective	Efficient municipal wastewater services.
Notes	For the wastewater efficiency measures, municipalities reported costs for a separate sanitary sewer system or a combined sanitary and storm sewer system.
Factors affecting results	Results are influenced by: ■ Whether sanitary and storm sewer systems are combined or separate. ■ Whether costs for wastewater collection and treatment/disposal are recorded separately or are estimated. ■ Population and density of service area. Geographic size of service area. ■ Urban/rural mix, e.g. whether collection and treatment service are provided to rural areas. ■ Precipitation and severity of storm events. ■ Extent of water infiltration into the sewers. ■ Number, size and scale of municipal treatment plants. ■ Whether plants receive both sewage and storm water. ■ Type of treatment (primary, secondary, tertiary or lagoon). ■ Treatment levels. ■ Destination of the plant's effluent (lake versus stream). ■ Method of sludge disposal (landfill, incineration or land application). ■ Increases in the cost of disposing of biosolids. ■ Increased electricity unit cost per kilowatt hour. ■ Increased insurance costs related to re-evaluation of replacement costs. ■ Volume and strength of industrial sewage. ■ Wastewater testing. ■ Certificate of Approval requirements (C of A) issued by the Ministry of the Environment for each plant. Criteria vary from plant to plant, depending on the environmental sensitivity of the receiving waters. ■ Errors in the calculation of megalitres. Whether municipality reports in cubic metres.

Wastewater Collection, Treatment and Disposal (Integrated System): Efficiency Operating costs for the collection, treatment and disposal of wastewater per megalitre (Integrated System).

Operating costs for the collection, treatment and disposal of wastewater

Total megalitres of wastewater treated

Operating costs for the collection, treatment and disposal of wastewater per megalitre (Integrated System)

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	19	187 to 1,415	534	499	393
5,000 – 19,999	9	203 to 938	588	470	405
20,000 +	4	227 to 440	348	305	296
SOUTH					
Regions & Former Regions	9	237 to 1,256	452	352	368
Counties					
Single-tiers					
< 10,000	4	175 to 572	364	272	307
10,000 – 99,999	13	216 to 943	381	304	297
100,000 +	6	245 to 577	336	285	294
Lower-tiers					
< 5,000	13	263 to 2,914	806	608	599
5,000 – 9,999	31	142 to 1,666	559	486	522
10,000 – 19,999	32	105 to 7,076	612	477	517
20,000 – 39,999	11	362 to 911	665	592	591
40,000 – 99,999	2	718 to 761	718	644	599
100,000 +	3	620 to 684	658	612	568
ALL MUNICIPALITIES	156	105 to 7,076	556	470	466
# Municipalities Reporting			156	157	159

FIR reference: SLC 91 3109 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

Municipalities were excluded if:

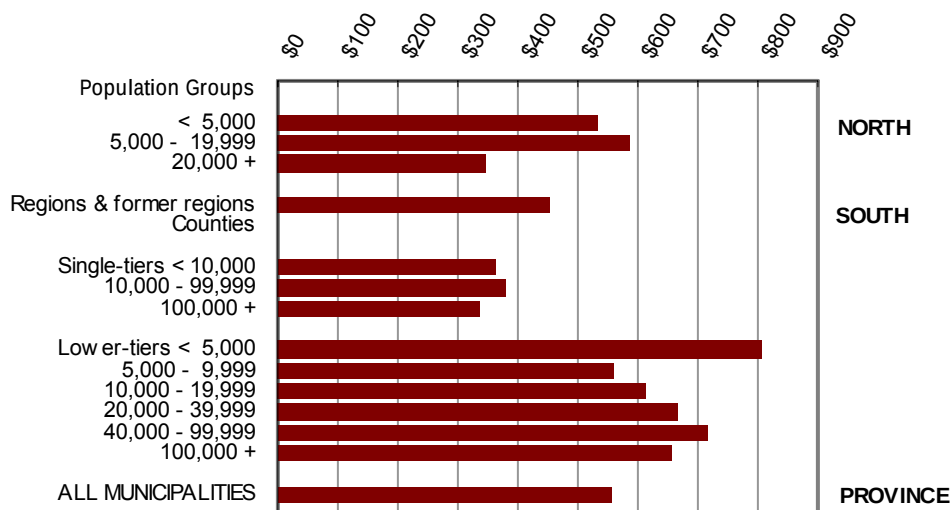
- The number of megalitres exceeded 1.25 times the population entered by the municipality in SLC 02 0041 01.
- Megalitres were less than or equal to 5.0.
- If “Total megalitres of wastewater treated” differed in the measure for wastewater treatment and disposal and the measure for the Integrated System – when both measures were completed.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

NOTES:

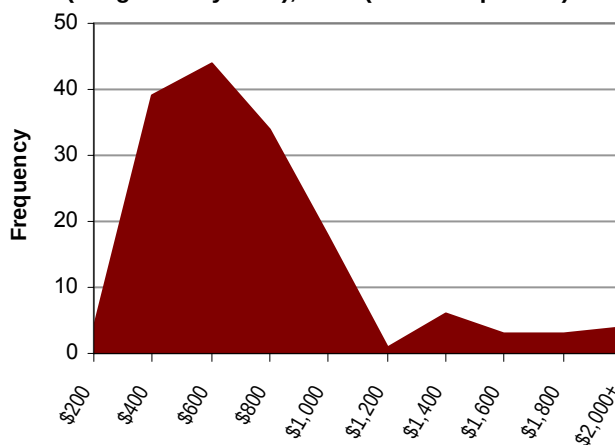
- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Wastewater Collection, Treatment and Disposal (Integrated System): Efficiency
Operating costs for the collection, treatment and disposal of wastewater per megalitre (Integrated System).

Operating Costs for the Collection, Treatment and Disposal of Wastewater per Megalitre (Integrated System), 2007 (Median)



Operating Costs for the Collection, Treatment and Disposal of Wastewater per Megalitre (Integrated System), 2007 (All Municipalities)



Objective

Efficient municipal wastewater services.

Notes

For the wastewater efficiency measures, municipalities reported costs for a separate sanitary sewer system or a combined sanitary and storm sewer system.

If a municipality has an integrated wastewater system, it reports the integrated measure for wastewater collection, treatment and disposal, as well as the individual measures. Municipalities which do not separate expenditures for wastewater collection from expenditures for wastewater treatment and disposal were able to report the integrated measure alone.

**Factors
affecting
results**

Results are influenced by:

- Whether sanitary and storm sewer systems are combined or separate.
- Whether costs for wastewater collection and treatment/disposal are recorded separately or are estimated.
- Population and density of service area. Geographic size of service area.
- Urban/rural mix, e.g. whether collection and treatment service are provided to rural areas.
- Precipitation and severity of storm events.
- Extent of water infiltration into sewers.
- Division of responsibility for wastewater collection between local area municipalities and regional municipality. For example, the local municipality may be responsible for sewage collection from the street line to the trunk line. The regional municipality may be responsible for sewage conveyance from the municipality to water pollution control plants. Errors in the calculation of megalitres.

Collection of wastewater is also influenced by:

- Age, condition and size of the wastewater collection system.
- Type of wastewater mains, e.g. gravity fed, low pressure.
- Variations in flow.
- General maintenance, inspection and flow monitoring.
- Number and size of pumping stations.

Treatment and disposal is influenced by:

- Number, size and scale of municipal treatment plants.
- Whether plants receive both sewage and storm water.
- Volume and strength of industrial sewage.
- Type of treatment (primary, secondary, tertiary or lagoon).
- Treatment levels.
- Wastewater testing.

- Destination of the plant's effluent (lake vs. stream).
- Method of sludge disposal (landfill, incineration or land application).
- Increases in the cost of disposing of biosolids.
- Certificate of Approval (C of A) requirements.
- Certificate of Approval (C of A) requirements issued by the Ministry of the Environment for each plant. Criteria vary from plant to plant, depending on the environmental sensitivity of the receiving waters.

Wastewater Main Backups: Effectiveness

Number of wastewater main backups per 100 kilometres of wastewater main in a year.

$$\frac{\text{Total number of backed up wastewater connections}}{\text{Kilometres of wastewater mains} / 100}$$

Number of wastewater main backups per 100 kilometres of wastewater main in a year

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	23	0.0 to 244.4	0.0	0.0	0.0	0.0	0.0
5,000 – 19,999	10	0.0 to 68.3	8.2	5.5	8.2	8.2	5.7
20,000 +	3	2.3 to 6.0	3.0	6.3	4.5	1.8	88.6
SOUTH							
Regions & Former Regions	9	1.0 to 3.8	2.0	1.9	0.3	1.5	2.4
Counties							
Single-tiers							
< 10,000	4	6.7 to 131.3	9.1	3.3	8.7	3.3	0.0
10,000 – 99,999	13	0.0 to 21.1	2.8	2.7	3.2	4.2	1.8
100,000 +	6	0.7 to 50.7	1.0	1.0	1.4	1.5	1.9
Lower-tiers							
< 5,000	13	0.0 to 8.6	0.0	0.0	0.0	0.0	0.0
5,000 – 9,999	36	0.0 to 66.7	2.1	1.0	1.1	2.4	0.1
10,000 – 19,999	40	0.0 to 30.5	3.8	3.7	2.9	3.1	3.3
20,000 – 39,999	15	0.0 to 41.5	1.9	7.3	6.4	2.1	1.0
40,000 – 99,999	5	0.0 to 2.1	1.3	0.6	0.5	1.8	0.8
100,000 +	7	0.0 to 120.2	2.1	1.6	0.8	0.7	1.2
ALL MUNICIPALITIES	184	0.0 to 244.4	2.3	2.1	1.4	1.8	1.8
# Municipalities Reporting			184	188	184	183	194

FIR reference: SLC 92 3154 07. The number of municipalities reporting reflects the condition listed below.

Condition:

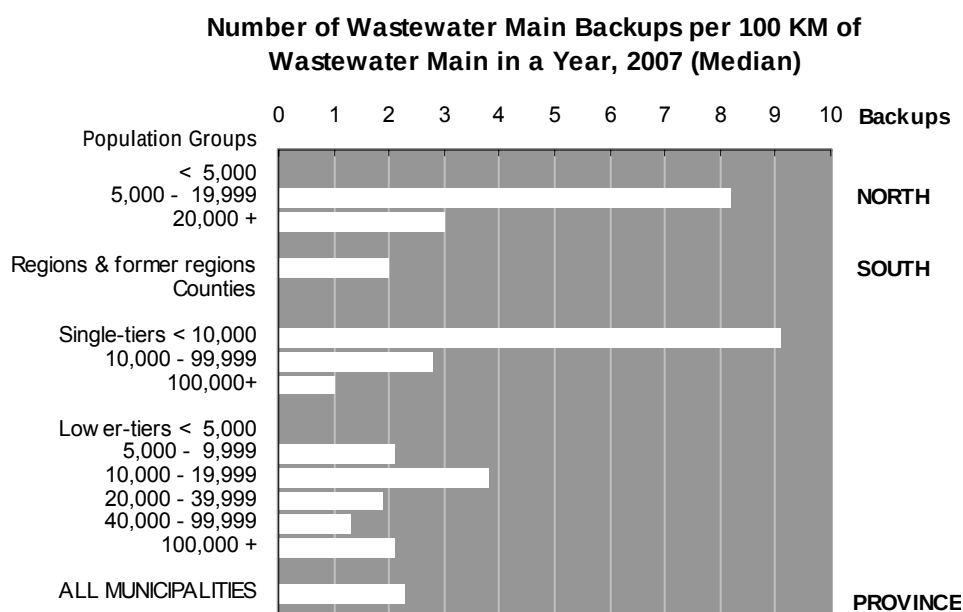
- For the years 2003 to 2005, the denominator of the efficiency measure was not carried forward to the effectiveness measure; in 2006 and 2007 a carry forward was in place. Therefore, a condition was set up to check that "Kilometres of wastewater mains/100" in the denominator of this effectiveness measure was less than or equal to the number "Kilometres of water mains plus (0.010 kilometres times number of connections)" in the denominator of the efficiency measure divided by 100, when that measure was completed from 2003 to 2005.

NOTES:

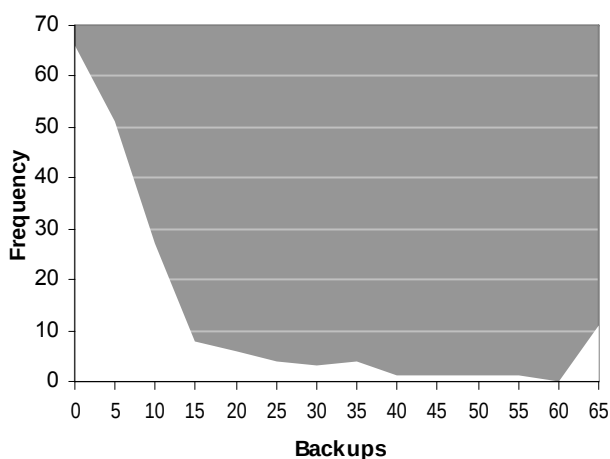
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Wastewater Main Backups: Effectiveness

Number of wastewater main backups per 100 kilometres of wastewater main in a year.



Number of Wastewater Main Backups per 100 KM of Wastewater Main in a Year, (2007) All Municipalities



Objective

Municipal sewage management practices prevent environmental and human health hazards.

Factors affecting results

Results are influenced by:

- Error in calculation of the denominator: kilometres must be divided by 100. A condition was set to eliminate this error from the summary statistics.
- Whether sanitary and storm sewer systems are combined or separate.

- Population and density of service area.
- Kilometres in the sewer system.
- Extent of inflow and infiltration to sewers.
- Number and severity of storm events.
- Severe frost condition.
- Level of precipitation.
- Age, condition, materials of collection system.
- Illegal connections.
- Downspouts directly connected to combined sewage systems.
- Activity near or above the main.
- Definition of wastewater main backups and method of measuring number of backups.

Wastewater Bypasses Treatment: Effectiveness

Percentage of wastewater estimated to have by-passed treatment.

$$\frac{\text{Estimated megalitres of untreated wastewater}}{\text{Total megalitres of treated wastewater plus estimated megalitres of untreated wastewater}} \times 100$$

Percentage of wastewater estimated to have by-passed treatment

			2007	2006	2005	2004	2003
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	24	0.000% to 54.896%	0.000%	0.000%	0.000%	0.000%	0.000%
5,000 – 19,999	9	0.000% to 0.815%	0.000%	0.230%	0.315%	0.052%	0.019%
20,000 +	3	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
SOUTH							
Regions & Former Regions	8	0.000% to 2.608%	0.004%	0.170%	0.083%	0.000%	0.025%
Counties							
Single-tiers							
< 10,000	4	0.000% to 0.068%	0.000%	0.000%	0.011%	0.000%	0.000%
10,000 – 99,999	13	0.000% to 1.119%	0.000%	0.017%	0.000%	0.002%	0.000%
100,000 +	6	0.000% to 2.641%	0.000%	0.238%	0.296%	0.010%	0.004%
Lower-tiers							
< 5,000	14	0.000% to 0.001%	0.000%	0.000%	0.000%	0.000%	0.000%
5,000 – 9,999	28	0.000% to 1.332%	0.000%	0.000%	0.000%	0.000%	0.000%
10,000 – 19,999	34	0.000% to 0.417%	0.000%	0.000%	0.000%	0.000%	0.000%
20,000 – 39,999	9	0.000% to 7.647%	0.000%	0.000%	0.000%	0.000%	0.000%
40,000 – 99,999	2	0.000% to 0.078%	0.000%	0.000%	0.000%	0.000%	0.000%
100,000 +	1	0.000% to 0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
ALL MUNICIPALITIES	155	0.000% to 54.896%	0.000%	0.000%	0.000%	0.000%	0.000%
# Municipalities Reporting			155	168	170	164	157

FIR reference: SLC 92 3155 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

Municipalities were excluded if:

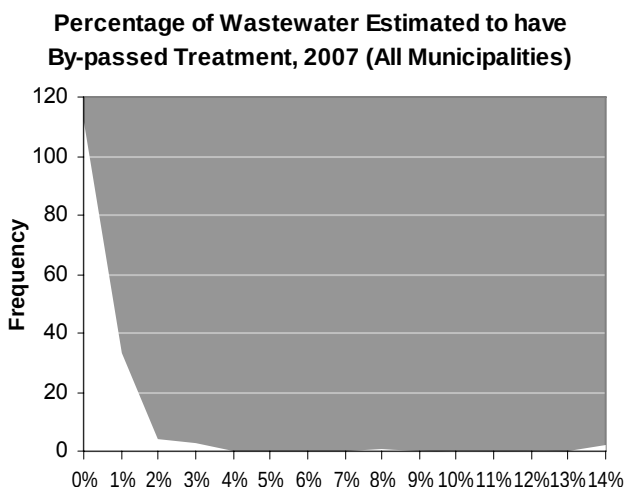
- The measure was equal to or greater than 100%.
- "Total megalitres of treated wastewater plus estimated megalitres of untreated wastewater" in the denominator is greater than 1.25 times the Population entered by the municipality in SLC 02 0041 01.
- "Total megalitres of treated wastewater plus estimated megalitres of untreated wastewater" in the denominator is less than 5.0.
- "Total megalitres of wastewater treated" in the denominator of the efficiency measure for the Integrated System in SLC 91 3109 11 does not equal megalitres of treated wastewater calculated by subtracting "Estimated megalitres of untreated wastewater" in the numerator of this measure in SLC 92 3155 05 from "Total megalitres of treated wastewater plus estimated megalitres of untreated wastewater" in the denominator of this measure in SLC 92 3155 06 (denominator).
SLC 91 3109 11 $\neq$ [(SLC 92 3155 06 – SLC 92 3155 05) $\pm$ 1.5]

NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- A bar graph is not included because median 2007 values for all groups except one equalled 0%.

Wastewater Bypasses Treatment: Effectiveness

Percentage of wastewater estimated to have by-passed treatment.



Objective

Municipal sewage management practices prevent environmental and human health hazards.

Notes on Calculations

Some municipalities had difficulty calculating megalitres in this measure. A megalitre equals 1,000,000 litres or 1,000 cubic metres.

The denominator of the effectiveness measure is megalitres of treated wastewater plus estimated megalitres of untreated wastewater. For verification, this amount, less estimated megalitres of untreated wastewater in the numerator, was compared to megalitres of treated wastewater in the efficiency measure.

In the frequency distribution, the first interval is 0%, the second interval is 1%, etc. Although intervals generally represent a range of values, zero was selected as the first interval, because most municipalities reported 0% of wastewater bypassed treatment.

Factors affecting results

Results are influenced by:

- Whether sanitary and storm sewer systems are combined or separate. For example, in a municipality with combined sewer systems, plant bypasses would occur more frequently, especially during periods of heavy rainfall.
- Population and density of service area.
- Extent of inflow and infiltration to sewers.

- Illegal connections.
- Downspouts directly connected to combined sewage systems.
- Level of precipitation.
- Number and severity of storm events.
- Capacity of treatment plant.
- Error in calculating megalitres.

Urban Storm Water Management: Efficiency

Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.

Operating costs of urban storm water management

Total kilometres of urban drainage system
plus (0.005 km times no. of catch basins)

Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system

			2007	2006
Population	Reporting #	Range \$	Median \$	Median \$
NORTH				
< 5,000	4	101 to 5,555	346	122
5,000 – 19,999	8	119 to 4,263	447	440
20,000 +	4	495 to 4,377	1,549	2,441
SOUTH				
Regions & Former Regions	5	879 to 2,061	1,302	1,817
Counties				
Single-tiers				
< 10,000	1	516	516	1,364
10,000 to 99,999	12	311 to 8,583	1,459	1,501
100,000 +	5	801 to 2,509	1,977	1,723
Lower-tiers				
< 5,000	3	82 to 644	112	162
5,000 – 9,999	9	31 to 2,039	337	227
10,000 – 19,999	13	266 to 5,872	823	912
20,000 – 39,999	7	194 to 1,891	387	365
40,000 – 99,999	8	278 to 1,334	760	848
100,000 +	10	204 to 3,853	917	936
ALL MUNICIPALITIES	89	31 to 8,583	825	912
# Municipalities Reporting			89	90

FIR reference: SLC 91 3207 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than \$20. This excludes municipalities reporting only the allocation of Program Support as an expenditure or a residual amount in one of the other categories.
- “Total kilometres of urban drainage system plus (0.005 kilometres times number of catch basins)” in the denominator of this measure in SLC 91 3207 06 is less than 10,000.

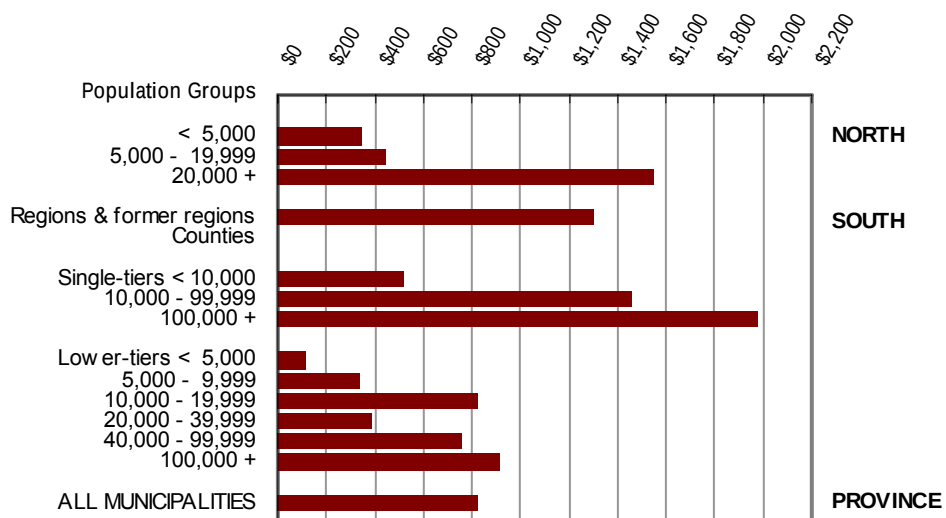
NOTES:

- Since the denominator was revised in 2006 to eliminate connections, comparison with previous years is not possible.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

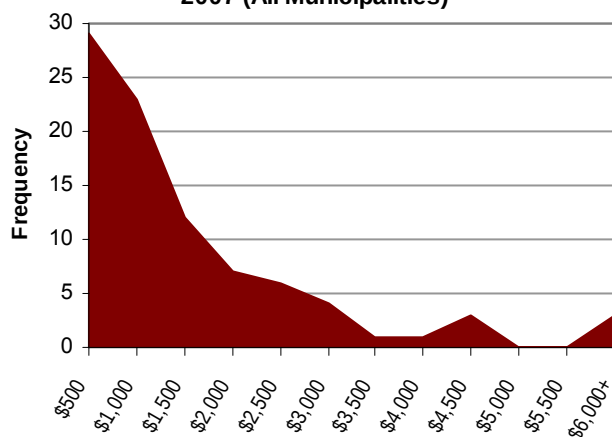
Urban Storm Water Management: Efficiency

Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.

**Operating Costs for Urban Storm Water Management
per KM of Drainage System, 2007 (Median)**



**Operating Costs for Urban Storm Water Management
per KM of Drainage System
2007 (All Municipalities)**



Rural Storm Water Management: Efficiency

Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.

Operating costs of rural storm water management

Total kilometres of rural drainage system plus
(0.005 km times no. of catch basins)

Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system

			2007	2006
Population	Reporting #	Range \$	Median \$	Median \$
NORTH				
< 5,000	3	18 to 2,163	1,201	81
5,000 – 19,999	4	115 to 1,487	119	165
20,000 +	1	284	284	
SOUTH				
Regions & Former Regions	3	218 to 684	662	712
Counties				
Single-tiers				
< 10,000				
10,000 – 99,999	4	67 to 1,211	160	163
100,000 +	2	219 to 429	219	285
Lower-tiers				
< 5,000	3	5 to 62	54	313
5,000 – 9,999	2	87 to 712	87	95
10,000 – 19,999	3	328 to 948	369	270
20,000 – 39,999	4	128 to 1,444	412	375
40,000 – 99,999	7	242 to 2,118	549	588
100,000 +	6	535 to 2,100	849	924
ALL MUNICIPALITIES	42	5 to 2,163	429	436
# Municipalities Reporting			42	40

FIR reference: SLC 91 3208 13. The number of municipalities reporting reflects the condition listed below.

Condition:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

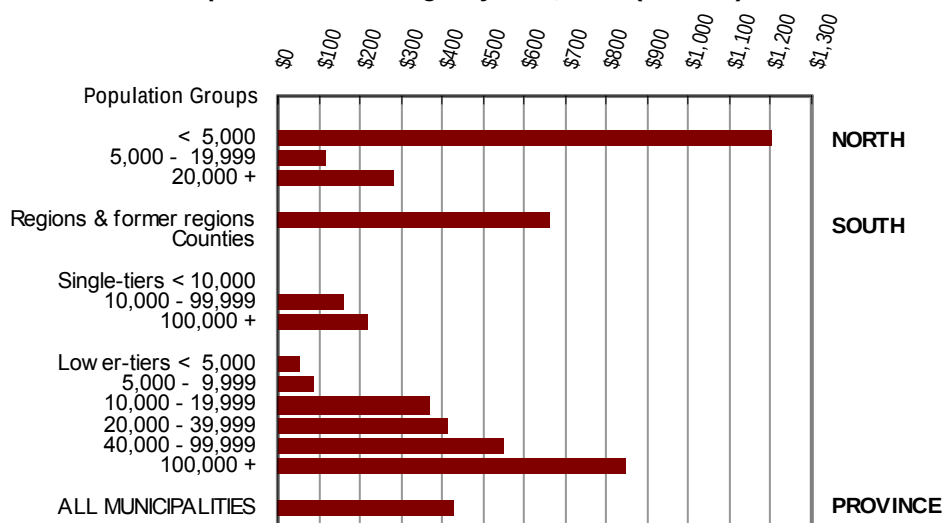
NOTES:

- Since, the denominator was revised in 2006 to eliminate connections, comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

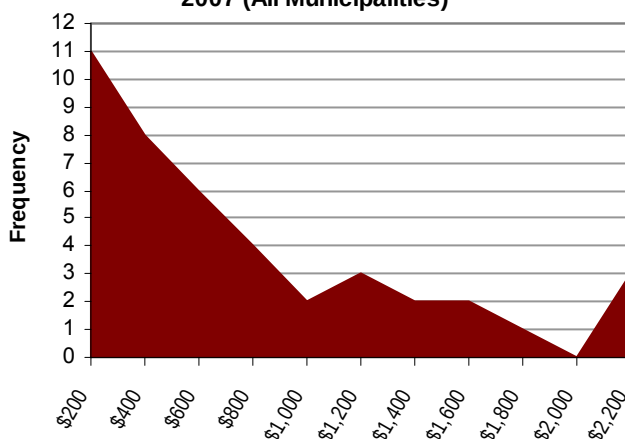
Rural Storm Water Management: Efficiency

Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.

**Operating Costs for Rural Storm Water Management
per KM of Drainage System, 2007 (Median)**



**Operating Costs for Rural Storm Water Management
per KM of Drainage System
2007 (All Municipalities)**



Urban and Rural Storm Water Management: Efficiency

Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.

Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.

Objective Efficient urban and rural storm water management

Notes This measure is reported only by municipalities with separate storm water systems.

In 2006, the denominator was revised, eliminating connections from the formulas for the measures for both urban storm water management and rural storm water management.

A small number of municipalities reported the storm water management measures. Many municipalities reported they did not have separate accounts for urban or rural storm water management. As a result, they estimated costs. The urban and rural storm water measures may include operating costs reported in the Financial Information Return on the line for roadways.

Results are influenced by:

**Factors
affecting
results**

- Whether costs for the urban storm water system are recorded separately from the rural storm water system or are estimated.
- Urban and rural mix.
- Geographic size of service area.
- Mix of infrastructure: closed storm sewers (urban system), stormwater connections, catchbasins, open channels, ditches, culverts, dykes, wetlands.
- Urban form (urban storm water management), i.e. numerous small urban areas versus large compact urban area.
- Local service level standards, e.g. frequency of cleaning and inspection.
- Availability of data regarding the number of kilometres in urban and rural drainage system, number of connections and catchbasins.
- Changes in the cost of materials and contracted services.

Treatment of Drinking Water: Efficiency

Operating costs for the treatment of drinking water per megalitre.

$$\frac{\text{Operating costs for the treatment of drinking water}}{\text{Total megalitres of drinking water treated}}$$

Operating costs for the treatment of drinking water per megalitre

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	25	225 to 10,854	926	995	794
5,000 – 19,999	8	146 to 833	285	417	261
20,000 +	3	136 to 523	368	205	170
SOUTH					
Regions & Former Regions	12	67 to 636	228	207	183
Counties					
Single-tiers					
<10,000	4	168 to 517	288	355	258
10,000 – 99,999	12	119 to 568	256	288	272
100,000 +	6	80 to 290	146	133	136
Lower-tiers					
< 5,000	13	16 to 1,960	600	619	515
5,000 – 9,999	28	220 to 1,861	545	487	498
10,000 – 19,999	33	5 to 1,703	418	406	364
20,000 – 39,999	10	183 to 492	453	407	358
40,000 – 99,999	2	203 to 372	203	374	335
100,000 +	3	506 to 568	509	496	480
ALL MUNICIPALITIES	159	5 to 10,854	454	420	364
# Municipalities Reporting			159	164	171

FIR reference: SLC 91 3307 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

Municipalities were excluded if:

- "Total megalitres of drinking water treated" in the denominator are greater than 1.25 times the Population entered by the municipality in SLC 02 0041 01.
- The municipality intended to complete only the integrated measure for drinking water with the result that Operating Costs for the water treatment measure or the water distribution measure were less than \$10.
- Five megalitres or less were reported in the denominator.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- "Total megalitres of drinking water treated" in the denominator of the measure equals "Total megalitres of drinking water treated" in the denominator of the measure for the Integrated System in SLC 91 3309 11 if that measure is completed.

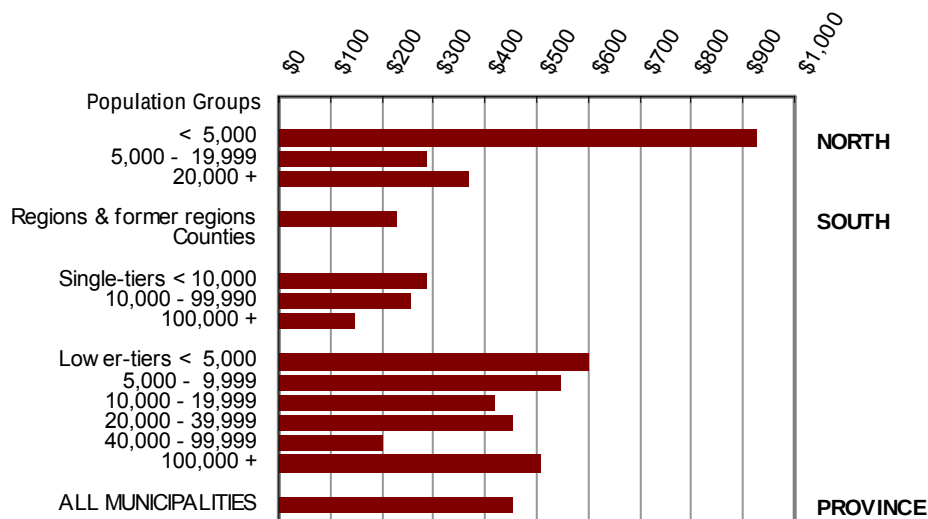
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

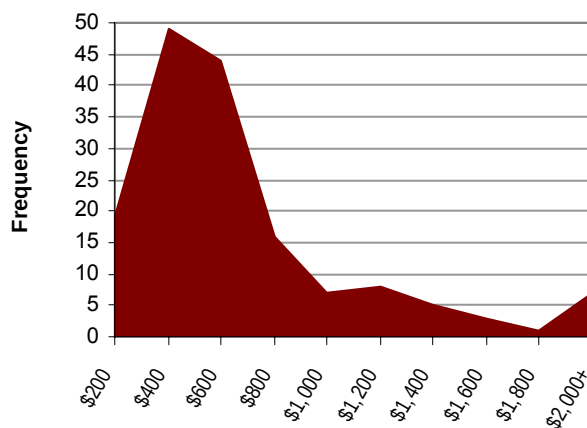
Treatment of Drinking Water: Efficiency

Operating costs for the treatment of drinking water per megalitre.

**Operating Costs for the Treatment of Drinking Water
per Megalitre, 2007 (Median)**



**Operating Costs for the Treatment of Drinking Water
per Megalitre, 2007 (All Municipalities)**



Objective

Efficient treatment of drinking quality water.

**Factors
affecting
results**

Results are influenced by:

- Whether costs for water treatment are recorded separately from water distribution or are estimated.
- Impact on budget of new provincial standards for water quality and sampling.
- Local service standards.
- Utilization (residential vs. industrial).
- Source of raw water (lake vs. wells).
- Quality of raw water.
- Type of treatment.
- Number and capacity of water treatment plants.
- Number of private wells.
- Age and condition of treatment plants.
- Distance of raw water to treatment plants.
- Service area and consumption levels.
- Competitive market conditions.
- Number of residences served.
- Type of non-residential usage, i.e. commercial, industrial, institutional, municipal.

Distribution of Drinking Water: Efficiency

Operating costs for the distribution of drinking water per kilometre of water distribution pipe.

Operating costs for the distribution of drinking water
Total kilometres of water distribution pipe

Operating costs for the distribution of drinking water per kilometre of water distribution pipe

			2007	2006
Population	Reporting #	Range \$	Median \$	Median \$
NORTH				
< 5,000	21	46 to 38,980	3,115	3,112
5,000 – 19,999	8	1,457 to 16,688	7,365	8,757
20,000 +	4	5,550 to 10,920	5,926	5,404
SOUTH				
Regions & Former Regions	10	4,917 to 16,683	7,727	7,275
Counties				
Single-tiers				
<10,000	4	4,584 to 11,819	7,760	8,524
10,000 – 99,999	13	3,768 to 18,590	8,329	7,142
100,000 +	6	3,226 to 11,018	5,024	4,820
Lower-tiers				
< 5,000	15	181 to 20,162	5,590	5,216
5,000 – 9,999	35	50 to 22,699	4,893	4,228
10,000 – 19,999	40	627 to 21,658	5,982	5,339
20,000 – 39,999	15	1,684 to 23,718	5,814	6,269
40,000 – 99,999	5	4,454 to 16,223	9,190	8,583
100,000 +	7	5,550 to 17,306	7,669	7,468
ALL MUNICIPALITIES	183	46 to 38,980	6,030	5,674
# Municipalities Reporting			183	191

FIR reference: SLC 91 3310 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

Municipalities were excluded if:

- Six kilometres of water distribution pipe or less were reported in the denominator.
- The municipality intended to complete only the measure for the Integrated System for drinking water with the result that the numerator for the drinking water treatment measure in SLC 91 3307 10 or the numerator for the drinking water distribution measure in SLC 91 3310 10 was less than \$10.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

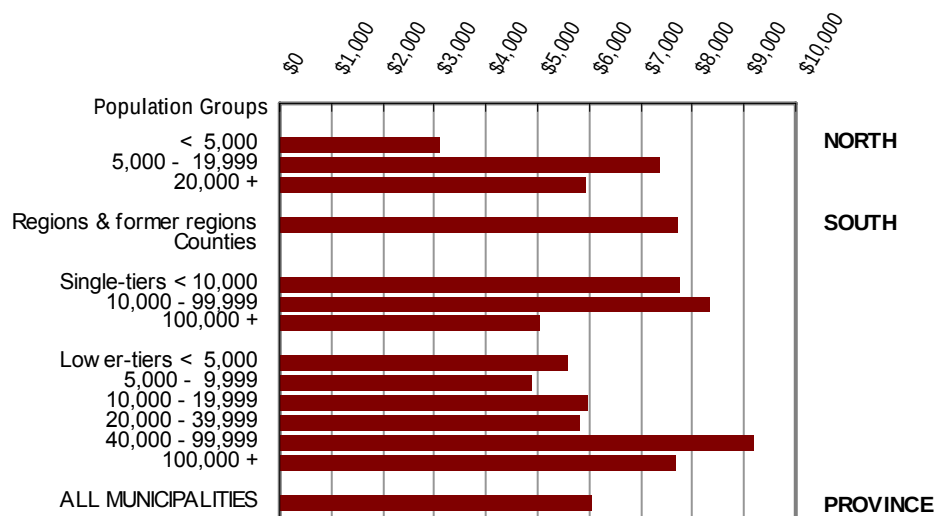
NOTES:

- The formula for the denominator was revised in 2006, eliminating connection and hydrants.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

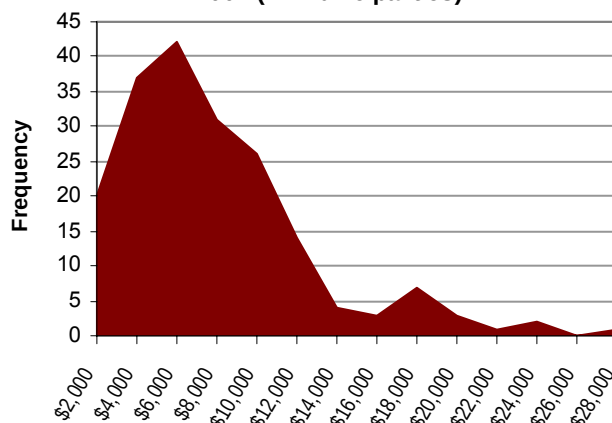
Distribution of Drinking Water: Efficiency

Operating costs for the distribution of drinking water per kilometre of water distribution pipe.

Operating Costs for the Distribution of
Drinking Water per KM of Water Distribution Pipe, 2007 (Median)



Operating Costs for the Distribution of Drinking Water
per KM of Water Distribution Pipe
2007 (All Municipalities)



Objective

Efficient distribution costs of drinking water.

Notes

In 2006, calculation of the denominator was changed, eliminating connections and hydrants from the calculation.

**Factors
affecting
results**

Results are influenced by:

- Whether costs for water distribution are recorded separately from water treatment or are estimated.
- Service area density and size. For example, a water supply system which is compact and located in a densely populated area is generally less expensive to operate in comparison to multiple systems servicing less densely populated areas.
- Settlement patterns and urban form.
- Consumption levels.
- Number of connections.
- Number and capacity of pumping stations and water storage facilities.
- Age, size and location of water supply systems in the municipality.
- Kilometres of water distribution pipe.
- Age and condition of distribution system.
- Service levels and performance standards. Example: maintenance frequency of water mains.

Smaller municipalities with few kilometres of water distribution pipe may have higher unit costs for this measure.

Treatment and Distribution of Drinking Water (Integrated System): Efficiency

Operating costs for the treatment and distribution of drinking water per megalitre.

Operating costs for the treatment and distribution of drinking water
 Total megalitres of drinking water treated

Operating costs for the treatment and distribution of drinking water per megalitre

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	25	295 to 2,450	1,109	1,125	1,043
5,000 – 19,999	9	414 to 6,458	761	702	664
20,000 +	3	444 to 779	557	458	418
SOUTH					
Regions & Former Regions	9	259 to 994	429	327	372
Counties					
Single-tiers					
< 10,00	4	447 to 680	625	585	508
10,000 – 99,999	12	234 to 1,286	493	448	502
100,000 +	6	160 to 573	378	366	355
Lower-tiers					
< 5,000	15	519 to 2,017	1,174	1,116	915
5,000 – 9,999	32	-16 to 2,919	917	854	889
10,000 – 19,999	33	42 to 2,501	723	636	632
20,000 – 39,999	11	325 to 1,172	778	765	557
40,000 – 99,999	2	494 to 815	494	724	695
100,000 +	3	671 to 814	676	668	648
ALL MUNICIPALITIES	164	-16 to 6,458	754	724	689
# Municipalities Reporting			164	166	172

FIR reference: SLC 91 3309 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

Municipalities were excluded if:

- "Total megalitres of drinking water treated" in the denominator of this measure is greater than 1.25 times the population entered by the municipality in SLC 02 0041 01.
- Five megalitres or less were reported in the denominator.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- "Total megalitres of drinking water treated" in the denominator of this measure for the Integrated System did not equal "Total megalitres of drinking water treated" in the denominator of the measure for water treatment, when both measures were completed.

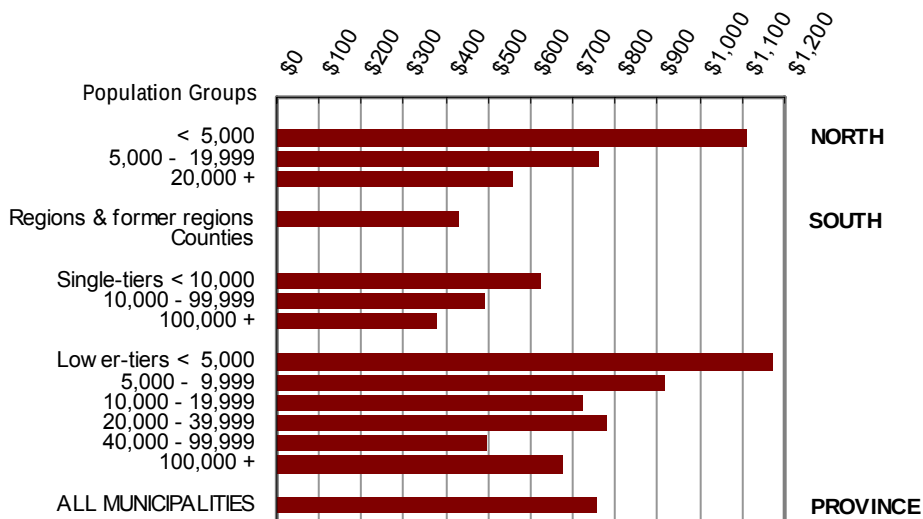
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

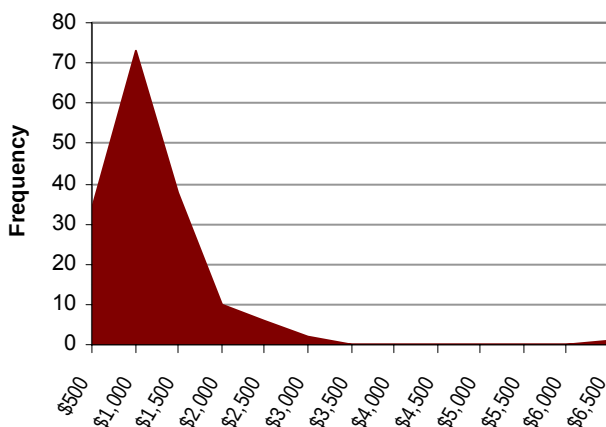
Treatment and Distribution of Drinking Water (Integrated System): Efficiency

Operating costs for the treatment and distribution of drinking water per megalitre.

Operating Costs for the Treatment and Distribution of Drinking Water per Megalitre, 2007 (Median)



Operating Costs for the Treatment and Distribution of Drinking Water per Megalitre 2007 (All Municipalities)



Objective

Efficient treatment and distribution costs of drinking water.

Notes

Only single-tiers report this measure or municipalities with complete responsibility for the treatment and distribution of drinking water. Municipalities which do not separate expenditures for water treatment from expenditures for water distribution were able to report the integrated measure alone.

**Factors
affecting
results**

Treatment results are influenced by:

- Whether costs for water treatment are recorded separately from water distribution or are estimated.
- Impact on budget of provincial standards for water quality and sampling.
- Local service standards.
- Utilization (residential vs. industrial).
- Source of raw water (lake vs. wells).
- Quality of raw water.
- Type of treatment.
- Number and capacity of water treatment plants.
- Number of private wells.
- Age and condition of treatment plants.
- Distance of raw water to treatment plants.
- Service area and consumption levels.
- Competitive market conditions
- Number of residences served.
- Type of non-residential usage, i.e. commercial, industrial, institutional, municipal.

Distribution results are influenced by:

- Whether costs for water distribution are recorded separately from water treatment or are estimated.
- Service area density and size. For example, a water supply system which is compact and located in a densely populated area is generally less expensive to operate in comparison to multiple systems servicing less densely populated areas.
- Settlement patterns and urban form.
- Consumption levels.
- Number of connections.
- Number and capacity of pumping stations and water storage facilities.
- Age, size and location of water supply systems in the municipality.
- Kilometres of water distribution pipe.
- Age and condition of distribution system.
- Service levels and performance standards. Example: maintenance frequency of water mains.

Boil Water Advisories: Effectiveness

Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect.

Summation of: (Number of boil water days times the number of connections affected)

Total connections in the service area

Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect.

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	36	0.0000 to 7.9821	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 19,999	7	0.0000 to 11.1811	0.0000	0.0000	0.0009	0.0000	0.0000
20,000 +	4	0.0000 to 22.0000	0.0000	0.0000	0.0001	0.0008	0.0000
SOUTH							
Regions & Former Regions	8	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Counties	1	0.0282	0.0282	3.2891		0.0185	32.0000
Single-tiers							
<10,000	4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 99,999	12	0.0000 to 1.5385	0.0000	0.0000	0.0000	0.0000	0.0000
100,000 +	6	0.0000 to 0.2977	0.0000	0.0000	0.0000	0.0000	0.0000
Lower-tiers							
< 5,000	19	0.0000 to 11.0000	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 9,999	38	0.0000 to 3.5167	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 19,999	40	0.0000 to 3.0114	0.0000	0.0000	0.0000	0.0000	0.0000
20,000 – 39,999	15	0.0000 to 4.0000	0.0000	0.0000	0.0000	0.0000	0.0000
40,000 – 99,999	5	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
100,000 +	3	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
ALL MUNICIPALITIES	198	0.0000 to 22.0000	0.0000	0.0000	0.0000	0.0000	0.0000
# Municipalities Reporting			198	212	221	219	222

FIR reference: SLC 92 3355 07.

Condition:

- Municipalities were excluded if the weighted number of days in SLC 92 3355 07 was more than 365.

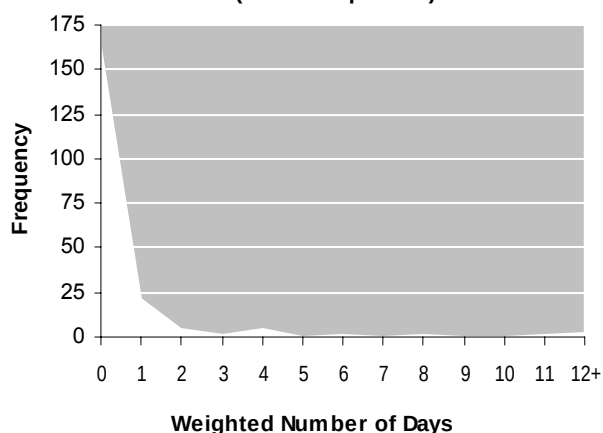
NOTES:

- The median is not graphed because the median for all groups in 2007 is zero.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Boil Water Advisories: Effectiveness

Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect.

Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect
2007 (All Municipalities)



Objective

Water is safe and meets local needs.

Notes

This measure represents the weighted number of days a boil water advisory is in effect for a municipal water supply. The number of boil water days is weighted by the number of connections affected. For example, if a boil water is in effect for 20 days and 50% of the households are affected, then the weighted number of days is 10 days.

In the frequency distribution, the first interval is 0. Although intervals generally represent a range of values, zero was selected as an interval because most municipalities had zero weighted boil water days. It is important to distinguish this group from those municipalities who had more than one weighted boil water day.

Factors affecting results

Results are influenced by:

- Source and quality of drinking water (lake vs. well).
- The number of individual sources supplying the drinking water system.
- Provincial standards for water quality and sampling.
- Local standards.
- Type of water treatment.
- Capacity to clean, treat and deliver safe drinking water.

- Testing and quality control of raw water and treated water at the water supply plants and in the distribution system.
- Extent of municipality's cleaning and flushing program for the water supply system.
- State of repair of water mains.
- Purchase of drinking water from another municipality.

If a municipality purchases treated water from another municipality, the municipality making the purchase is subject to any boil water advisories imposed on the municipality providing the treated water.

Breaks in Water Mains: Effectiveness

Number of breaks in water mains per 100 kilometres of water distribution pipe in a year.

$$\frac{\text{Number of breaks in water mains in a year}}{\text{Total kilometres of water distribution pipe / 100}}$$

Number of breaks in water mains per 100 kilometres of water distribution pipe in a year.

			2006	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	27	0.0 to 57.5	0.0	0.0	3.3	0.0	6.7
5,000 – 19,999	9	3.7 to 58.0	12.2	11.1	13.0	19.4	20.2
20,000 +	4	5.9 to 21.4	13.1	9.2	19.8	23.9	24.0
SOUTH							
Regions & Former Regions	9	5.2 to 26.0	10.2	7.3	10.1	8.3	11.3
Counties							
Single-tiers							
<10,000	4	4.8 to 20.2	12.0	15.6	3.1	0.0	18.8
10,000 – 99,999	13	4.9 to 22.0	11.5	10.0	10.3	10.2	11.6
100,000 +	6	6.4 to 27.1	10.9	8.8	11.4	10.6	10.5
Lower-tiers							
< 5,000	18	0.0 to 96.0	1.0	0.0	1.9	0.0	1.7
5,000 – 9,999	38	0.0 to 56.5	5.1	2.4	7.4	10.3	12.8
10,000 – 19,999	41	0.0 to 27.1	6.4	3.6	3.7	4.5	7.4
20,000 – 39,999	14	0.0 to 21.9	5.3	4.8	6.4	5.4	8.5
40,000 – 99,999	5	1.6 to 34.4	18.4	6.0	10.9	18.1	8.0
100,000 +	7	4.0 to 32.4	11.0	7.6	9.5	10.9	13.1
ALL MUNICIPALITIES	195	0.0 to 96.0	7.0	5.7	7.5	8.3	10.4
# Municipalities Reporting			195	201	160	159	176

FIR reference: SLC 92 3356 07. The number of municipalities reporting reflects the condition listed below.

Condition:

- “Total kilometres of water distribution pipe/100” in the denominator of this measure must be less than or equal to “Total kilometres of water distribution pipe”, including hydrants and connections, in the denominator of the efficiency measure for drinking water distribution, divided by 100, during the years 2003 to 2005. (SLC 3356 06 ≤ 91 3308 /100).
- The measure is less than 100.

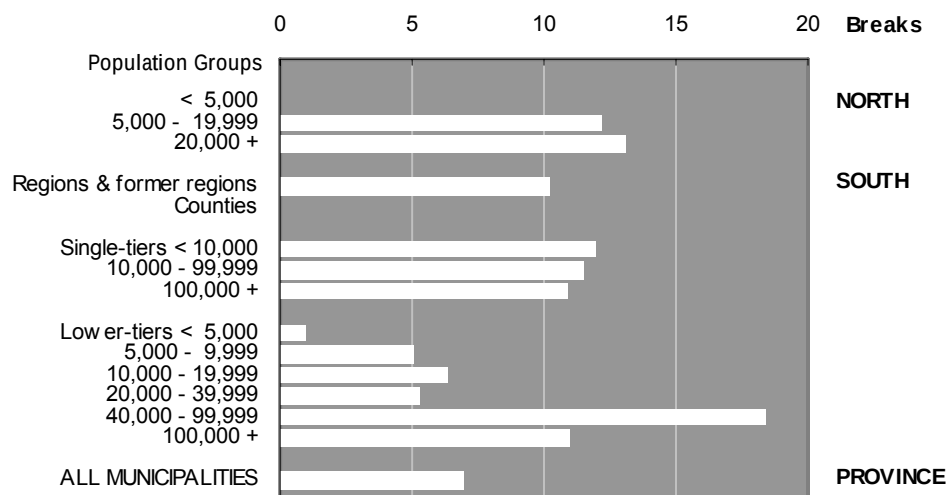
NOTES:

- The drop in the number of municipalities counted between 2003 to 2005 may reflect the condition that checks the denominator (Total kilometres of water distribution pipe / 100) against the denominator in the efficiency measure, as there was no carry forward from the efficiency measure to the effectiveness measure in those years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

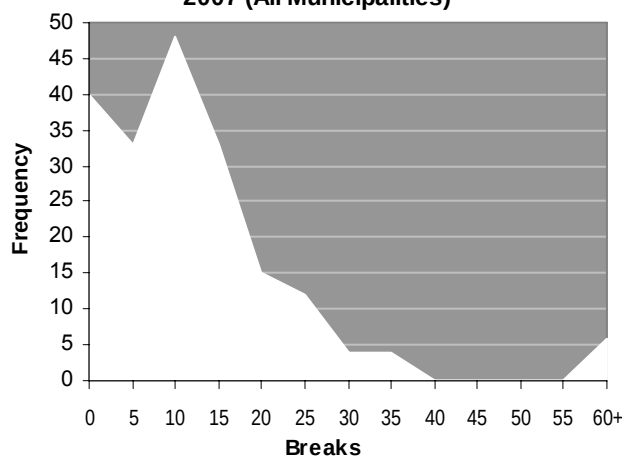
Breaks in Water Mains: Effectiveness

Number of breaks in water mains per 100 kilometres of water main pipe in a year.

Number of Breaks in Water Mains per 100 KM of Water Distribution Pipe, 2007 (Median)



Number of Breaks in Water Mains per 100 KM of Water Distribution Pipe in a Year 2007 (All Municipalities)



Objective

Improve system reliability.

Notes

In the frequency distribution, the first interval is 0. The second interval is 5 and includes 1 to 5 breaks. Although intervals generally represent a range of values, zero was selected as an interval because many municipalities reported zero breaks.

**Factors
affecting
results**

Results are influenced by:

- Age of water main pipes and fittings.
- Pipe material, e.g. ductile iron, cast iron, concrete, PVC.
- Programs for maintenance and rehabilitation of water mains. An example is cathodic protection of ferrous water mains to prevent breaks and leaks caused by corrosion.
- Whether or not cement lining is used for water mains.
- Depth of water main pipe.
- Soil conditions.
- Pressure range and fluctuation.
- Hydro faults.
- Severity of winter weather and frost penetration.
- Water temperature.
- Rate of corrosion; may be accelerated by co-located utilities.
- Breaks due to construction.
- Hydro faults.
- New and revised standards and legislation.

Garbage Collection: Efficiency

Operating costs for garbage collection per tonne.

Operating costs for garbage collection
Total tonnes received from all property classes

Operating costs for garbage collection per tonne

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	5	34 to 119	88	79	91
5,000 – 19,999	5	19 to 585	89	91	50
20,000 +	3	20 to 122	54	51	58
SOUTH					
Regions & Former Regions	10	68 to 193	82	93	77
Counties					
Single-tiers					
< 10,000	1	91	91	42	26
10,000 – 99,999	10	39 to 153	75	71	68
100,000 +	6	26 to 104	86	81	77
Lower-tiers					
< 5,000	4	44 to 834	97	89	84
5,000 – 9,999	9	23 to 391	94	92	76
10,000 – 19,999	9	67 to 302	101	75	75
20,000 – 39,999	3	56 to 90	57	81	76
40,000 – 99,999	3	36 to 71	47	48	42
100,000 +	3	26 to 118	98	69	60
ALL MUNICIPALITIES	71	19 to 834	88	81	76
# Municipalities Reporting			71	71	72

FIR reference: SLC 91 3403 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Units selected in the denominator in SLC 91 3403 14 are “per tonne” .
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

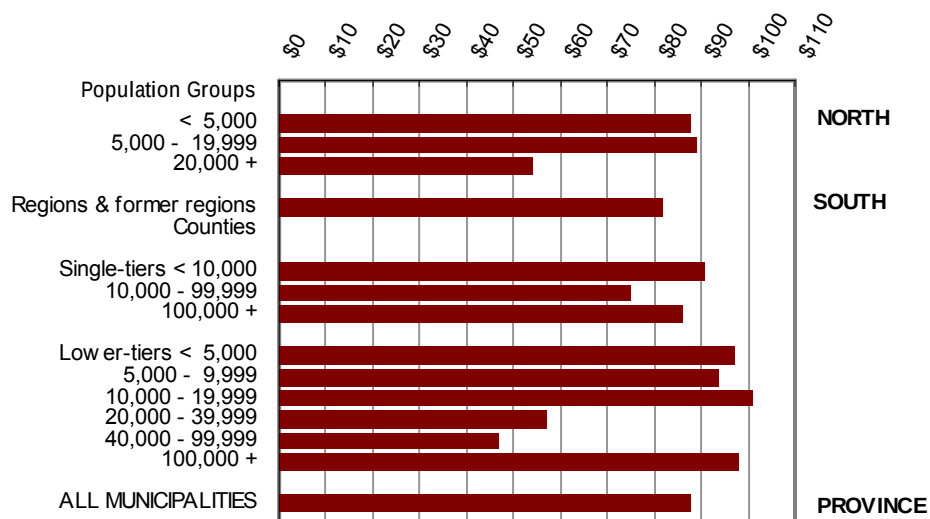
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, six municipalities did not indicate the type of units reported in the denominator.

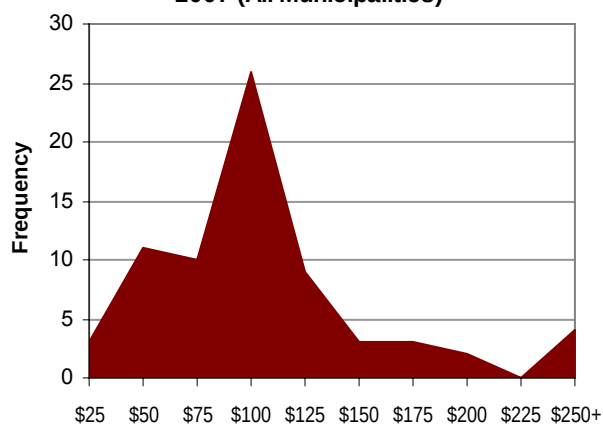
Garbage Collection: Efficiency

Operating costs for garbage collection per tonne.

**Operating Costs for Garbage Collection per Tonne
2007 (Median)**



**Operating Costs for Garbage Collection
per Tonne
2007 (All Municipalities)**



Garbage Collection: Efficiency

Operating costs for garbage collection per household.

			Operating costs for garbage collection		
			Total households		
Operating costs for garbage collection per household					
			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	43	5 to 167	74	73	72
5,000 – 19,999	4	38 to 121	40	49	51
20,000 +	1	47	47	43	40
SOUTH					
Regions & Former Regions					
Counties	4	2 to 80	27	21	22
Single-tiers					
< 10,000	3	36 to 75	45	28	34
10,000 – 99,999	4	37 to 156	58	37	31
100,000 +					
Lower-tiers					
< 5,000	21	9 to 128	58	44	41
5,000 – 9,999	29	12 to 172	41	43	36
10,000 – 19,999	21	2 to 170	59	59	50
20,000 – 39,999	8	1 to 166	46	57	61
40,000 – 99,999				144	143
100,000 +	1	55	55	49	44
ALL MUNICIPALITIES	139	1 to 172	57	53	52
# Municipalities Reporting			139	146	139

FIR reference: SLC 91 3403 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Households are selected as units.
- "Total households" in the denominator in SLC 91 3403 11 are greater than or equal to the number of Households in SLC 02 0040 01. Note: all households in the municipality are reported plus any households served in neighbouring municipalities.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

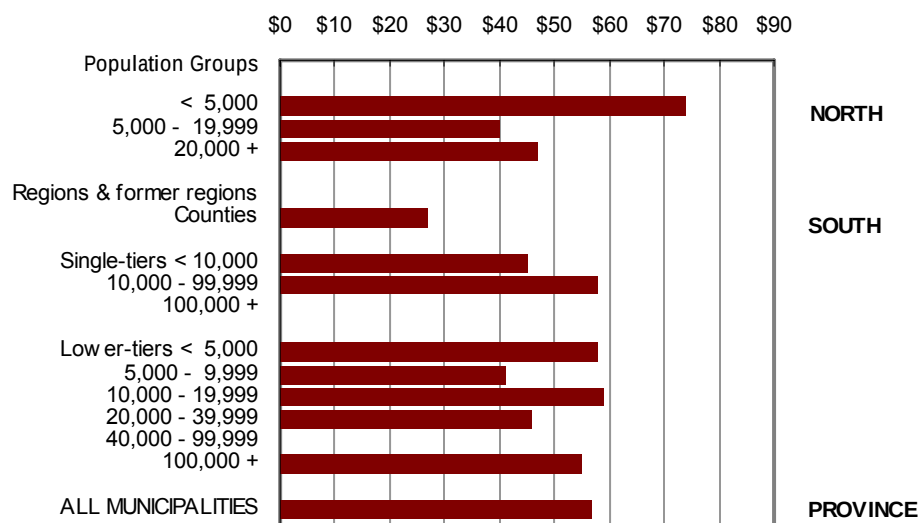
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, six municipalities did not indicate the type of units reported in the denominator.

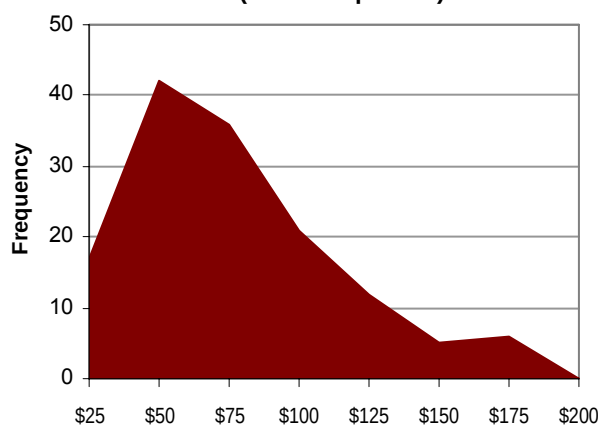
Solid Waste: Efficiency

Operating costs for garbage collection per household.

**Operating Costs for Garbage Collection per Household
2007 (Median)**



**Operating Costs for Garbage Collection
per Household
2007 (All Municipalities)**



Solid Waste: Efficiency

Operating costs for garbage collection per tonne or per household.

Objective

Efficient garbage collection services.

Notes

If a municipality uses households for the solid waste measures, total households are reported, not the number of households served. If a municipality provides collection to relatively few households, the efficiency measure may appear low because operating costs are divided by all households.

If tonnes are used as the denominator, the result will be affected by whether tonnes are estimated or weighed. Note that a “tonne” is a metric tonne and equals 2,204.6 pounds or 1,000 kilograms. Tonnes used in the denominator of the efficiency measures represent tonnes from all property classes.

Factors affecting results

Results are influenced by:

- Rural/urban mix.
- Level of garbage collection service, including percentage of residents receiving service, industrial/commercial/institutional clients, frequency of pick-up.
- Mix of residential, industrial, commercial and institutional waste.
- Urban form: distance between pick-up points and amount collected at each point.
- Haulage distance to landfill sites and transfer stations.
- Special collection services, e.g. on-call collection of bulky and white goods offered.
- Bag or container limits. Ban of leaf/yard waste and recyclables from waste collection.
- Presence of competitive market forces.
- Reliance on private contractors.
- Overall diversion rates.
- Fuel costs.
- If a municipality reports the measure using tonnes as units, but its contract for waste collection is based on households, operating costs per tonne can vary significantly based on the total amount of garbage collected.

If tonnes are used, the following factors also apply:

- Whether scales are available at landfill sites and solid waste transfer stations.
- Whether tonnes are weighed or estimated.
- Whether Generally Accepted Principles (GAP) endorsed by Corporations Supporting Recycling (CSR) are used in measuring waste stream.

Garbage Disposal: Efficiency

Operating costs for garbage disposal per tonne.

Operating costs for garbage disposal
 Total tonnes disposed of from all property classes

Operating costs for garbage disposal per tonne

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	6	6 to 533	67	96	56
5,000 – 19,999	5	10 to 352	37	45	30
20,000 +	3	20 to 138	35	30	23
SOUTH					
Regions & Former Regions	10	18 to 135	66	61	50
Counties	2	40 to 44	40	44	55
Single-tiers					
< 10,000	1	77	77	65	64
10,000 – 99,999	10	23 to 140	79	71	74
100,000 +	5	15 to 83	69	63	50
Lower-tiers					
< 5,000	3	57 to 167	61	56	52
5,000 – 9,999	8	15 to 305	41	55	61
10,000 – 19,999	7	12 to 216	33	41	55
20,000 – 39,999	2	81 to 100	81	65	88
40,000 – 99,999					
100,000 +					
ALL MUNICIPALITIES	62	6 to 533	66	62	58
# Municipalities Reporting			62	62	63

FIR reference: SLC 91 3503 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- “Per tonne” was selected for the type of unit in the denominator in SLC 91 3503 14.
- Municipalities were excluded if they reported negative values in Schedule 40, Revenue Fund Revenues, for Materials or Contracted Services.
- Municipalities were excluded if Other Revenue in SLC 91 3503 16 equalled Revenue from Other Municipalities in SLC 12 0850 03 or User Fees & Service Charges in SLC 12 0850 04.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

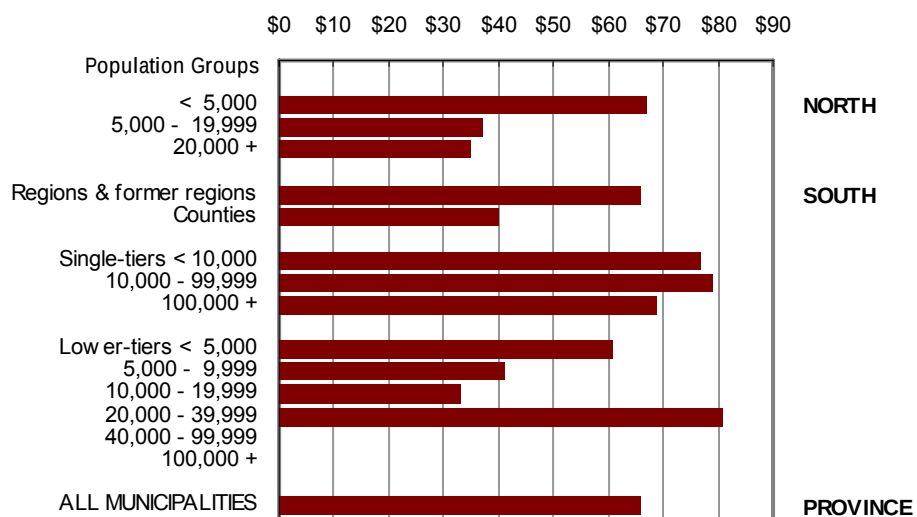
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, 12 municipalities did not indicate the type of units reported in the denominator.

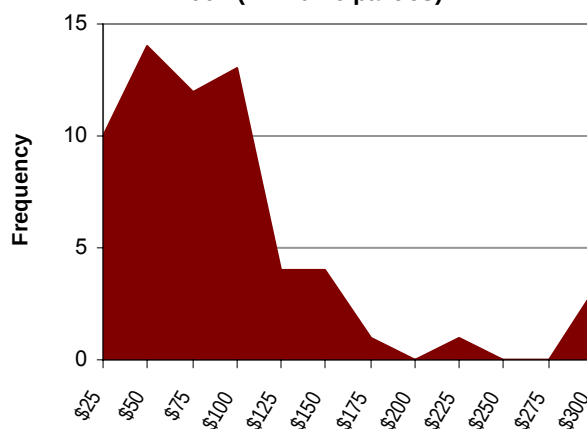
Garbage Disposal: Efficiency

Operating costs for garbage disposal per tonne.

**Operating Costs for Garbage Disposal per Tonne
2007 (Median)**



**Operating Costs for Garbage Disposal
per Tonne
2007 (All Municipalities)**



Garbage Disposal: Efficiency

Operating costs for garbage disposal per household.

$$\frac{\text{Operating costs for garbage disposal}}{\text{Total households}}$$

Operating costs for garbage disposal per household

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	84	-167 to 277	67	80	72
5,000 – 19,999	4	22 to 140	45	42	64
20,000 +	1	60	60	54	49
SOUTH					
Regions & Former Regions	1	64	64		
Counties	5	1 to 103	52	36	35
Single-tiers					
< 10,000	2	41 to 128	41	105	4
10,000 – 99,999	3	64 to 112	65	72	69
100,000 +					
Lower-tiers					
< 5,000	44	0.4 to 287	82	89	75
5,000 – 9,999	32	9 to 138	59	63	50
10,000 – 19,999	13	2 to 101	46	43	37
20,000 – 39,999	4	30 to 73	53	46	42
40,000 – 99,999					
100,000 +					
ALL MUNICIPALITIES	193	-167 to 287	66	71	63
# Municipalities Reporting			193	211	207

FIR reference: SLC 91 3503 13. The number of municipalities reporting reflects the conditions listed below.

Condition:

- Households are selected as units.
- "Total households" in the denominator in SLC 91 3503 11 are greater than or equal to the number of Households in SLC 02 0040 01. Note: all households in the municipality are reported plus any households served in neighbouring municipalities.
- Municipalities were excluded if they reported negative values in Schedule 40, Revenue Fund Revenues, for Materials or Contracted Services.
- Municipalities were excluded if Other Revenue in SLC 91 3503 16 equalled Revenue from Other Municipalities in SLC 12 0850 03 or User Fees & Service Charges in SLC 12 0850 04.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

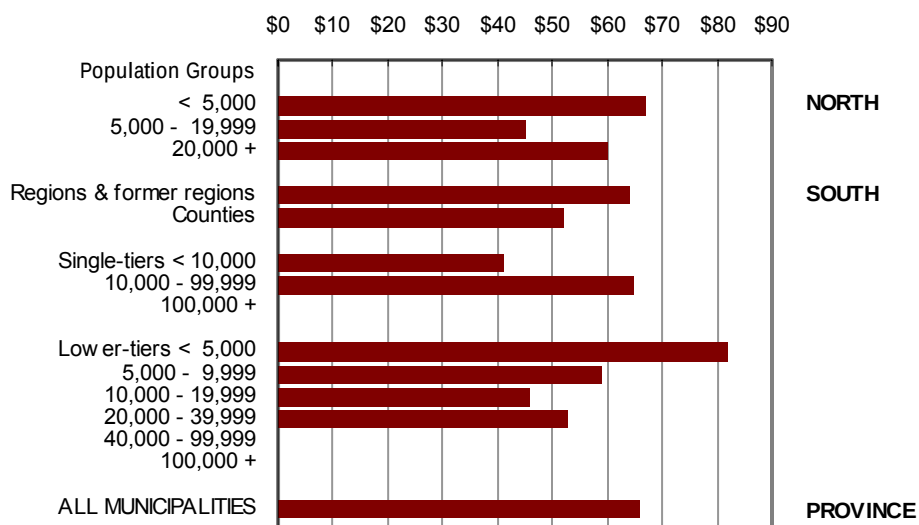
NOTES:

- The number of municipalities reporting in a group, particularly in a small group will significantly affect the median.
- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, 12 municipalities did not indicate the type of units reported in the denominator.

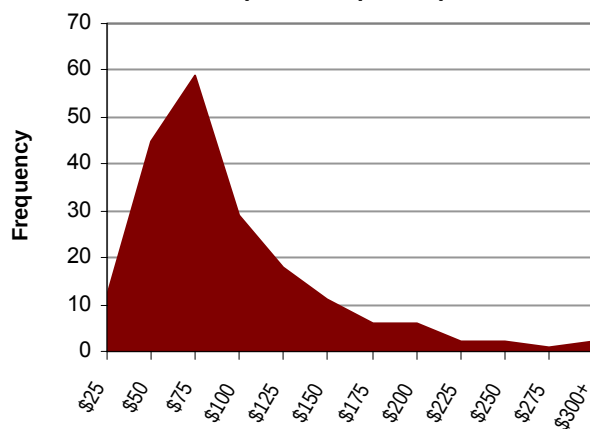
Solid Waste: Efficiency

Operating costs for garbage disposal per household.

**Operating Costs for Garbage Disposal per Household
2007 (Median)**



**Operating Costs for Garbage Disposal
per Household
2007 (All Municipalities)**



Solid Waste: Efficiency

Operating costs for garbage disposal per tonne or per household.

Objective	Efficient garbage disposal services.
Notes	If tonnes are used as the denominator, the result will be affected by whether tonnes are estimated or weighed. Note that a “tonne” is a metric tonne and equals 2,204.6 pounds or 1,000 kilograms. Tonnes used in the denominator of the efficiency measures represent tonnes from all property classes. The measure will be negative if “Other revenue” in the formula for operating costs is greater than the sum of expenditures. The measure may also be negative if Interfunctional Adjustments (interdepartmental transfers) or the Allocation of Program Support (indirect costs) exceeds the sum of other expenditures.
Factors affecting results	Results are influenced by: ■ Rural/urban mix. ■ Mix of residential, industrial, commercial and institutional waste. ■ Disposal method: landfill, incineration, composting, export, etc. ■ Number of landfill sites. ■ Landfill hours of operation. ■ Retroactive recognition of landfill closure and post-closure costs. ■ Cost of perpetual care of landfill sites. ■ Recycling programs and overall diversion rate. ■ Presence of competitive market forces. ■ Reliance on private contractors. If tonnes are used, the following factors also apply: ■ Whether scales are available at landfill sites and solid waste transfer stations. ■ Whether tonnes are weighed or estimated. ■ Whether Generally Accepted Principles (GAP) endorsed by Corporations Supporting Recycling (CSR) are used in measuring waste stream.

Solid Waste Diversion: Efficiency

Operating costs for solid waste diversion (recycling) per tonne.

Operating costs for solid waste diversion
Total tonnes of solid waste diverted from all property classes

Operating costs for solid waste diversion (recycling) per tonne

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	5	53 to 570	386	155	115
5,000 – 19,999	5	129 to 366	257	244	113
20,000 +	3	100 to 160	120	110	112
SOUTH					
Regions & Former Regions	9	65 to 194	138	166	137
Counties	1	147	147	122	216
Single-tiers					
< 10,000	1	54	54	53	57
10,000 – 99,999	11	60 to 537	125	99	137
100,000 +	6	74 to 219	88	86	110
Lower-tiers					
< 5,000	3	11 to 1,021	309	307	281
5,000 – 9,999	10	35 to 571	194	215	173
10,000 – 19,999	9	53 to 400	193	189	205
20,000 – 39,999	1	84	84	158	130
40,000 – 99,999	3	89 to 103	91	114	82
100,000 +	3	92 to 97	95	121	120
ALL MUNICIPALITIES	70	11 to 1,021	138	143	137
# Municipalities Reporting			70	66	69

FIR reference: SLC 91 3604 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Units in SLC 91 3604 14 are “per tonne”.
- Municipalities were excluded if they reported negative values in Schedule 40, Revenue Fund Revenues, for Materials or Contracted Services.
- Municipalities were excluded if Other Revenue in SLC 91 3503 16 equalled Revenue from Other Municipalities in SLC 12 0860 03 or User Fees & Service Charges in SLC 12 0860 04. Other Revenues represents only revenue from the sale of resources related to disposal activities in this measure.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- The number of total tonnes diverted from all property classes in the denominator in this measure must not be less than total tonnes of residential solid waste diverted reported as the numerator of the effectiveness measure for residential solid waste diversion in SLC 92 3655 05, if that measure is completed.

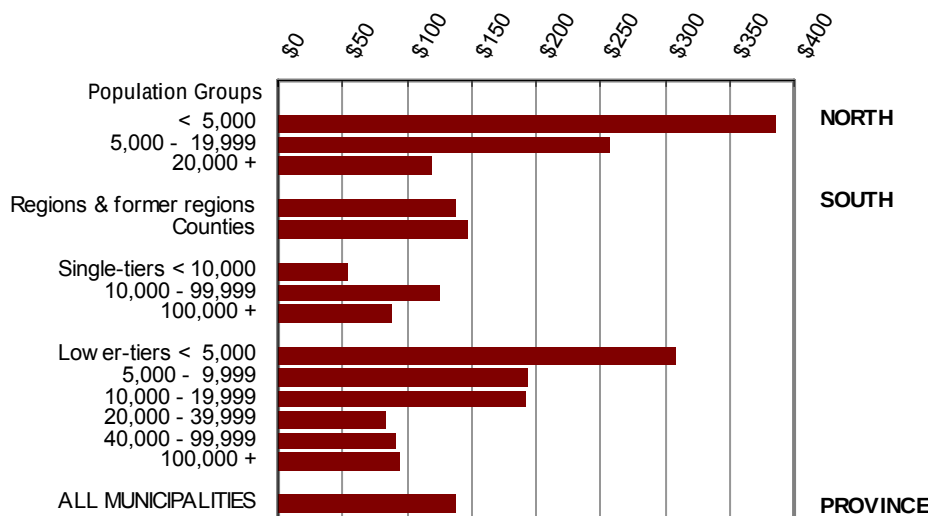
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, eight municipalities did not indicate the type of units reported in the denominator.

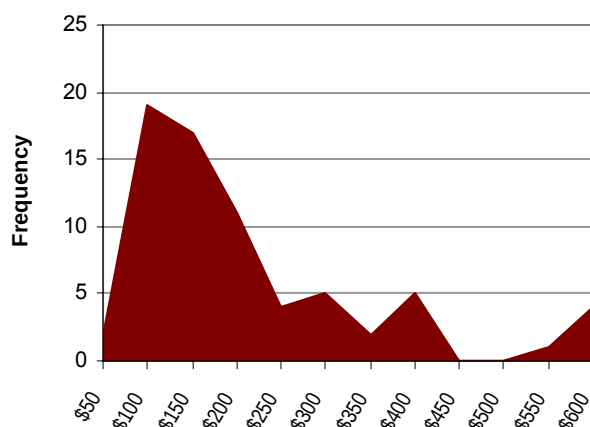
Solid Waste Diversion: Efficiency

Operating costs for solid waste diversion (recycling) per tonne.

**Operating Costs for Solid Waste Diversion (Recycling)
per Tonne, 2007 (Median)**



**Operating Costs for Solid Waste Diversion
(Recycling) per Tonne
2007 (All Municipalities)**



Solid Waste Diversion: Efficiency

Operating costs for solid waste diversion (recycling) per household.

$$\frac{\text{Operating costs for solid waste diversion}}{\text{Total households}}$$

Operating costs for solid waste diversion (recycling) per household

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	54	0.12 to 106	21	24	18
5,000 – 19,999	3	23 to 78	49	22	26
20,000 +	1	22	22	21	20
SOUTH					
Regions & Former Regions	1	64	64		
Counties	5	34 to 66	45	45	44
Single-tiers					
< 10,000	3	32 to 80	67	35	28
10,000 – 99,999	2	32 to 47	32	32	31
100,000 +					
Lower-tiers					
< 5,000	40	2 to 91	26	27	25
5,000 – 9,999	34	0.79 to 92	36	35	33
10,000 – 19,999	15	0.31 to 100	43	34	30
20,000 – 39,999	5	8 to 67	46	36	24
40,000 – 99,999	1	4	4	60	45
100,000 +					
ALL MUNICIPALITIES	164	0.12 to 106	32	29	25
# Municipalities Reporting			164	172	171

FIR reference: SLC 91 3604 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Households are selected as units.
- "Total households" in the denominator in SLC 91 3604 11 are greater than or equal to the number of Households in SLC 40 0040 01. Note: all households in the municipality are reported plus any households served in neighbouring municipalities.
- Municipalities were excluded if they reported negative values in Schedule 40, Revenue Fund Revenues, for Materials or Contracted Services.
- Municipalities were excluded if Other Revenue in SLC 91 3503 16 equalled Revenue from Other Municipalities in SLC 12 0860 03 or User Fees & Service Charges in SLC 12 0860 04. Other Revenues represents only revenue from the sale of resources related to diversion activities in this measure.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

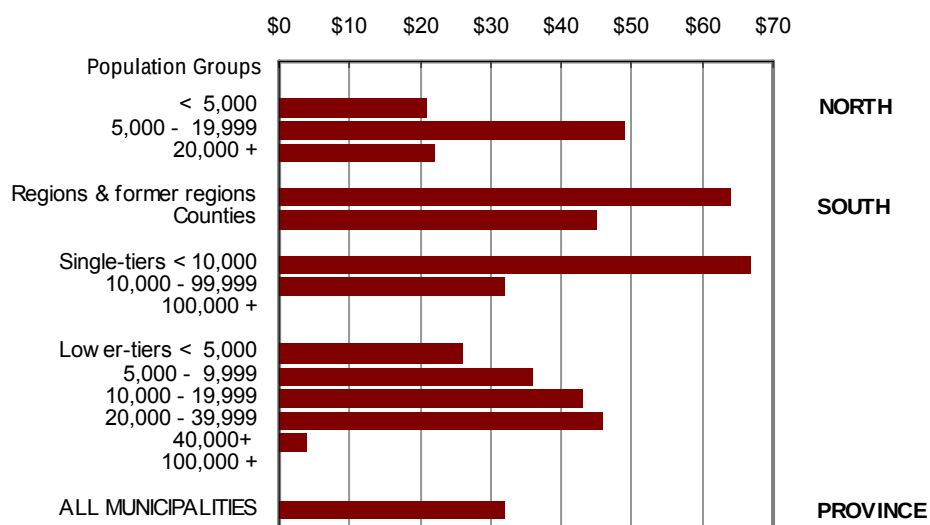
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, eight municipalities did not indicate the type of units reported in the denominator.

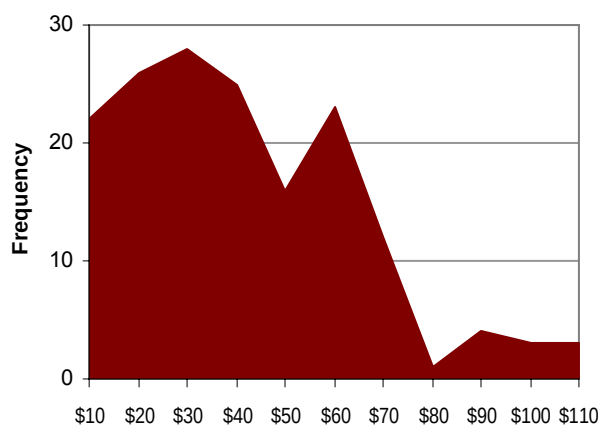
Solid Waste Diversion: Efficiency

Operating costs for solid waste diversion (recycling) per household.

**Operating Costs for Solid Waste Diversion (Recycling)
per Household, 2007 (Median)**



**Operating Costs for Solid Waste Diversion
(Recycling) per Household
All Municipalities (2007)**



Solid Waste: Efficiency

Operating costs for solid waste diversion (recycling) per tonne or per household.

Objective	Efficient solid waste diversion services.
Notes	If tonnes are used as the denominator, the result will be affected by whether tonnes are estimated or weighed. Note that a “tonne” is a metric tonne and equals 2,204.6 pounds or 1,000 kilograms. Tonnes used in the denominator of the efficiency measure represent tonnes from all property classes. The measure will be negative if “Other revenue” in the formula for operating costs is greater than the sum of expenditures. The measure may also be negative if interfunctional adjustments (interdepartmental transfers) or the allocation of program support (indirect costs) exceeds the sum of other expenditures.
Factors affecting results	Results are influenced by: ■ Rural/urban mix. ■ Scope of diversion program and materials diverted. ■ Mix of residential, industrial, commercial and institutional waste in diversion stream. ■ Solid waste diversion rate, including level of public participation and ICI participation. ■ Types of materials in diversion programs, e.g. paper, containers, organics, yard waste, scrap metal, tires, electronics, white goods, etc. ■ Pick-up services and frequency of pick-up. ■ Promotional and education budget. ■ Levels of public participation. ■ Haulage distance to processing and markets. ■ Presence of competitive market forces. ■ Reliance on private contractors. ■ Prices received for recyclable material. ■ Fuel costs. If tonnes are used, the following factors also apply: ■ Whether scales are available at landfill sites and solid waste transfer stations. ■ Whether tonnes are weighed or estimated.

- Precipitation which impacts the weight of materials collected.
- Introduction of LCBO return program reduced blue box tonnages.
- Whether Generally Accepted Principles (GAP) endorsed by Corporations Supporting Recycling (CSR) are used in measuring the waste stream.

Solid Waste Management: Efficiency

Average operating costs for solid waste management (collection, disposal, diversion) per tonne.

Average operating costs for solid waste management

Total tonnes of solid waste disposed of and total tonnes diverted from all property classes

Average operating costs for solid waste management (collection, disposal, diversion) per tonne					
			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	2	114 to 193	114	191	106
5,000 – 19,999	4	47 to 103	57	80	83
20,000 +	3	41 to 180	65	57	51
SOUTH					
Regions & Former Regions	8	63 to 183	113	112	104
Counties					
Single-tiers					
<10,000	1	115	115	116	86
10,000 – 99,999	7	55 to 222	111	154	125
100,000 +	5	58 to 158	112	121	115
Lower-tiers					
< 5,000					
5,000 – 9,999	5	78 to 241	184	108	84
10,000 – 19,999	4	90 to 321	123	101	107
20,000 – 39,999				146	102
40,000 – 99,999	1	56	56	52	219
100,000 +					94
ALL MUNICIPALITIES	40	41 to 321	113	112	108
# Municipalities Reporting			40	39	49

FIR reference: SLC 91 3605 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Units selected in the denominator in SLC 91 3605 14 are “per tonne”.
- Municipalities were excluded if they reported negative values in Schedule 40, Revenue Fund Revenues, for Materials or Contracted Services.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if Other Revenue in SLC 91 3503 16 equalled Revenue from Other Municipalities in SLC 12 0850 03 plus SLC 12 0860 03 or User Fees & Service Charges in SLC 12 0850 04 plus SLC 12 0860 04. Other Revenue netting from expenditures in this measure represents only revenue from the sale of resources related to diversion and disposal activities in this measure.

Conditions making comparisons with effectiveness measures

- “Total tonnes disposed of and total tonnes diverted from all property classes” in the denominator of this measure are greater than or equal to “Total tonnes of residential solid waste disposed of and total tonnes diverted” in the denominator of the effectiveness measure for the diversion of residential solid waste, if that measure is completed. (SLC 91 3605 11 >= SLC 92 3655 06)
- “Total tonnes disposed of and total tonnes diverted from all property classes” in the denominator of this measure are equal to “Total tonnes of solid waste disposed of and total tonnes diverted from all property classes” in the denominator of the effectiveness measure for the diversion of residential solid waste based on combined residential and ICI tonnage, if that measure is completed. (SLC 91 3605 11 = SLC 92 3656 06)

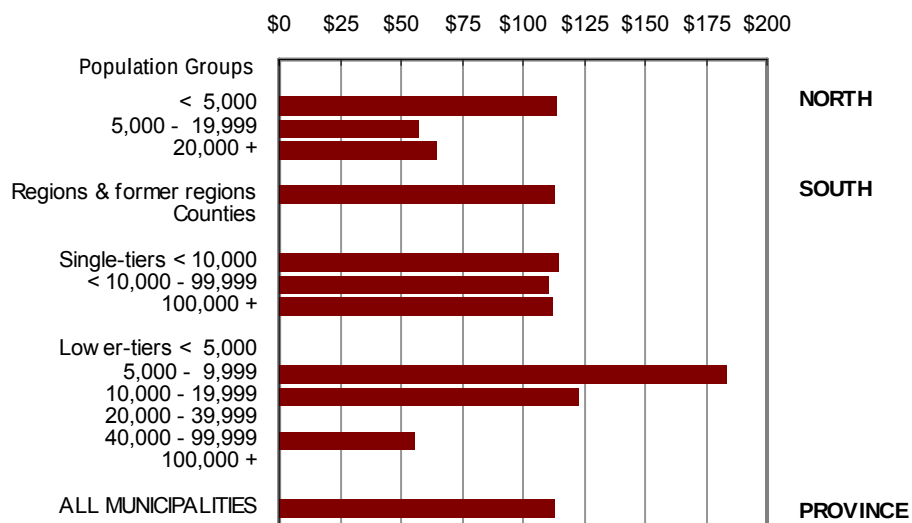
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, four municipalities did not indicate the type of units reported in the denominator.

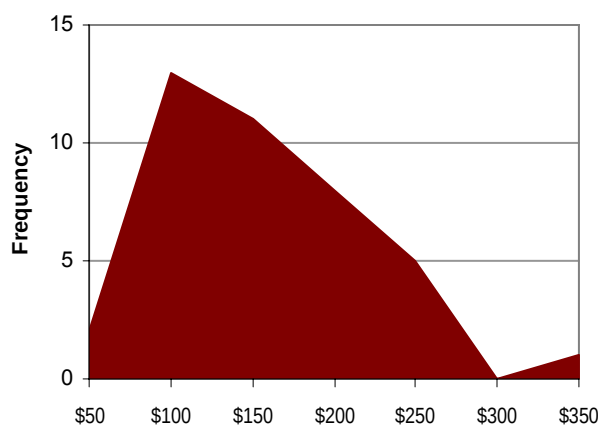
Solid Waste Management: Efficiency

Average operating costs for solid waste management (collection, disposal, diversion) per tonne.

**Average Operating Costs for Solid Waste Management
(Collection, Disposal, Diversion) per Tonne, 2007 (Median)**



**Average Operating Costs for Solid Waste
Management per Tonne, 2007 (All Municipalities)**



Solid Waste Management: Efficiency

Average operating costs for solid waste management (collection, disposal, diversion) per household.

Average operating costs for solid waste management

Total households

Average operating costs for solid waste management (collection, disposal, diversion) per household

			2007	2006	2005
Population	Reporting #	Range #	Median #	Median #	Median #
NORTH					
< 5,000	24	-54 to 293	159	185	158
5,000 – 19,999	3	156 to 256	168	166	147
20,000 +	1	129	129	119	110
SOUTH					
Regions & Former Regions	1	192	192		
Counties	3	122 to 248	155	154	155
Single-tiers					
<10,000	2	153 to 244	153	213	96
10,000 – 99,999	2	133 to 173	133	142	132
100,000 +					
Lower-tiers					
< 5,000	19	69 to 312	154	135	127
5,000 – 9,999	26	75 to 225	124	117	115
10,000 – 19,999	9	91 to 236	151	135	117
20,000 – 39,999	3	135 to 173	164	130	135
40,000 – 99,999					
100,000 +					
ALL MUNICIPALITIES	93	-54 to 312	154	139	133
# Municipalities Reporting			93	99	92

FIR reference: SLC 91 3605 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Households are selected as units.
- The number of households in the denominator in SLC 91 3503 11 is greater than or equal to the number of households in SLC 90 0010 02. Note: all households in the municipality are reported plus any households served in neighbouring municipalities.
- Expenditures for Materials and Contracted Services are not negative values. (SLC 91 3403 05 ≥ 0 and SLC 91 3403 06 ≥ 0). Note that only interdepartmental transfers may be negative values and are to be reported in the column for Interfunctional Adjustments in Schedule 40 of the Financial Information Return.
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

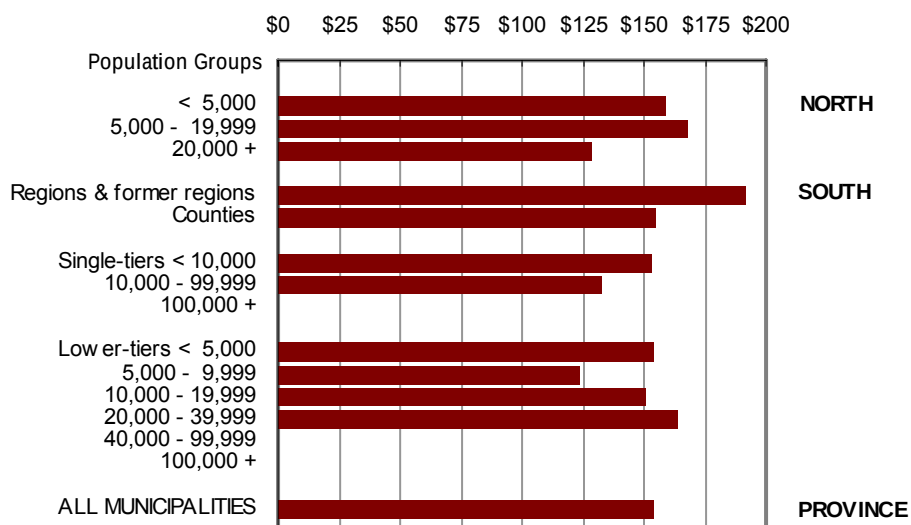
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- In 2007, four municipalities did not indicate the type of units reported in the denominator.

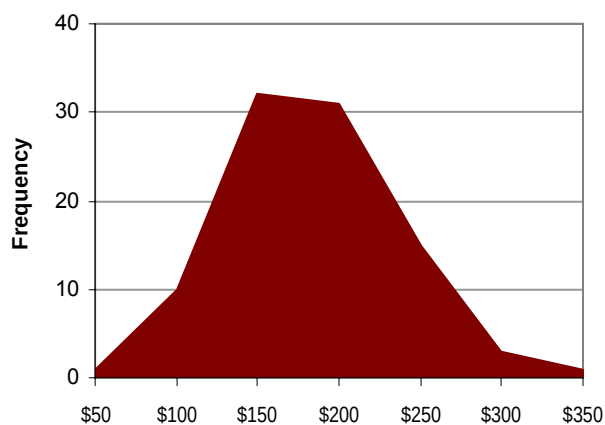
Solid Waste Management: Efficiency

Average operating costs for solid waste management (collection, disposal, diversion) per household.

**Average Operating Costs for Solid Waste Management
(Collection, Disposal, Diversion) per Household, 2007 (Median)**



**Average Operating Costs for Solid Waste
Management per Household
2007 (All Municipalities)**



Solid Waste: Efficiency

Average operating costs for solid waste management per tonne or per household.

Objective

Efficient solid waste management.

Notes

The factors affecting this measure will include all the factors affecting the individual measures.

If tonnes are used as the denominator, the result will be affected by whether tonnes are estimated or weighed. Note that a “tonne” is a metric tonne and equals 2,204.6 pounds or 1,000 kilograms. Tonnes used in the denominator of the efficiency measures represent tonnes from all property classes.

Factors affecting results

Results are influenced by:

- Rural/urban mix.
- Mix of residential, industrial, commercial and institutional waste.
- Urban form: distance between pick-up points and amount collected at each point.
- Presence of competitive market forces.
- Reliance on private contractors.

Collection is influenced by:

- Level of garbage collection service, including percentage of residents receiving service, industrial/commercial/institutional clients and frequency of pick-up.
- Haulage distance to landfill sites and transfer stations.
- Special collection services, e.g. on-call collection of bulky and white goods.
- Bag or container limits. Ban of leaf/yard waste and recyclables from waste collection.
- Overall diversion rates.
- Fuel costs.

Disposal results are influenced by:

- Disposal method: landfill, incineration, composting, export, etc.
- Number of landfill sites.
- Landfill hours of operation.
- Retroactive recognition of landfill closure and post-closure costs.
- Cost of perpetual care of landfill sites.
- Recycling programs and overall diversion rate.

Diversion results are influenced by:

- Scope of diversion program and materials diverted.
- Solid waste diversion rate, including level of public participation and ICI participation.
- Types of materials in diversion programs, e.g. paper, containers, organics, yard waste, scrap metal, tires, electronics, white goods, etc.
- Pick-up services and frequency of pick-up.
- Promotional and education budget.
- Levels of public participation.
- Haulage distance to processing and markets.
- Prices received for recyclable material.
- Fuel costs.

If tonnes are used, the following factors also apply:

- Whether scales are available at landfill sites and solid waste transfer stations.
- Whether tonnes are weighed or estimated.
- Precipitation which impacts the weight of materials collected.
- Introduction of LCBO return program reduced blue box tonnages.
- Whether Generally Accepted Principles (GAP) endorsed by Corporations Supporting Recycling (CSR) are used in measuring waste stream.

Solid Waste Management: Effectiveness

Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.

Number of complaints received in a year concerning
the collection of garbage and recycled materials

Total households / 1,000

Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	84	0 to 65	0	0	0	1	0
5,000 – 19,999	10	0 to 29	4	6	4	5	6
20,000 +	4	8 to 34	13	13	12	12	12
SOUTH							
Regions & Former Regions	11	8 to 87	26	24	23	17	25
Counties	7	0 to 21	4	1	2	5	14
Single-tiers							
< 10,000	4	1 to 61	10	6	3	6	5
10,000 – 99,999	14	5 to 118	19	20	13	14	10
100,000 +	6	3 to 33	21	15	25	15	10
Lower-tiers							
< 5,000	43	0 to 49	3	2	2	3	3
5,000 – 9,999	45	0 to 76	6	6	5	5	5
10,000 – 19,999	26	0 to 100	6	9	5	5	5
20,000 – 39,999	10	0 to 107	3	2	8	10	7
40,000 – 99,999	3	3 to 50	40	29	26	22	32
100,000 +	4	49 to 161	57	68	47	61	45
ALL MUNICIPALITIES	271	0 to 161	5	5	5	5	5
# Municipalities Reporting			271	276	295	284	292

FIR reference: SLC 92 3452 07.

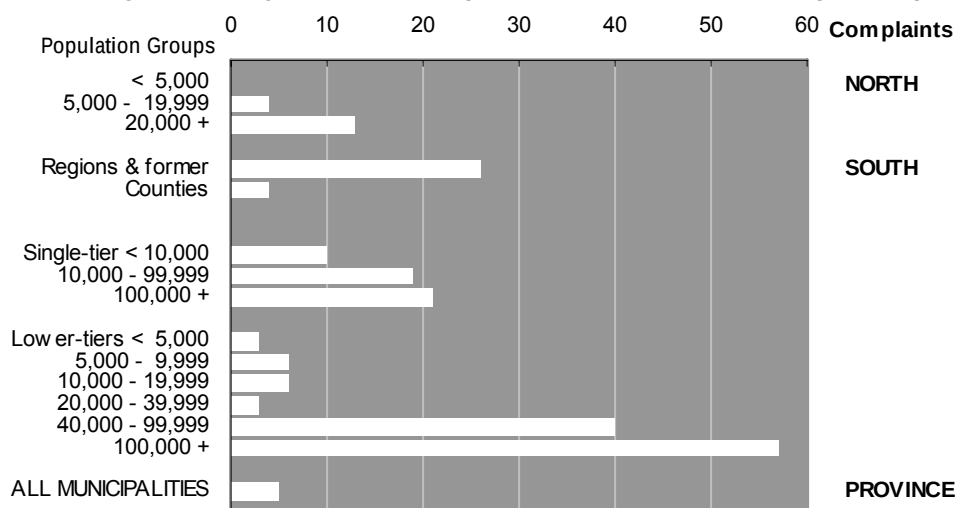
NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

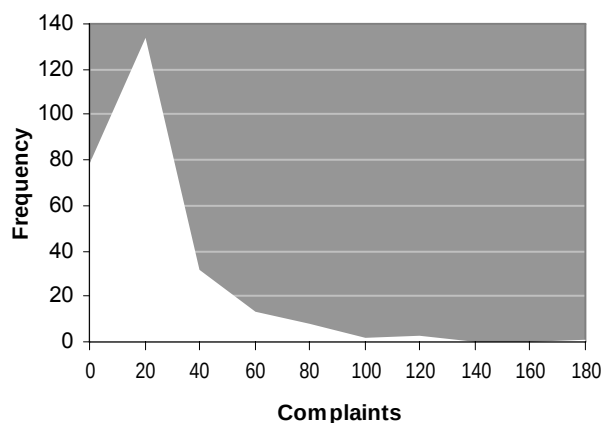
Solid Waste Management: Effectiveness

Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.

Number of Complaints Received in a Year Concerning the Collection of Garbage and Recycled Materials per 1,000 Households, 2007 (Median)



Number of Complaints Received in a Year Concerning the Collection of Garbage and Recycled Materials per 1,000 Households, 2007 (All Municipalities)



Objective

Municipal solid waste services do not have an adverse effect on the environment.

Notes

Municipalities differ in the formality of tracking systems and the definition of complaints.

Complaints should not include public inquiries about service or comments on local government policy. Some municipalities identified types of complaints, including missed waste, non-collected waste, messy dumpsters, snowbank issues. One municipality defined complaints as anything that required investigation and/or resolution by municipal staff.

The measure refers to total households in the municipality divided by 1,000 not just households receiving collection service.

**Factors
affecting
results**

Results are influenced by:

- Whether complaints are formally tracked or estimated.
- Whether system includes both phone and written complaints.
- Whether a software tracking system is used to track incoming calls.
- Whether complaints are tracked separately from public inquiries.
- Whether municipality provides collection services or uses depot recycling only.
- Change in contractor.
- Change in collection system.
- Municipal responsibility for solid waste collection and diversion collection in a two-tier system. For completeness, upper-tier and lower-tier results may need to be combined

Solid Waste Management: Effectiveness

Total number of solid waste management sites owned by the municipality with a Ministry of Environment (MOE) Certificate of Approval.

Total number of solid waste management sites owned by the municipality with a Ministry of Environment Certificate of Approval

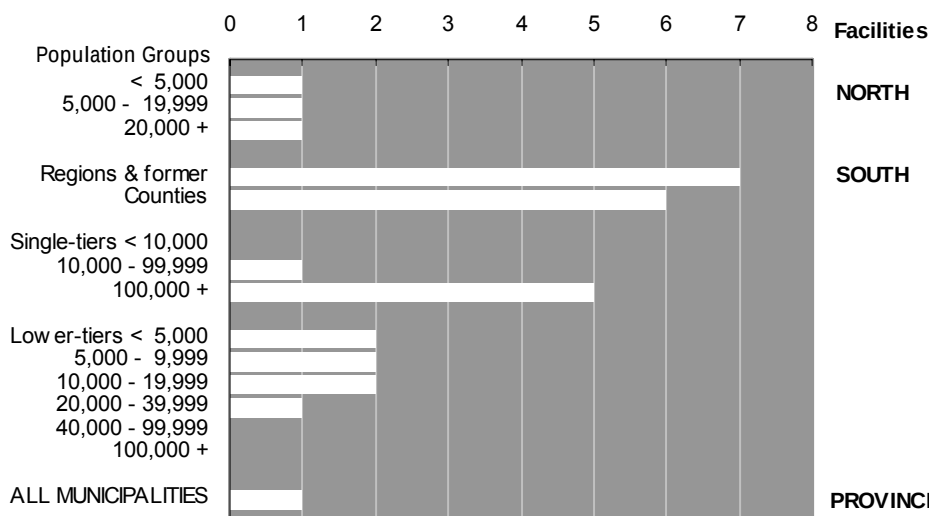
			2006	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	67	0 to 9	1	1	1	1	1
5,000 – 19,999	10	0 to 3	1	1	2	1	2
20,000 +	4	1 to 6	1	1	1	1	1
SOUTH							
Regions & Former Regions	12	1 to 14	7	7	7	7	7
Counties	5	1 to 41	6	4	6	6	6
Single-tiers							
< 10,000	3	0 to 1	0	0	0	0	0
10,000 – 99,999	13	0 to 42	1	1	1	1	1
100,000 +	5	1 to 12	5	5	3	3	3
Lower-tiers							
< 5,000	31	0 to 8	2	2	2	2	2
5,000 – 9,999	39	0 to 6	2	2	1	1	2
10,000 – 19,999	22	0 to 5	2	2	2	2	2
20,000 – 39,999	2	1	1	0	0	0	0
40,000 – 99,999	2	0 to 1	0	0	0	0	1
100,000 +	3	0 to 1	0	0	0	0	0
ALL MUNICIPALITIES	218	0 to 42	1	1	1	1	1
# Municipalities Reporting			218	221	239	259	248

FIR reference: SLC 92 3552 07. No conditions.

NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

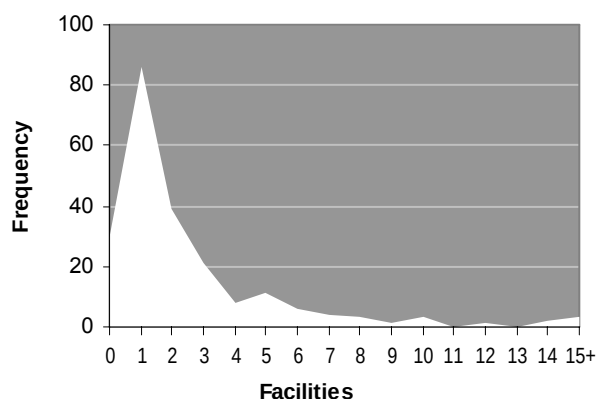
Total Number of Solid Waste Management Facilities Owned by the Municipality with a Ministry of Environment (MOE) Certificate of Approval
2007 (Median)



Solid Waste Management: Effectiveness

Total number of solid waste management sites owned by the municipality with a Ministry of Environment (MOE) Certificate of Approval.

**Total Number of Solid Waste Management Facilities
Owned by the Municipality with a Ministry of
Environment (MOE) Certificate of Approval
2007 (All Municipalities)**



Objective

Municipal solid waste services do not have an adverse effect on environment.

Notes

This measure applies only to solid waste management facilities owned by the municipality. The measure includes open or closed landfill sites.

The measure is defined as the total number of solid waste management facilities owned by the municipality with a Ministry of Environment (MOE) Certificate of Approval.

This measure provides a context to the number of sites and number of days per year when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect.

Solid Waste Diversion: Effectiveness

Number of days per year when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect for a solid waste management facility, by facility.

Number of days per year when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect for a solid waste management facility, by facility.

2007							
Population	Reporting #	Range # of Days	1 to 30 Days # of Mun	31 to 100 Days # of Mun	101 to 200 Days # of Mun	201 to 365 Days # of Mun	Total 1 to 365 Days # of Mun
NORTH							
< 5,000	48	0 to 90		1			1
5,000 – 19,999	8	0					
20,000 +	2	0					
SOUTH							
Regions & Former Regions	6	0 to 365		1		1	2
Counties	3	0 to 304				1	1
Single-tiers							
< 10,000	1	0					
10,000 – 99,999	11	0					
100,000 +	4	0					
Lower-tiers							
< 5,000	20	0 to 1	1				1
5,000 – 9,999	21	0 to 151	1		2		3
10,000 – 19,999	15	0 to 365			1	1	2
20,000 – 39,999	1	0					
40,000 – 99,999	1	0					
100,000 +							
ALL MUNICIPALITIES, 2007	141	0 to 365	2	2	3	3	10
ALL MUNICIPALITIES, 2006	140	0 to 365	1	4	2	1	9
ALL MUNICIPALITIES, 2005	149	0 to 365	1	1	0	5	7
ALL MUNICIPALITIES, 2004	145	0 to 365	5	3	0	3	11
ALL MUNICIPALITIES, 2003	145	0 to 365	6	4	0	4	14

FIR reference: SLC 92 3553 07 to SLC 92 3560 07. Reporting is optional for municipalities with no compliance orders for remediation.

The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipality had to report a value of 0 or higher on lines 3553 through 3560.
- Each municipality is counted once. If a municipality has more than one site with compliance orders, the site with the highest number of days is counted.

NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Objective

Municipal solid waste services do not have an adverse effect on the environment.

Notes

This measure applies only to solid waste management facilities owned by the municipality which have a Ministry of Environment (MOE) Certificate of Approval and a compliance order for remediation concerning an air or groundwater standard.

Solid Waste Diversion: Effectiveness

Percentage of residential solid waste diverted.

	Total tonnes of residential solid waste diverted	X 100
	Total tonnes of residential solid waste disposed of and total tonnes diverted	

Percentage of residential solid waste diverted

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	23	1% to 86%	18%	20%	14%	11%	7%
5,000 – 19,999	5	5% to 40%	18%	18%	14%	16%	11%
20,000 +	1	8%	8%	8%	22%	19%	22%
SOUTH							
Regions & Former Regions	4	36% to 48%	40%	45%	39%	32%	36%
Counties	4	29% to 42%	29%	33%	33%	32%	34%
Single-tiers							
<10,000	3	31% to 41%	32%	58%	25%	66%	
10,000 – 99,999	3	34% to 57%	45%	37%	18%	34%	32%
100,000 +	1	80%	80%	44%	36%	37%	43%
Lower-tiers							
< 5,000	14	11% to 95%	29%	28%	24%	21%	26%
5,000 – 9,999	20	12% to 59%	26%	27%	26%	21%	26%
10,000 – 19,999	10	13% to 74%	30%	26%	22%	19%	22%
20,000 – 39,999	2	41% to 50%	41%	31%	37%	27%	
40,000 – 99,999				33%			36%
100,000 +	1	56%	56%	32%		27%	
ALL MUNICIPALITIES	91	1% to 95%	29%	29%	24%	24%	25%
# Municipalities Reporting			91	89	90	98	92

FIR reference: SLC 92 3655 07. The number of municipalities reporting reflects the conditions listed below. The conditions compare tonnes reported in the numerator and denominator with tonnes reported in the denominator of efficiency measures.

Conditions:

- Percentage of residential solid waste diverted is less than 100%.

Comparison with other effectiveness measures

- If both effectiveness measures for diversion were reported, then "Total tonnes of residential solid waste diverted" in the numerator of this measure must be less than "Total tonnes of solid waste diverted from all property classes" in the numerator in of the measure based on combined residential and ICI tonnage. (SLC 92 3654 05 < SLC 92 3656 05)
- If both effectiveness measures for diversion were reported, "Total tonnes of residential solid waste disposed of and total tonnes diverted" in the denominator of this measure must be less than "Total tonnes of solid waste disposed of and total tonnes diverted" from all property classes in the denominator of the measure based on combined residential and ICI tonnage. (SLC 92 3655 06 < SLC 92 3656 06)

Comparison with efficiency measures

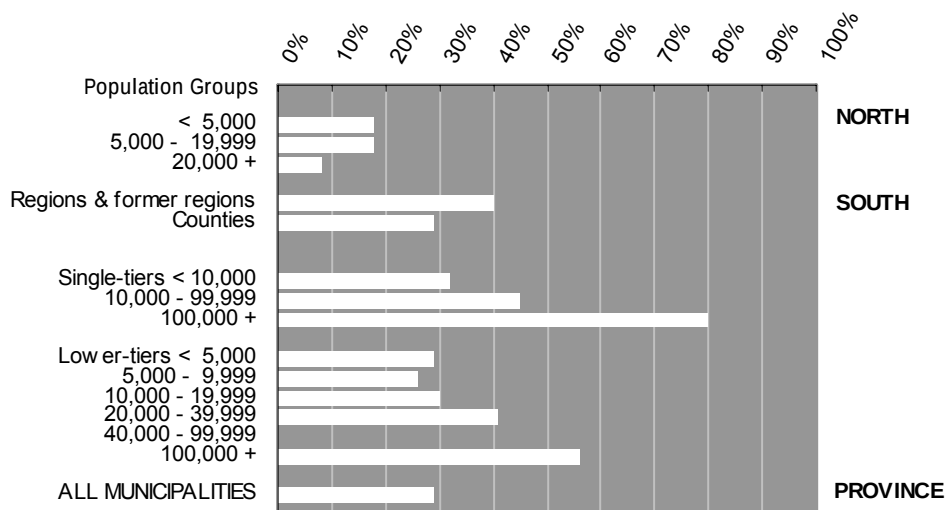
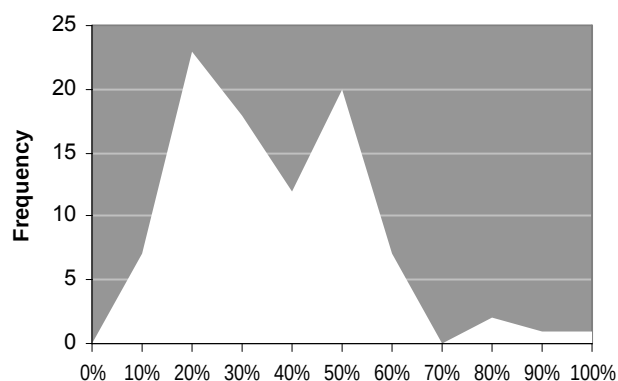
- "Total tonnes of residential solid waste diverted" in the numerator of this measure must be less than "Total tonnes diverted from all property classes" in the denominator of the efficiency measure for diversion, if that measure is completed and units are tonnes. (SLC 92 3655 05 < SLC 91 3605 11 when units are tonnes.)
- "Total tonnes of residential solid waste disposed of and total tonnes diverted" in the denominator of this measure must be less than "Total tonnes disposed of and total tonnes diverted from all property classes" in the denominator of the efficiency measure for an Integrated System for solid waste management, if that measure is completed and units are tonnes. SLC 92 3655 06 < SLC 91 3605 11 when units are tonnes.)

NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Solid Waste Diversion: Effectiveness

Percentage of residential solid waste diverted.

**Percentage of Residential Solid Waste Diverted
2007 (Median)****Percentage of Residential Solid Waste Diverted
(2007) All Municipalities**

Solid Waste Diversion: Effectiveness

Percentage of residential solid waste diverted (based on combined residential & ICI tonnage).

	Total tonnes of solid waste diverted from all property classes	
	Total tonnes of solid waste disposed of and total tonnes diverted from all property classes	X 100

Percentage of residential solid waste diverted (based on combined residential and ICI tonnage)

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	14	3% to 37%	12%	19%	21%	20%	3%
5,000 – 19,999	3	3% to 17%	12%	19%	1%	7%	7%
20,000 +	2	9% to 16%	9%	8%		13%	5%
SOUTH							
Regions & Former Regions	1	38%	38%	35%	31%	26%	12%
Counties						30%	49%
Single-tiers							
<10,000							
10,000 – 99,999	4	19% to 61%	24%	52%	44%	51%	36%
100,000 +						31%	
Lower-tiers							
< 5,000	15	10% to 63%	26%	25%	25%	15%	20%
5,000 – 9,999	19	7% to 51%	24%	22%	21%	31%	18%
10,000 – 19,999	11	21% to 65%	25%	27%	16%	26%	29%
20,000 – 39,999	1	18%	18%	20%	16%	30%	
40,000 – 99,999	1	33%	33%	34%	32%		
100,000 +							
ALL MUNICIPALITIES	71	3% to 65%	22%	23%	22%	26%	20%
# Municipalities Reporting			71	64	62	33	27

FIR reference: SLC 92 3656 07. The number of municipalities reporting reflects the conditions listed below. The conditions compare tonnes reported in the numerator and denominator with tonnes reported in the denominator of efficiency measures. The numerator and denominator are also compared to values entered in the effectiveness measure for residential solid waste diversion, when that measure is reported.

Conditions:

- Percentage of solid waste diverted is less than 100%.

Comparison with other effectiveness measures

- If both effectiveness measures for diversion were reported, "Total tonnes of solid waste diverted from all property classes" in the numerator of this measure must be greater than "Total tonnes of residential solid waste diverted" in the numerator in SLC 92 3655 05. (SLC 92 3656 05 > SLC 92 3655 05)
- If both effectiveness measures for diversion were reported, "Total tonnes of solid waste diverted and total tonnes diverted from all property classes" in the denominator of this measure must be greater than "Total tonnes of residential solid waste disposed of and total tonnes diverted" in the denominator of SLC 92 3655 06. (SLC 92 3656 06 > SLC 92 3655 06)

Comparison with efficiency measures

- "Total tonnes of solid waste diverted from all property classes" in the numerator of this measure must equal "Total tonnes of solid waste diverted from all property classes" in the denominator of the efficiency measure for solid waste diversion, if that measure is completed and units are tonnes.
(SLC 92 3656 06 = SLC 91 3605 11 when units are tonnes.)
- "Total tonnes of solid waste disposed of and total tonnes diverted" from all property classes in the denominator of this measure must equal "Total tonnes of solid waste disposed of and total tonnes diverted from all property classes" in the denominator of the efficiency measure for an Integrated System for solid waste management, if that measure is completed and units are tonnes.
(SLC 92 3656 06 = SLC 91 3605 11 when units are tonnes.)

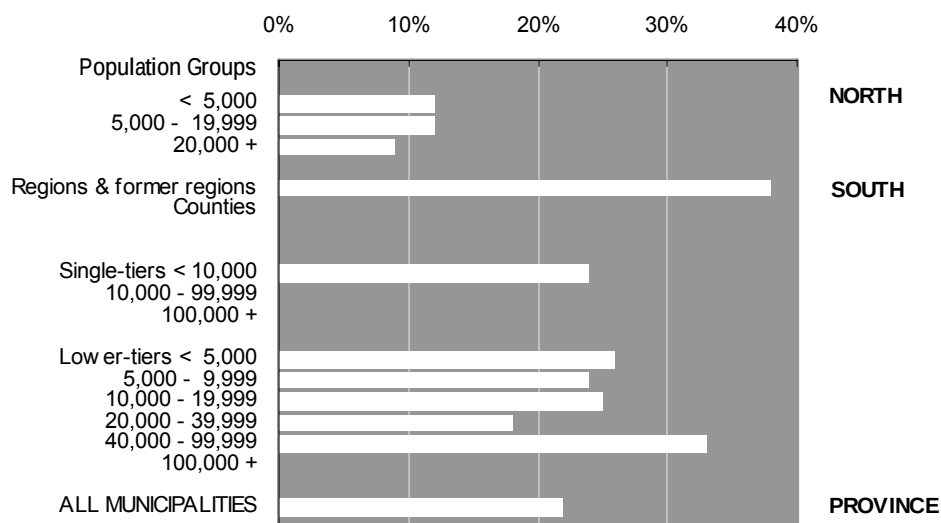
NOTES:

- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

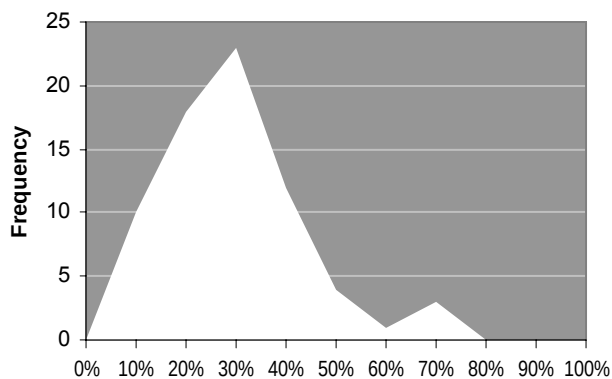
Solid Waste Diversion: Effectiveness

Percentage of residential solid waste diverted (based on combined residential & ICI tonnage).

**Percentage of Residential Solid Waste Diverted
(Based on Combined Residential and ICI Tonnage)
2007 (Median)**



**Percentage of Residential Solid Waste Diverted
(Based on Combined Residential & ICI Tonnage)
2007 (All Municipalities)**



Solid Waste Diversion: Effectiveness

Percentage of residential solid waste diverted.

Percentage of residential solid waste diverted (based on combined residential and ICI tonnage).

Objective	Municipal waste reduction programs divert waste from landfills and/or incinerators.
Notes	Municipalities are to complete only one effectiveness measure for solid waste diversion. If the municipality records residential tonnage separately, it should report the measure, Percentage of residential solid waste diverted. If the municipality does not record tonnage for residential solid waste separately from industrial, commercial, institutional (ICI) tonnage, it should report the measure, Percentage of residential solid waste diverted (based on combined residential and ICI tonnage). Many municipalities completed both measures, reporting the same results for each measure. It did not appear that municipalities were distinguishing residential tonnage from tonnage for all property classes. Therefore, a condition was set comparing residential tonnage diverted to tonnage diverted from all property classes. Municipalities were not included if the tonnage was identical. In analyzing results, tonnes disposed of and diverted in the denominator of each of these measures was compared with the denominator of the efficiency measure, total tonnes disposed of and total tonnes diverted from all property classes.
Factors affecting results	Results are influenced by: ■ Whether the calculation of waste diversion is based on Generally Accepted Principles (GAP) developed by Corporations Supporting Recycling (CSR). ■ Whether diverted waste is tracked by class. ■ Whether scales are available at landfill sites and waste transfer facilities. ■ Whether data is available for solid waste received at private waste transfer facilities. ■ Whether residential tonnage for both disposal and diversion is weighed or estimated. (Some municipalities weigh the tonnage diverted, but estimate tonnage disposed of.) ■ Method of collection, e.g. drop-off depots, recycling pick-up. ■ Percentage of population receiving pick-up service.

- Frequency of pick-up service.
- Effort spent on promotion.
- Types of materials in diversion programs, e.g. paper, containers, organics, yard waste, scrap metal, tires, electronics, white goods, etc.
- Increase in plastic materials affects volume, with a smaller impact on weight.
- Mix of single-family and multi-unit residential buildings. Apartments typically have lower diversion rates than houses.

Parks: Efficiency

Operating costs for parks per person.

Operating costs for parks

Total population

Operating costs for parks per person

Population	Reporting #	Range \$	2007	2006	2005
			Median \$	Median \$	Median \$
NORTH					
< 5,000	63	0.47 to 191	11	12	11
5,000 – 19,999	8	6 to 82	40	37	40
20,000 +	4	26 to 62	42	45	41
SOUTH					
Regions & Former Regions	4	28 to 49	33	31	28
Counties					
Single-tiers					
< 10,000	4	25 to 66	30	33	31
10,000 – 99,999	14	15 to 60	31	30	25
100,000 +	6	22 to 54	26	27	31
Lower-tiers					
< 5,000	20	1 to 86	21	14	11
5,000 – 9,999	34	1 to 121	14	12	14
10,000 – 19,999	41	0.88 to 101	26	25	20
20,000 – 39,999	18	6 to 48	19	22	20
40,000 – 99,999	11	18 to 69	36	36	31
100,000 +	12	23 to 57	40	39	37
ALL MUNICIPALITIES	239	0.47 to 191	25	24	21
# Municipalities Reporting			239	236	256

FIR reference: SLC 91 7102 13. The number of municipalities reporting reflects the condition listed below.

Condition:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to \$100. This excludes municipalities reporting only Program Support as an expenditure.

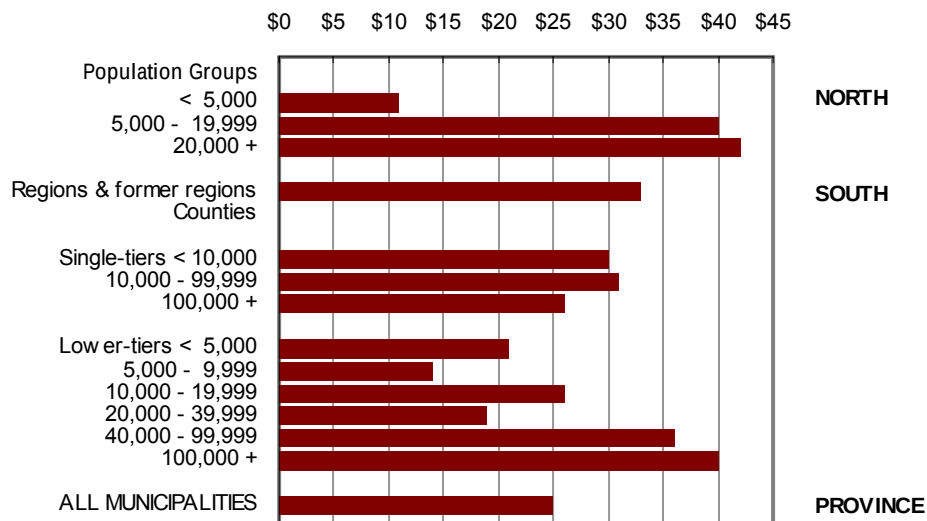
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

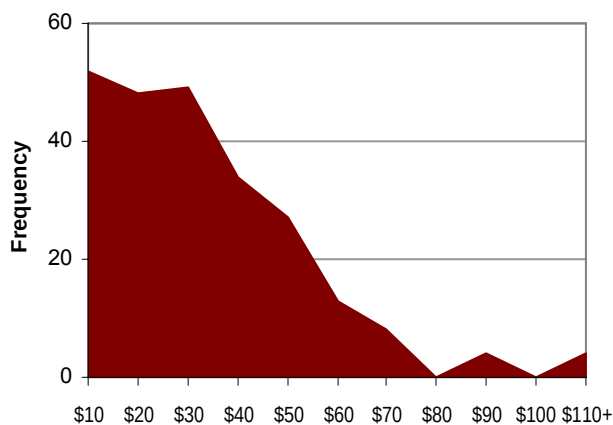
Parks: Efficiency

Operating costs for parks per person.

**Operating Costs for Parks per Person
2007 (Median)**



**Operating Costs for Parks per Person
2007 (All Municipalities)**

**Objective**

Efficient operation of parks.

Notes

This measure is automatically calculated and is based on expenditures reported in Schedule 40 of the FIR, Revenue Fund Expenditures.

Parks are defined as outdoor open spaces that are generally accessible to the public all of the time. Parks include: allotments, flower gardens and floral displays, horticultural area, natural areas, parks and parkettes, playgrounds, public squares, skateboard parks, outdoor skating rinks, and sports fields.

**Factors
affecting
results**

Results are influenced by:

- Number and type of outdoor spaces.
- Storms requiring cleanup.

Recreation Programs: Efficiency

Operating costs for recreation programs per person.

$$\frac{\text{Operating costs for recreation programs}}{\text{Total population}}$$

Operating costs for recreation programs per person

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	75	0.15 to 258	13	14	15
5,000 – 19,999	9	2 to 126	33	27	26
20,000 +	4	3 to 23	6	7	9
SOUTH					
Regions & Former Regions	4	17 to 67	28	27	25
Counties					0.22
Single-tiers					
< 10,000	4	3 to 45	10	11	3
10,000 – 99,999	14	1 to 47	15	14	12
100,000 +	6	16 to 34	20	22	21
Lower-tiers					
< 5,000	26	0.08 to 128	5	5	6
5,000 – 9,999	40	0.17 to 117	9	11	11
10,000 – 19,999	42	0.59 to 142	13	10	10
20,000 – 39,999	18	0.98 to 32	8	5	7
40,000 – 99,999	11	6 to 47	25	24	36
100,000 +	12	12 to 61	30	32	29
ALL MUNICIPALITIES	265	0.08 to 258	15	14	13
# Municipalities Reporting			265	264	300

FIR reference: SLC 91 7202 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

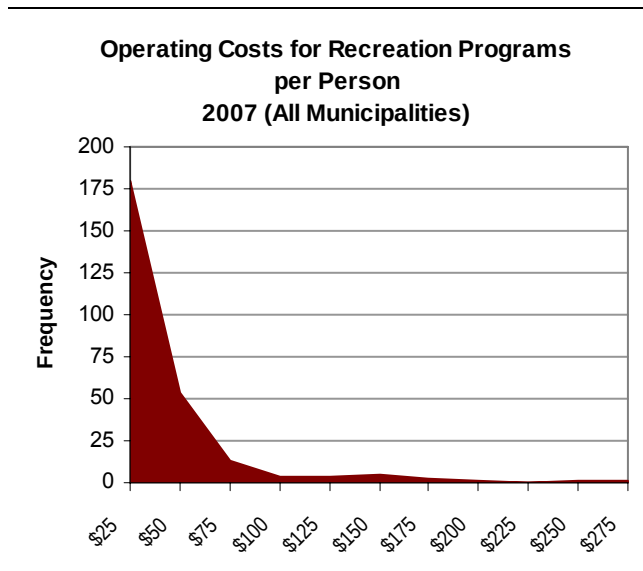
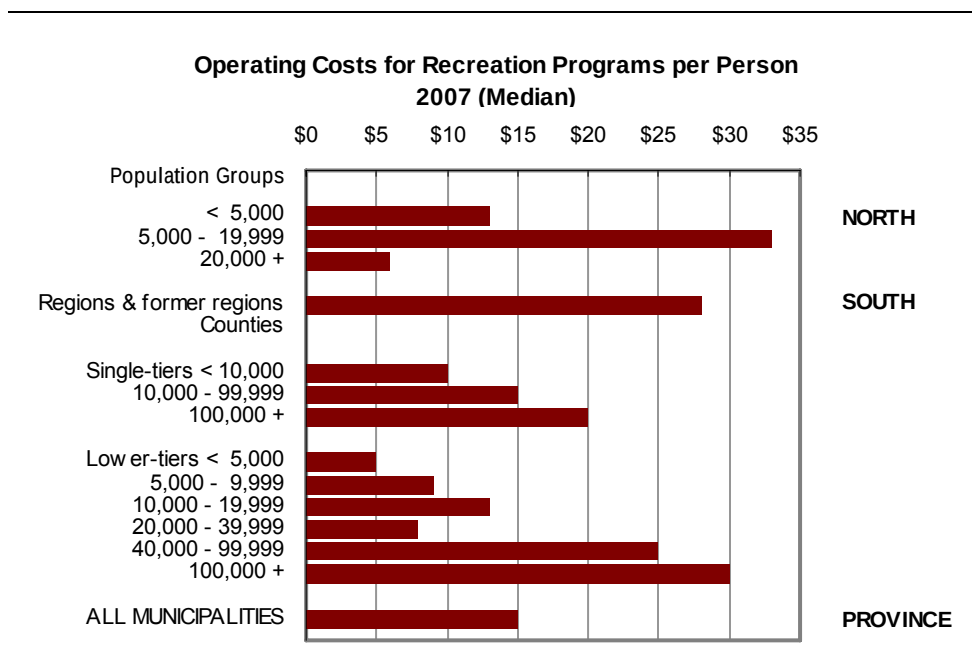
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to \$100. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if Revenue from Other Municipalities in SLC 91 7202 09 exceeded the sum of salaries, wages and employee benefits; materials; contracted services; rents and financial expenditures; and external transfers. Note that revenue from other municipalities does not include user fees or grants.
- Municipalities were excluded if Materials or Contracted Services were negative values in Schedule 40.

NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Recreation Programs: Efficiency

Operating costs for recreation programs per person.



Objective

Efficient operation of recreation programs.

Notes

This measure is automatically calculated and is based on expenditures reported in Schedule 40 of the FIR, Revenue Fund Expenditures.

A recreation program involves some form of activity taking place in a municipally owned or leased facility or area. Recreation programs include both registered programs and unregistered drop-in programs.

**Factors
affecting
results**

Results are influenced by:

- Number and type of programs.
- Volunteer involvement in running programs.

Recreation Facilities: Efficiency

Operating costs for recreation facilities per person.

$$\frac{\text{Operating costs for recreation facilities}}{\text{Total population}}$$

Operating costs for recreation facilities per person

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	86	0.31 to 4,442	85	79	74
5,000 – 19,999	9	66 to 202	114	109	108
20,000 +	4	55 to 90	83	70	56
SOUTH					
Regions & Former Regions	4	32 to 78	42	47	40
Counties	1	2	2		
Single-tiers					
< 10,000	4	88 to 134	102	98	88
10,000 – 99,999	14	28 to 95	58	56	52
100,000 +	6	32 to 75	54	46	44
Lower-tiers					
< 5,000	46	0.02 to 327	52	60	49
5,000 – 9,999	56	6 to 181	62	64	54
10,000 – 19,999	51	10 to 129	71	71	65
20,000 – 39,999	19	19 to 117	70	61	57
40,000 – 99,999	11	30 to 82	72	67	62
100,000 +	12	42 to 99	53	49	50
ALL MUNICIPALITIES	323	0.02 to 4,442	69	67	61
# Municipalities Reporting			323	311	343

FIR reference: SLC 91 7303 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if Revenue from Other Municipalities in SLC 91 7303 09 exceeded the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers. Note that Revenue from Other Municipalities does not include user fees or grants.
- Municipalities were excluded if Materials or Contracted Services were negative values in Schedule 40.

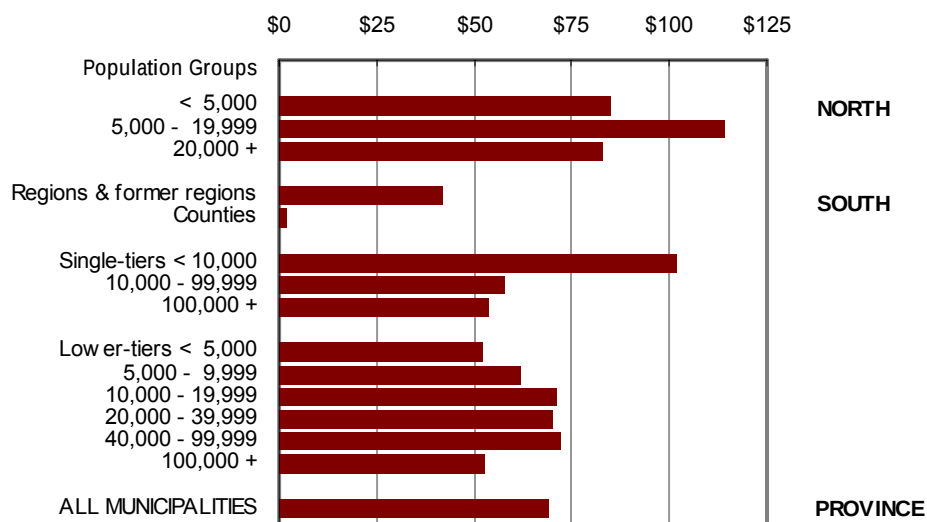
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- Both population and operating costs affect the result.

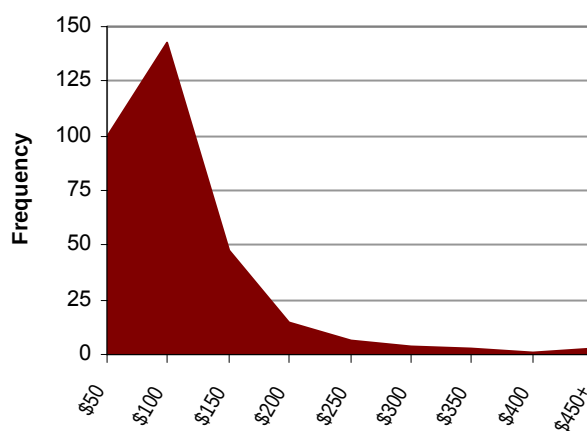
Recreation Facilities: Efficiency

Operating costs for recreation facilities per person.

**Operating Costs for Recreation Facilities per Person
2007 (Median)**



**Operating Costs for Recreation Facilities per Person
2007 (All Municipalities)**

**Objective**

Efficient operation of recreation facilities.

Notes

This measure is automatically calculated and is based on expenditures reported in Schedule 40 of the FIR, Revenue Fund Expenditures.

Recreation facilities include built or enclosed structures used for community recreation and leisure. The definition includes indoor recreation facilities and outdoor recreation facility space.

Outdoor recreation facility space usually involves some form of operating function (mechanical, electrical) and some form of controlled access, e.g. entranceways.

**Factors
affecting
results**

Results are influenced by:

- Population reported by municipality; seasonal population.
- Number and type of recreation facilities.
- Age of facilities.
- Volunteer involvement.
- Whether facilities serve regional, as well as local citizens.

Subtotal: Recreation Programs and Recreation Facilities: Efficiency

Operating costs for recreation programs and recreation facilities per person (Subtotal).

$$\frac{\text{Operating costs for recreation programs and recreation facilities}}{\text{Total population}}$$

Operating costs for recreation programs and recreation facilities per person (Subtotal)

			2007
Population	Reporting #	Range \$	Median \$
NORTH			
< 5,000	96	0.59 to 4,442	90
5,000 – 19,999	9	116 to 263	192
20,000 +	4	69 to 106	91
SOUTH			
Regions & Former Regions	4	70 to 111	95
Counties	1	2	2
Single-tiers			
< 10,000	4	98 to 162	105
10,000 – 99,999	13	45 to 141	83
100,000 +	6	60 to 95	81
Lower-tiers			
< 5,000	49	4 to 393	52
5,000 – 9,999	58	11 to 268	66
10,000 – 19,999	52	10 to 235	92
20,000 – 39,999	19	22 to 124	83
40,000 – 99,999	11	36 to 129	105
100,000 +	12	59 to 127	90
ALL MUNICIPALITIES	388	0.59 to 4,442	83
# Municipalities Reporting			388

FIR reference: SLC 91 7305 13. The number of municipalities reporting reflects the conditions listed below.

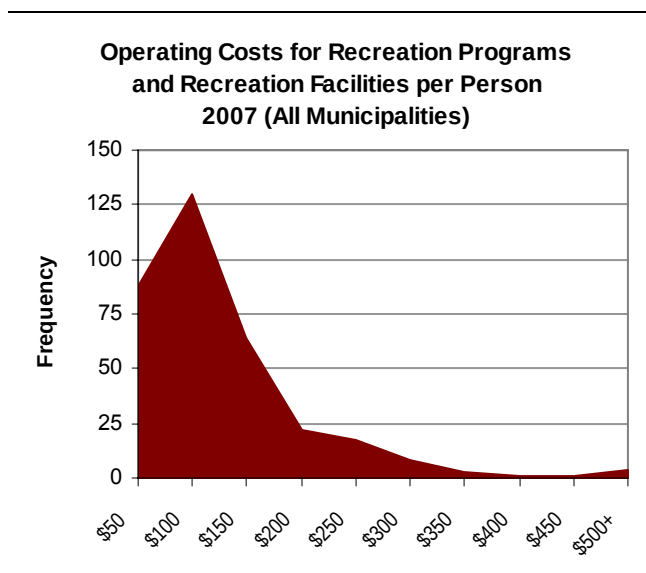
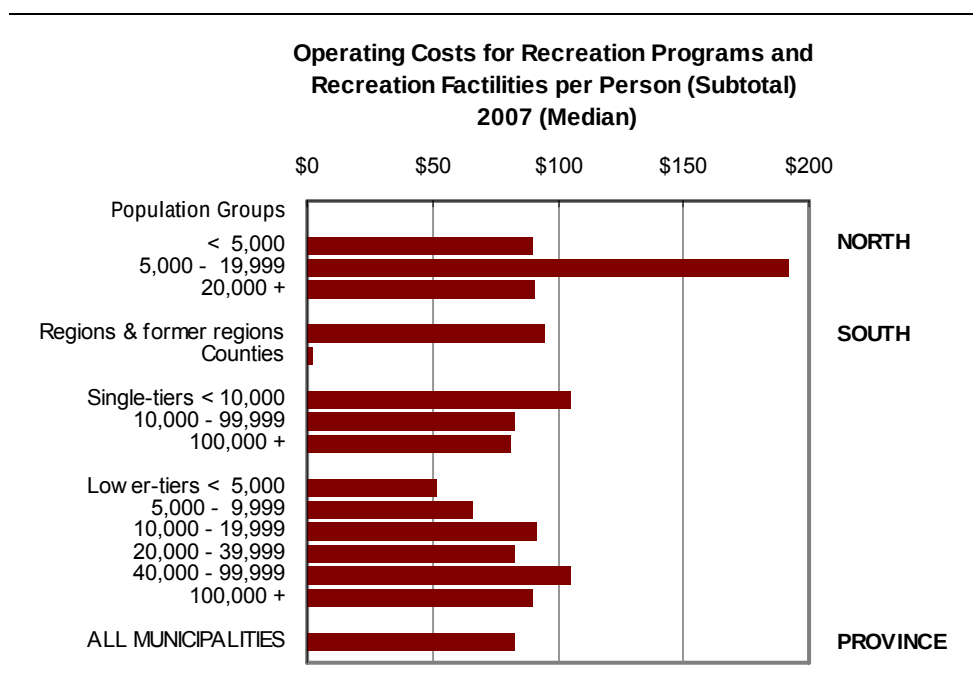
Conditions:

- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if Materials or Contracted Services were negative values in Schedule 40.

NOTES:

- This measure was introduced in 2007.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- Both population and operating costs affect the result.

Subtotal: Parks, Recreation Programs and Recreation Facilities: Efficiency
 Operating costs for recreation programs and recreation facilities per person (Subtotal).

**Objective**

Efficient operation of recreation programs and recreation facilities.

Notes

This measure is automatically calculated and is based on the sum of expenditures for recreation programs and recreation facilities reported in Schedule 40 of the FIR, Revenue Fund Expenditures. This subtotal reflects the way many municipalities group their recreation expenses.

**Factors
affecting
results**

Results are influenced by:

- Population reported by municipality; seasonal population.
- Storms requiring cleanup.
- Number and type of recreation facilities.
- Age of facilities.
- Extent of recreation programming.
- Volunteer involvement.

Subtotal: Parks, Recreation Programs and Recreation Facilities: Efficiency
Operating costs for parks, recreation programs and recreation facilities per person (Subtotal).

$$\frac{\text{Operating costs for parks, recreation programs and recreation facilities}}{\text{Total population}}$$

Operating costs for parks, recreation programs and recreation facilities per person (Subtotal)

			2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	95	2 to 4,442	104	97	89
5,000 – 19,999	9	157 to 345	207	180	183
20,000 +	4	120 to 168	125	138	112
SOUTH					
Regions & Former Regions	4	104 to 147	135	128	121
Counties	2	0.23 to 2	0.23	0.16	0.23
Single-tiers					
< 10,000	4	128 to 228	138	135	117
10,000 – 99,999	14	68 to 166	108	105	103
100,000 +	6	81 to 149	107	98	93
Lower-tiers					
< 5,000	50	9 to 453	56	62	52
5,000 – 9,999	57	16 to 296	87	87	66
10,000 – 19,999	51	39 to 277	116	102	95
20,000 – 39,999	19	38 to 150	102	96	90
40,000 – 99,999	11	90 to 161	141	136	128
100,000 +	12	89 to 167	138	116	118
ALL MUNICIPALITIES	338	0.23 to 4,442	107	102	90
# Municipalities Reporting			338	340	380

FIR reference: SLC 91 7304 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

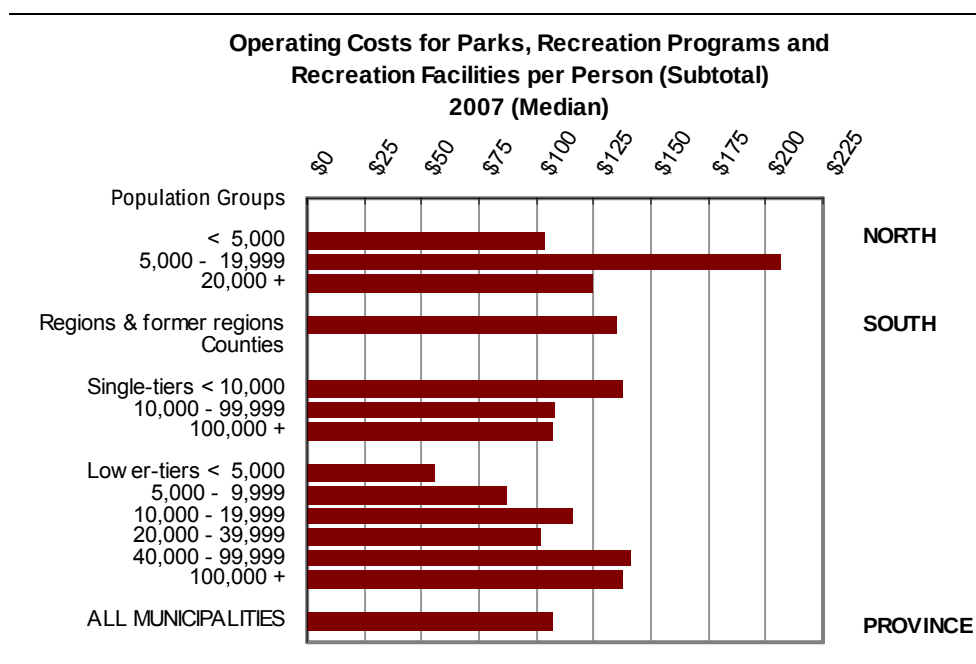
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

NOTES:

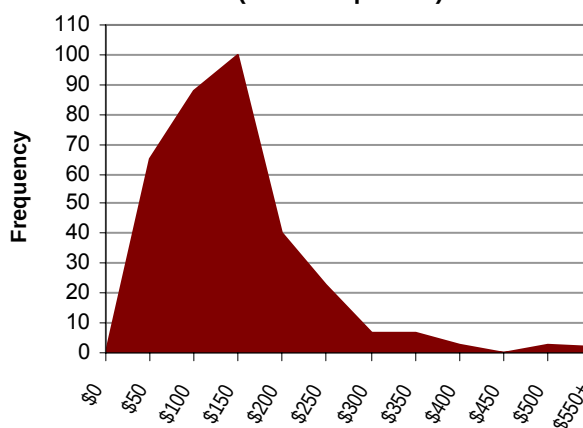
- Although this measure was not an official MPMP measure for 2007 it is included because it shows overall spending for parks, recreation programs and recreation facilities per person.
- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.
- Both population and operating costs affect the result.

Subtotal: Parks, Recreation Programs and Recreation Facilities: Efficiency

Operating costs for parks, recreation programs and recreation facilities per person (Subtotal).



Operating Costs for Parks, Recreation Programs and Recreation Facilities per Person (Subtotal)
2007 (All Municipalities)

**Objective**

Efficient operation of parks, recreation programs and recreation facilities.

Notes

This measure is automatically calculated and is based on the sum of expenditures for parks, recreation programs and recreation facilities reported in Schedule 40 of the FIR, Revenue Fund Expenditures. The subtotal is measured because municipalities may not consistently assign expenditures to individual areas.

**Factors
affecting
results**

Results are influenced by:

- Population reported by municipality; seasonal population.
- Number and type of parks and recreation facilities.
- Age of facilities.
- Extent of recreation programming.
- Volunteer involvement.

Trails: Effectiveness**Total kilometres of trails.**

Total kilometres of trails						
			2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #
NORTH						
< 5,000	36	1 to 250	10	10	6	6
5,000 – 19,999	10	4 to 1,357	13	13	13	9
20,000 +	3	4 to 34	12	12	10	10
SOUTH						
Regions & Former Regions	4	52 to 235	169	156	52	156
Counties	2	6 to 140	6	6	6	6
Single-tiers						
< 10,000	4	4 to 12	5	5	5	4
10,000 – 99,999	14	2 to 85	25	21	40	40
100,000 +	6	23 to 180	51	51	38	38
Lower-tiers						
< 5,000	17	1 to 222	10	7	10	12
5,000 – 9,999	31	1 to 296	10	10	10	8
10,000 – 19,999	45	3 to 1,200	22	20	16	16
20,000 – 39,999	19	2 to 33	14	16	9	11
40,000 – 99,999	11	4 to 485	30	23	30	17
100,000 +	12	23 to 243	90	89	63	60
ALL MUNICIPALITIES	214	1 to 1,357	18	18	14	15
# Municipalities Reporting			214	213	194	179

FIR reference: SLC 92 7152 05. The number of municipalities reporting reflects the condition listed below.

Condition:

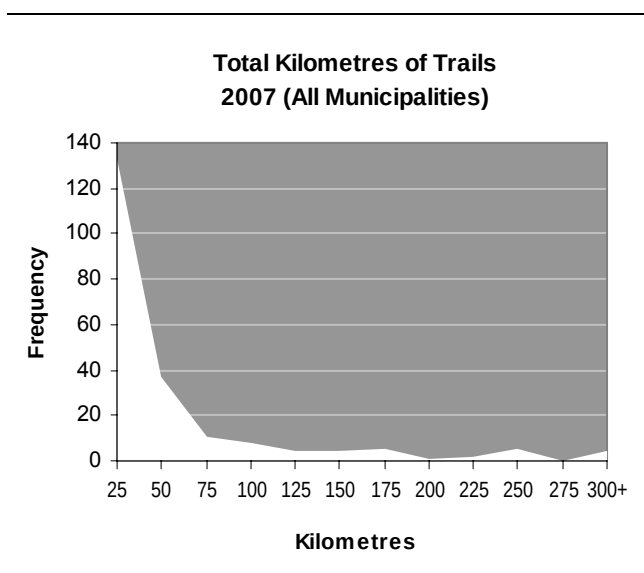
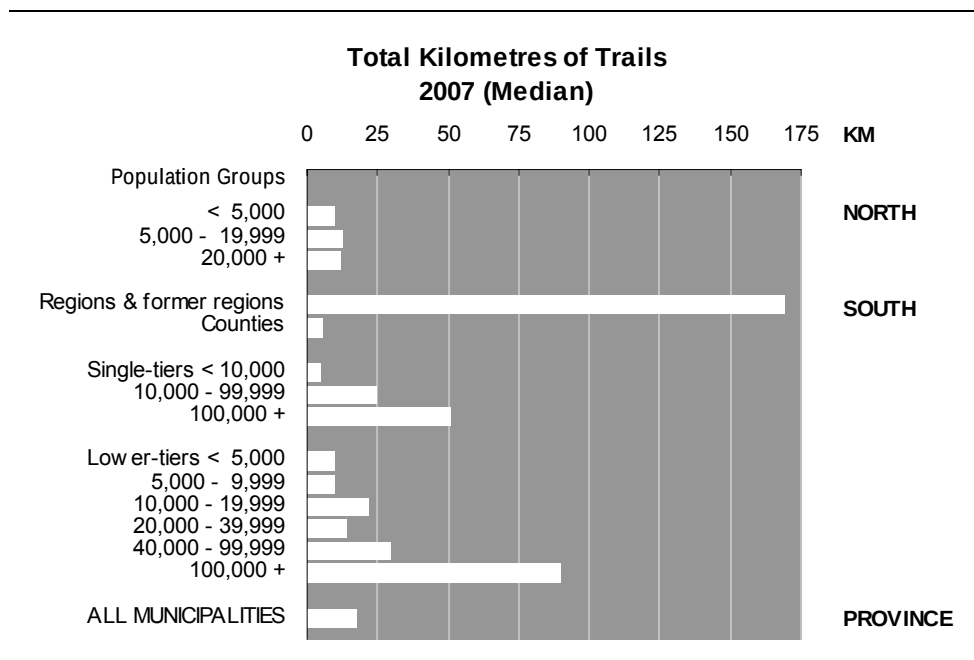
- "Total kilometres of trails" are greater than zero.

NOTES:

- Trails consist of trails that are owned by municipalities and trails owned by third parties.
- "Total kilometres of trails" is the numerator of the measure, "Kilometres of trails per 1,000 persons".
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Trails: Effectiveness

Total kilometres of trails.



Trails: Effectiveness

Total kilometres of trails per 1,000 persons.

$$\frac{\text{Total kilometres of trails}}{\text{Total population} / 1,000}$$

Total kilometres of trails per 1,000 persons

			2006	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #
NORTH						
< 5,000	36	0.4 to 267.7	10.3	10.6	7.4	6.3
5,000 – 19,999	10	0.3 to 101.2	1.8	1.9	1.9	1.2
20,000 +	3	0.1 to 0.3	0.2	0.2	0.2	0.2
SOUTH						
Regions & Former Regions	4	0.1 to 1.1	0.1	0.1	0.1	0.1
Counties	2	0.1 to 1.5	0.1	0.1	0.1	0.1
Single-tiers						
< 10,000	4	0.6 to 2.6	0.8	0.8	0.8	0.9
10,000 – 99,999	14	0.1 to 2.2	0.6	0.6	0.7	1.0
100,000 +	6	0.2 to 0.6	0.4	0.4	0.3	0.3
Lower-tiers						
< 5,000	17	0.5 to 302.2	4.0	3.7	2.8	3.6
5,000 – 9,999	31	0.2 to 43.4	1.2	1.2	1.2	1.0
10,000 – 19,999	45	0.2 to 101.0	1.7	1.4	1.1	1.1
20,000 – 39,999	19	0.1 to 1.5	0.5	0.7	0.3	0.4
40,000 – 99,999	11	0.1 to 6.8	0.4	0.4	0.5	0.4
100,000 +	12	0.1 to 1.1	0.4	0.4	0.4	0.4
ALL MUNICIPALITIES	214	0.1 to 302.2	1.2	1.2	1.0	1.0
# Municipalities Reporting			214	213	194	179

FIR reference: SLC 92 7152 07. The number of municipalities reporting reflects the condition listed below.

Condition:

- "Total kilometres of trails" reported in the numerator of this measure in SLC 92 7152 05 were greater than zero.

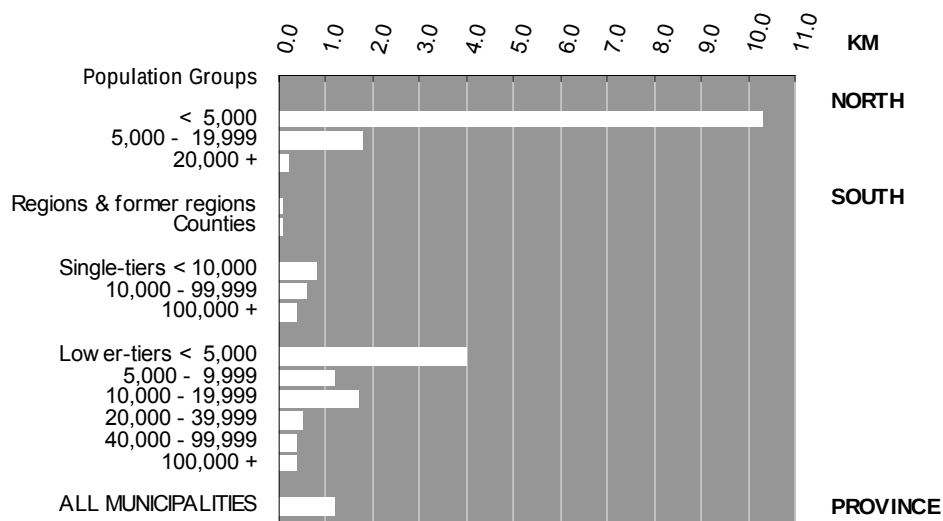
NOTES:

- Trails consist of trails that are owned by municipalities and trails owned by third parties
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

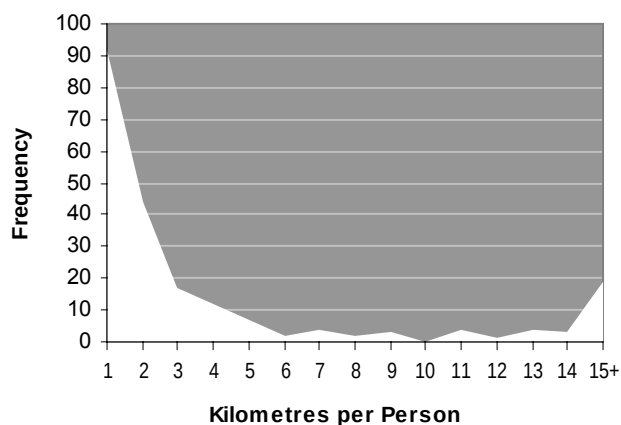
Trails: Effectiveness

Total kilometres of trails per 1,000 persons.

**Total Kilometres of Trails per 1,000 Persons
2007 (Median)**



**Total Kilometres of Trails per 1,000 Persons
2007 (All Municipalities)**



Objective	Trails provide recreation opportunities.
Factors affecting results	Results are influenced by: ▪ Availability of accurate data. ▪ Whether the municipal trail system includes trails on third party properties including conservation areas, hydro rights of way, etc. ▪ Trail uses such as walking, bikes, blading, snow mobiling. ▪ Volunteers.

Open Space: Effectiveness

Hectares of open space (municipally owned).

Hectares of open space (municipally owned)				
			2007	2006
Population	Reporting #	Range	Median #	Median #
NORTH				
< 5,000	62	1 to 23,000	12	12
5,000 – 19,999	10	4 to 606	61	40
20,000 +	3	315 to 1,659	900	900
SOUTH				
Regions & Former Regions	4	621 to 7,397	1,797	1,797
Counties	2	605 to 2,002	605	605
Single-tiers				
< 10,000	4	10 to 48	30	30
10,000 – 99,999	14	60 to 4,134	209	185
100,000 +	6	257 to 2,294	478	567
Lower-tiers				
< 5,000	33	1 to 48,555	10	10
5,000 – 9,999	48	1 to 284	30	28
10,000 – 19,999	50	5 to 546	63	61
20,000 – 39,999	19	30 to 350	93	80
40,000 – 99,999	11	47 to 710	280	311
100,000 +	12	397 to 2,632	837	826
ALL MUNICIPALITIES	278	1 to 48,555	48	49
# Municipalities Reporting			278	274

FIR reference: SLC 92 7155 05. The number of municipalities reporting reflects the condition listed below.

Condition:

- "Hectares of open space" are greater than zero.

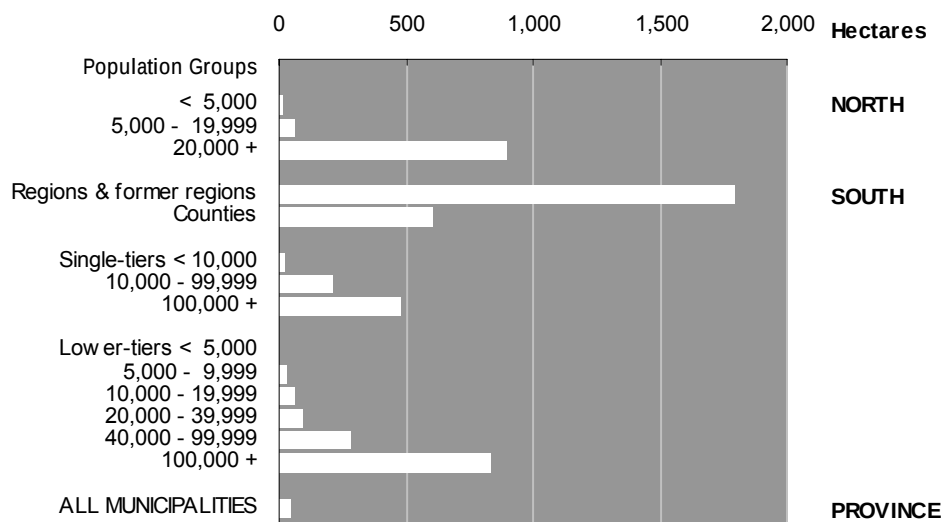
NOTES:

- This measure was revised in 2006 to include only municipally owned open space. Therefore, there are no comparisons with previous years.
- "Hectares of open space" is the numerator of the measure, "Hectares of open space per 1,000 persons".
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

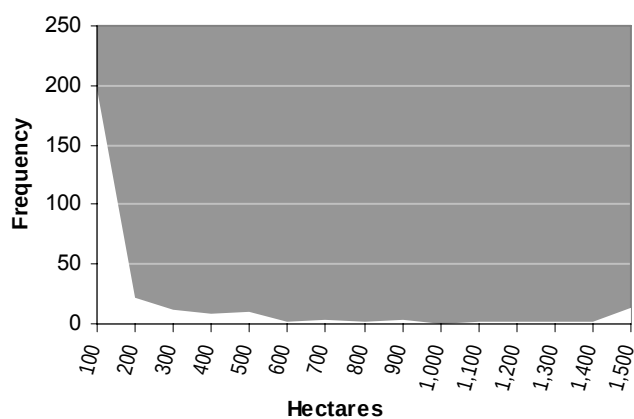
Open Space: Effectiveness

Hectares of open space (municipally owned).

**Hectares of Open Space (Municipally Owned)
2007 (Median)**



**Hectares of Open Space (Municipally Owned)
2007 (All Municipalities)**



Open Space: Effectiveness

Hectares of open space per 1,000 persons (municipally owned).

Total hectares of open space

Total population / 1,000

Hectares of open space per 1,000 persons (municipally owned)

			2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #
NORTH						
< 5,000	62	0.8 to 28,822	14	16		
5,000 – 19,999	10	0.8 to 75	6	5		
20,000 +	3	4 to 17	15	15		
SOUTH						
Regions & Former Regions	4	3 to 5	3	3		
Counties	2	11 to 34	11	11		
Single-tiers						
< 10,000	4	2 to 8	5	5		
10,000 – 99,999	14	2 to 55	5	5		
100,000 +	6	2 to 8	4	4		
Lower-tiers						
< 5,000	33	0.3 to 11,597	4	4		
5,000 – 9,999	48	0.2 to 50	4	4		
10,000 – 19,999	50	0.4 to 51	5	4		
20,000 – 39,999	19	1 to 11	3	3		
40,000 – 99,999	11	0.7 to 8	5	5		
100,000 +	12	3 to 8	3	3		
ALL MUNICIPALITIES	278	0.2 to 28,822	5	5		
# Municipalities Reporting			278	274		

FIR reference: SLC 92 7155 07. The number of municipalities reporting reflects the condition listed below.

Condition:

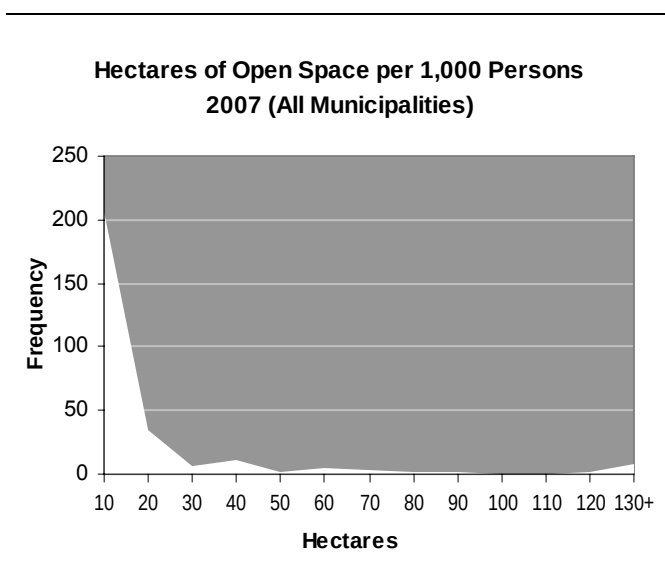
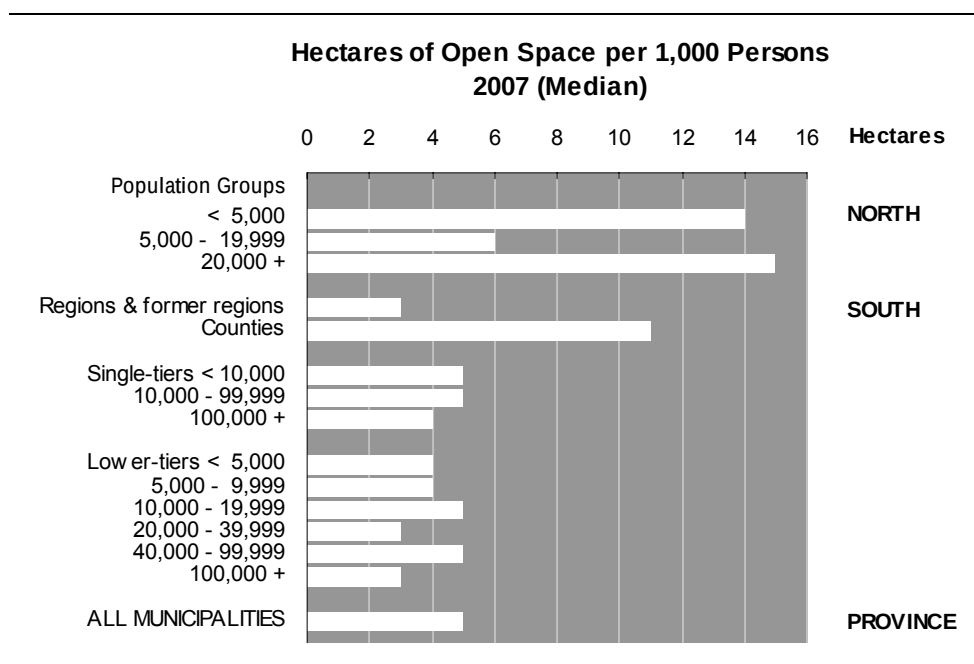
- "Total hectares of open space" reported in the numerator are greater than zero.

NOTES:

- This measure was revised in 2006 to include only municipally owned open space. Therefore, there are no comparisons with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Open Space: Effectiveness

Hectares of open space per 1,000 persons (municipally owned).

**Objective**

Open space is adequate for population.

Notes

This measure standardizes the number of hectares of open space by dividing hectares by total population/1,000. Municipalities were excluded which reported zero hectares.

**Factors
affecting
results**

Results are influenced by:

- Types of open space, such as parks, natural areas, managed forests, etc.
- Availability of accurate data.

Recreation Programs : Effectiveness

Total participant hours for recreation programs per 1,000 persons

$$\frac{\text{Total participant hours for recreation programs: registered, drop-in and permitted programs}}{\text{Total population / 1,000}}$$

Total participant hours for recreation programs per 1,000 persons

Population	Reporting #	Range	2007 Median #	2006 Median #	2005 Median #
NORTH					
< 5,000	56	0.2 to 45,276	866	1,054	1,129
5,000 – 19,999	9	1 to 46,524	21,151	15,164	16,813
20,000 +	4	24 to 34,187	3,833	3,985	282
SOUTH					
Regions & Former Regions	4	122 to 29,345	7,102	14,044	8,650
Counties					
Single-tiers					
< 10,000	4	600 to 6,209	1,086	1,086	1,074
10,000 – 99,999	13	596 to 41,272	16,225	16,148	13,487
100,000 +	6	2,928 to 28,908	12,410	12,063	12,262
Lower-tiers					
< 5,000	17	36 to 34,582	1,086	826	884
5,000 – 9,999	41	0.6 to 47,802	1,330	890	748
10,000 – 19,999	40	9 to 44,817	4,893	4,647	5,724
20,000 – 39,999	19	16 to 24,712	5,097	2,846	6,280
40,000 – 99,999	9	609 to 36,640	16,851	20,180	14,487
100,000 +	12	10,095 to 24, 872	18,286	14,943	16,075
ALL MUNICIPALITIES	234	0.2 to 47,802	2,809	2,202	2,951
# Municipalities Reporting			234	232	228

FIR reference: SLC 92 7255 07. The number of municipalities reporting reflects the condition listed below.

Conditions:

- Total participant hours in the numerator in SLC 92 7255 05 are greater than zero.
- Total participant hours in the numerator in SLC 92 7255 05 are less than the population in SLC 02 0041 01 times 50.

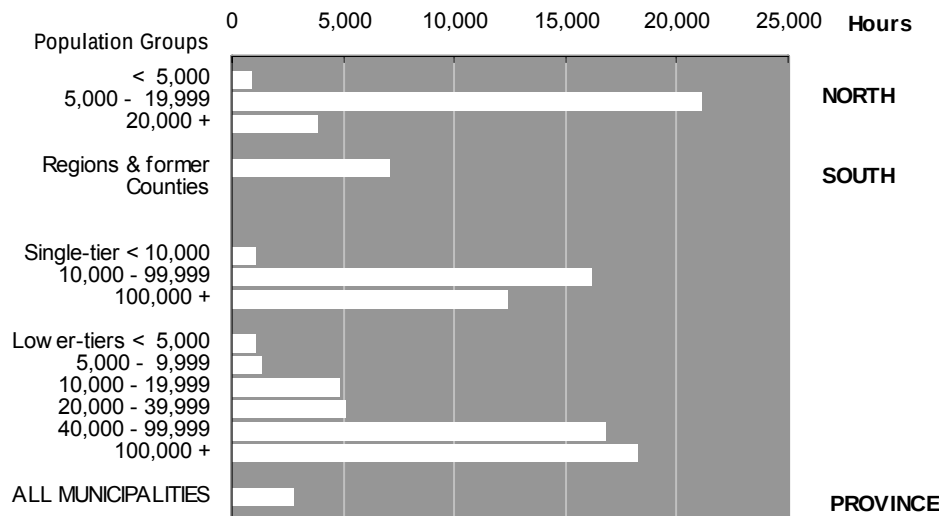
NOTES:

- Results for 2004 are not included because total hours for special events were included. For 2005, special events are not included in the measure.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

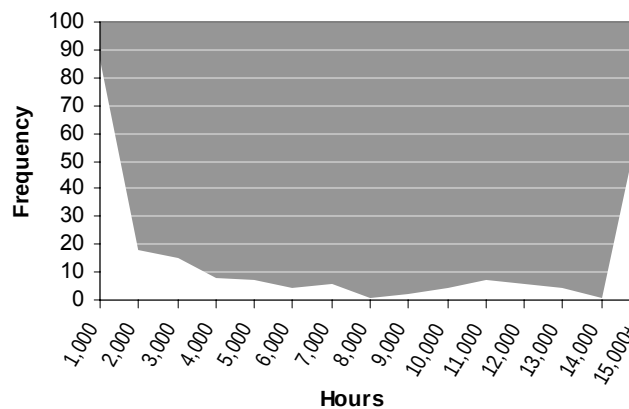
Recreation Programs : Effectiveness

Total participant hours for recreation programs per 1,000 persons

**Total Participant Hours for Recreation Programs per 1,000 Persons
2007 (Median)**



**Total Participant Hours for Recreation Programs
per 1,000 Persons
2007 (All Municipalities)**



Objective	Recreation programs serve needs of residents.
Notes	Special events were not included in the measure. Participant hours are reported for registered, drop-in and permitted programs.
Factors affecting results	Results are influenced by: ▪ Availability of accurate data. ▪ Whether municipality has a system in place for recording each type of programming. ▪ Whether recreation programs are managed by volunteers. ▪ Availability of facilities for programs, including reciprocal agreements with school boards.

Indoor Recreation Facilities: Effectiveness

Square metres of indoor recreation facilities (municipally owned).

Square metres of indoor recreation facilities (municipally owned)				
Population	Reporting #	Range	2007 Median #	2006 Median #
NORTH				
< 5,000	69	5 to 48,851	1,477	1,323
5,000 – 19,999	10	3,000 to 52,500	11,298	11,298
20,000 +	4	12,326 to 333,321	45,314	56,841
SOUTH				
Regions & Former Regions	4	111,899 to 378,982	135,267	135,267
Counties				
Single-tiers				
< 10,000	4	2,542 to 6,485	3,057	3,057
10,000 – 99,999	13	7,665 to 45,990	28,786	17,512
100,000 +	6	30,023 to 82,207	47,853	53,582
Lower-tiers				
< 5,000	33	120 to 15,721	2,356	2,356
5,000 – 9,999	50	8 to 104,295	5,230	5,873
10,000 – 19,999	50	780 to 500,000	8,531	7,841
20,000 – 39,999	19	10 to 111,690	11,273	11,273
40,000 – 99,999	11	17,836 to 211,202	33,450	27,669
100,000 +	12	31,776 to 207,067	60,491	60,491
ALL MUNICIPALITIES	285	5 to 500,000	5,735	5,873
# Municipalities Reporting			285	278

FIR reference: SLC 92 7356 05. The number of municipalities reporting reflects the condition listed below.

Condition:

- Square metres of indoor recreation facilities is greater than zero.

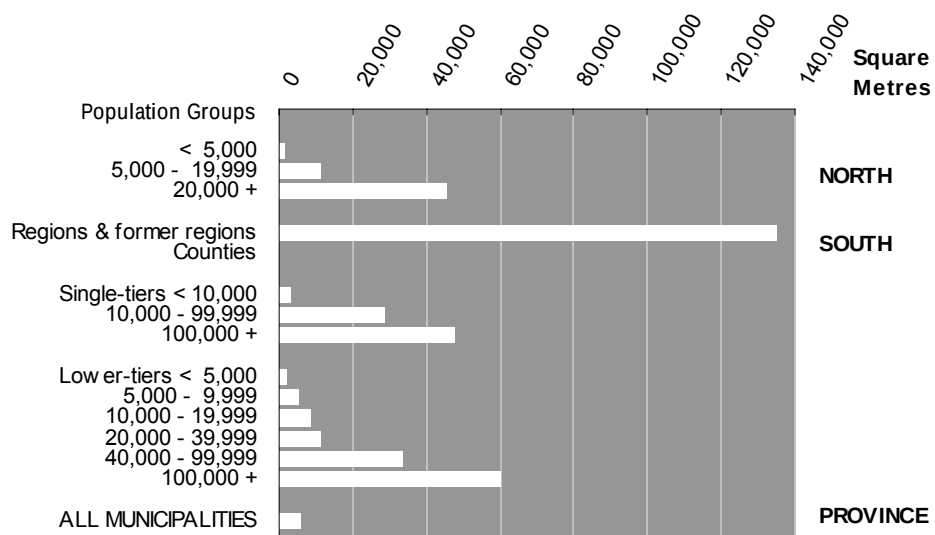
NOTES:

- The measure for Square metres of recreation facility space was split into two measures in 2006: Square metres of indoor recreation facilities (municipally owned) and Square metres of outdoor recreation facility space (municipally owned).
- Square metres of indoor recreation facilities is the numerator of the measure, Square metres of indoor recreation facilities per 1,000 persons (municipally owned).
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

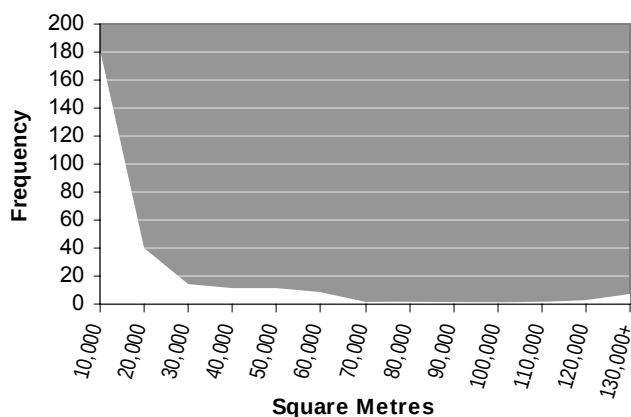
Indoor Recreation Facilities: Effectiveness

Square metres of indoor recreation facilities (municipally owned).

**Square Metres of Indoor Recreation Facilities (Municipally Owned)
2007 (Median)**



**Square Metres of Indoor Recreation Facilities
(Municipally Owned)
2007 (All Municipalities)**



Indoor Recreation Facilities: Effectiveness

Square metres of indoor recreation facilities per 1,000 persons (municipally owned).

$$\frac{\text{Square metres of indoor recreation facilities (municipally owned)}}{\text{Total population / 1,000}}$$

Square metres of indoor recreation facilities per 1,000 persons (municipally owned)

			2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #
NORTH						
< 5,000	69	7 to 50,000	1,336	1,349		
5,000 – 19,999	10	457 to 9,839	1,053	1,176		
20,000 +	4	228 to 4,447	521	521		
SOUTH						
Regions & Former Regions	4	139 to 696	261	263		
Counties						
Single-tiers						
< 10,000	4	608 to 810	650	650		
10,000 – 99,999	13	262 to 1,287	495	396		
100,000 +	6	212 to 495	255	256		
Lower-tiers						
< 5,000	33	38 to 3,735	819	814		
5,000 – 9,999	50	1 to 10,867	749	782		
10,000 – 19,999	50	67 to 42,077	685	601		
20,000 – 39,999	19	2 to 5,084	433	428		
40,000 – 99,999	11	312 to 2,570	441	399		
100,000 +	12	193 to 514	314	291		
ALL MUNICIPALITIES	285	1 to 50,000	696	717		
# Municipalities Reporting			285	278		

FIR reference: SLC 92 7356 07. The number of municipalities reporting reflects the condition listed below.

Condition:

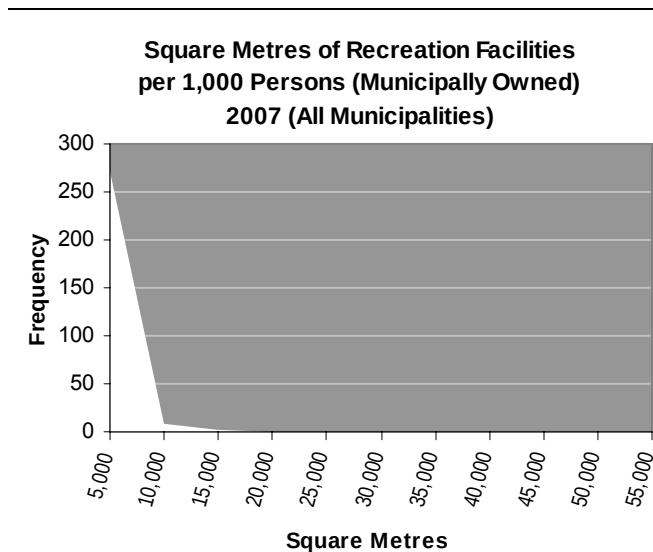
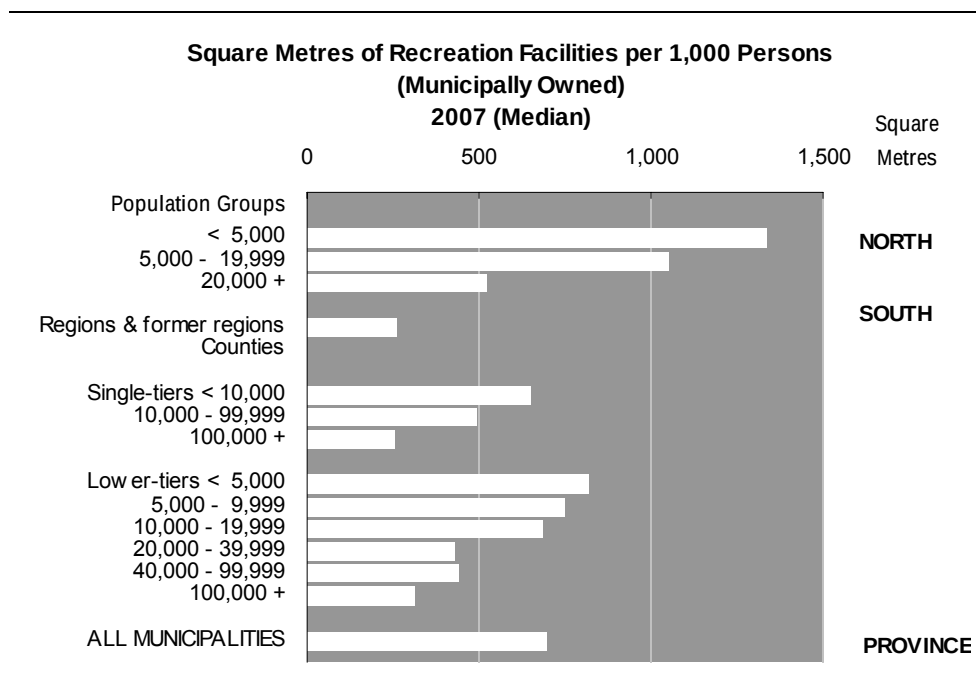
- Square metres of indoor recreation facilities is greater than zero.

NOTES:

- The measure for Square metres of recreation facility space per 1,000 persons was split into two measures in 2006: Square metres of indoor recreation facilities per 1,000 persons (municipally owned) and Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Indoor Recreation Facilities: Effectiveness

Square metres of indoor recreation facilities per 1,000 persons (municipally owned).



Objective	Indoor recreation facilities are adequate for population.
Notes	These measures were introduced in 2006 to measure square metres of built structures separately from square metres of outdoor recreation facilities and spaces.
Factors affecting results	Results are influenced by: ▪ Availability of accurate data. ▪ Number and size of indoor recreation facilities (built structures). ▪ Age of infrastructure affects maintenance costs.

Outdoor Recreation Facility Space: Effectiveness

Square metres of outdoor recreation facility space (municipally owned).

Square metres of outdoor recreation facility space (municipally owned)				
Population	Reporting #	Range	2007 Median #	2006 Median #
NORTH				
< 5,000	44	5 to 1,570,500	1,398	1,782
5,000 – 19,999	6	929 to 705,281	2,250	6,836
20,000 +	3	2,910 to 911,151	6,573	2,910
SOUTH				
Regions & Former Regions	3	42,810 to 856,655	422,429	447,222
Counties				
Single-tiers				
< 10,000	2	1,113 to 300,000	1,113	1,113
10,000 – 99,999	10	2,015 to 1,145,100	14,784	15,332
100,000 +	5	13,612 to 478,011	18,578	18,578
Lower-tiers				
< 5,000	18	7 to 110,479	1,980	1,980
5,000 – 9,999	38	13 to 316,800	4,322	5,130
10,000 – 19,999	33	55 to 1,451,965	5,073	4,013
20,000 – 39,999	14	56 to 115,000	2,098	3,458
40,000 – 99,999	10	3,179 to 179,707	12,883	8,061
100,000 +	11	368 to 514,518	29,980	22,188
ALL MUNICIPALITIES	197	5 to 1,570,500	4,322	4,271
# Municipalities Reporting			197	192

FIR reference: SLC 92 7359 05. The number of municipalities reporting reflects the condition listed below.

Condition:

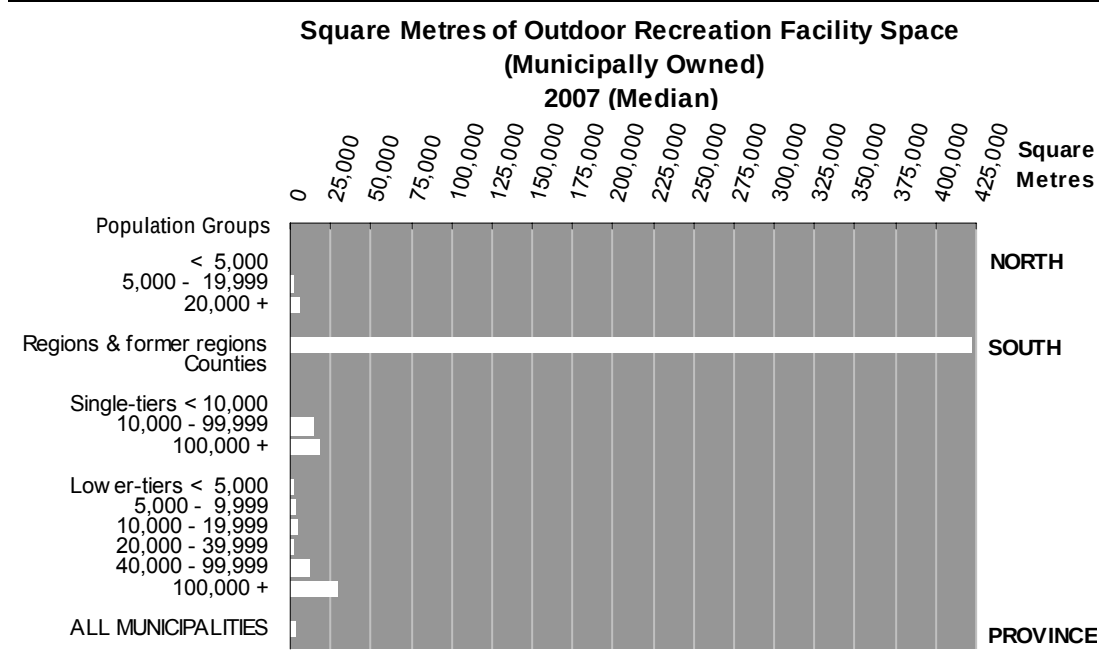
- Square metres of outdoor recreation facility space are greater than zero.

NOTES:

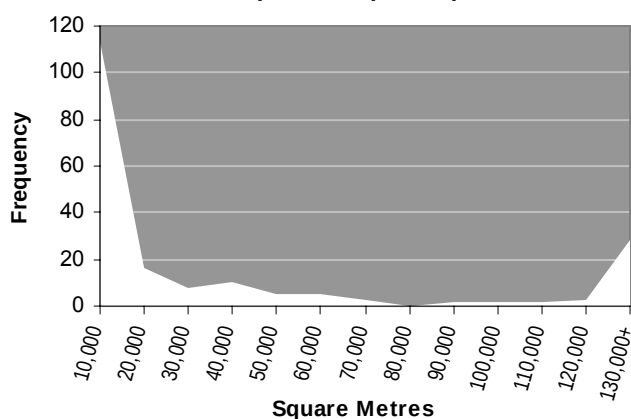
- The measure for Square metres of recreation facility space was split into two measures in 2006: Square metres of indoor recreation facilities (municipally owned) and Square metres of outdoor recreation facility space (municipally owned).
- Square metres of outdoor recreation facility space is the numerator of the measure, Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).
- Square metres of outdoor recreation facility space is defined as space with controlled access and electrical mechanical functions that is municipally owned.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Outdoor Recreation Facility Space: Effectiveness

Square metres of outdoor recreation facility space (municipally owned).



**Square Metres of Outdoor Recreation Facility Space
(Municipally Owned)
2007 (All Municipalities)**



Outdoor Recreation Facility Space: Effectiveness

Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).

Square metres of outdoor recreation facility space with controlled access and electrical or mechanical function (municipally owned)

Total population / 1,000

Square metres of outdoor recreation facility space per 1,000 persons (municipally owned)

Population	Reporting #	Range	2007	2006
			Median #	Median #
NORTH				
< 5,000	44	5 to 1,314,095	2,014	1,930
5,000 – 19,999	6	129 to 61,069	422	511
20,000 +	3	27 to 21,192	88	27
SOUTH				
Regions & Former Regions	3	155 to 1,653	266	271
Counties				
Single-tiers				
< 10,000	2	266 to 45,338	266	266
10,000 – 99,999	10	42 to 18,469	281	285
100,000 +	5	38 to 3,541	172	172
Lower-tiers				
< 5,000	18	3 to 26,386	966	435
5,000 – 9,999	38	2 to 44,767	634	651
10,000 – 19,999	33	5 to 92,807	341	303
20,000 – 39,999	14	2 to 5,471	95	165
40,000 – 99,999	10	38 to 2,187	211	147
100,000 +	11	3 to 3,898	62	63
ALL MUNICIPALITIES	197	2 to 1,314,095	496	398
# Municipalities Reporting			197	192

FIR reference: SLC 92 7359 07. The number of municipalities reporting reflects the condition listed below.

Condition:

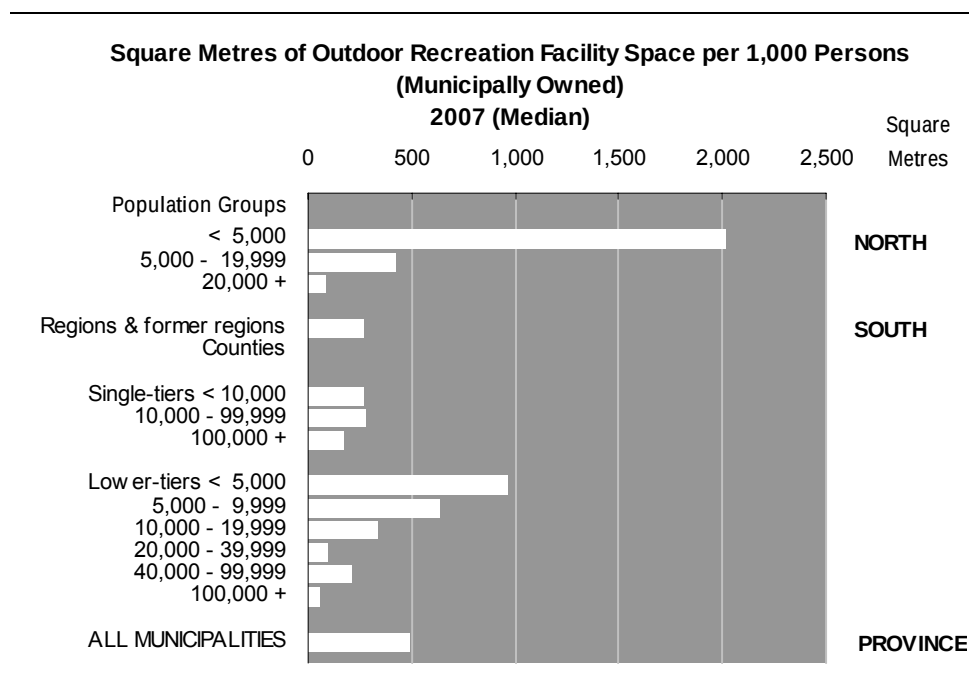
- Square metres of outdoor recreation facility space is greater than zero.

NOTES:

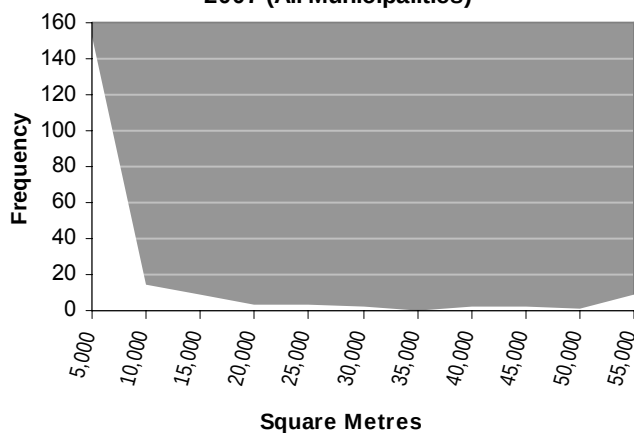
- The measure for Square metres of recreation facility space per 1,000 persons was split into two measures in 2006: Square metres of indoor recreation facilities per 1,000 persons (municipally owned) and Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).
- Square metres of outdoor recreation facility space is defined as space with controlled access and electrical mechanical functions that is municipally owned.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Outdoor Recreation Facility Space: Effectiveness

Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).



**Square Metres of Outdoor Recreation Facility Space
per 1,000 Persons (Municipally Owned)
2007 (All Municipalities)**



Objective	Outdoor recreation facility space is adequate for population.
Notes	These measures were introduced in 2006 to measure square metres of outdoor recreation facilities and spaces separately from built structures. Only municipally owned facilities and spaces are included. Square metres of outdoor recreation facility space is defined as space with controlled access and electrical mechanical functions that is municipally owned.
Factors affecting results	Results are influenced by: ▪ Availability of accurate data. ▪ Number and size of outdoor recreation facilities and spaces.

Library Services: Efficiency

Operating costs for library services per person.

$$\frac{\text{Operating Costs for Library Services}}{\text{Total Population}}$$

Operating costs for library services per person

			2007	2006	2005
Population	Reporting #	Range	Median \$	Median \$	Median \$
NORTH					
< 5,000	90	2 to 140	32	30	27
5,000 – 19,999	9	29 to 76	42	37	36
20,000 +	4	33 to 46	35	35	32
SOUTH					
Regions & Former Regions	4	44 to 54	44	45	43
Counties	11	8 to 49	37	32	34
Single-tiers					
< 10,000	4	30 to 70	33	32	33
10,000 – 99,999	14	2 to 63	36	37	32
100,000 +	6	29 to 52	43	39	38
Lower-tiers					
< 5,000	41	1 to 89	16	15	16
5,000 – 9,999	42	-1 to 70	16	15	16
10,000 – 19,999	38	1 to 66	31	30	29
20,000 – 39,999	13	1 to 53	37	37	38
40,000 – 99,999	10	31 to 53	36	37	34
100,000 +	12	25 to 63	39	39	36
ALL MUNICIPALITIES	298	-1 to 140	32	30	28
# Municipalities Reporting			298	298	284

FIR reference: SLC 91 7403 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

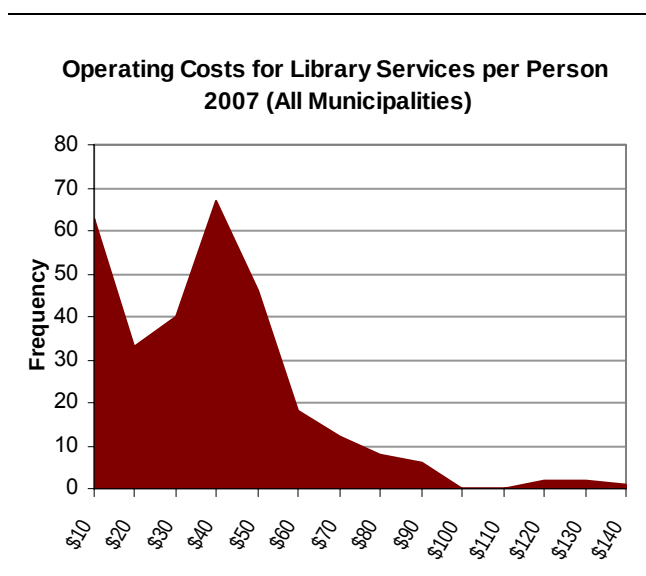
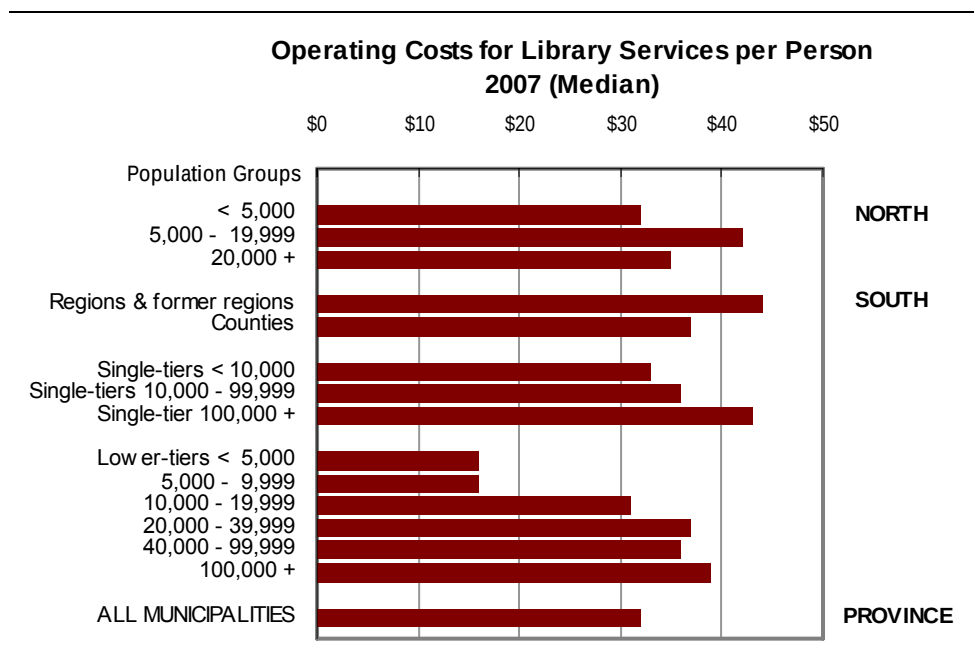
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if External Transfers were reported as a negative value.

NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- A result will be negative if revenues received from other municipalities exceed expenditures.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Library Services: Efficiency

Operating costs for library services per person.

**Objective**

Efficient Library Services

Notes

This measure is automatically calculated based on operating costs reported in Schedule 40, Revenue Fund Expenditures, of the FIR and population.

Results were not included if the Allocation of Program Support was the only expenditure reported or if External Transfers in Schedule 40 were reported as a negative number.

For upper-tier municipalities with library boards, the upper-tier reports reports only the population of those lower-tier municipalities which receive library service from the upper-tier library board.

Library services are delivered using a wide variety of models including:

- Municipality has a library. There are no contractual arrangements.
- Municipality has a library and a “board to board” contract with a library in another municipality.
- Municipality has a library and provides service on a contract basis to unorganized areas or First Nations.
- Municipality has a library and has contracts with one or more municipalities without a library.
- Municipality has no library and purchases library services from a library in one or more municipalities.
- Municipality is a member of a union public library. The union has no contracts with municipalities.
- Municipality is a member of a union public library. The union has contracts with municipalities with no library.
- Upper-tier has a library which provides service to some or all lower-tiers. There are no contracts.
- Upper-tier has a library which provides service to some or all lower-tiers. The upper-tier library also provides service on a contract basis to municipalities outside the county or region. Upper-tier library boards are generally located in counties, as only one region has an upper-tier library board.
- Simcoe County Co-operative.

**Factors
affecting
results**

Results are influenced by:

- The service delivery model used.
- Services offered, including electronic services.

Library Services: Efficiency

Operating costs for library services per use.

$$\frac{\text{Operating Costs for Library Services}}{\text{Total Library Uses for Your Municipality}}$$

Operating costs for library services per use

			2007	2006	2005
Population	Reporting #	Range	Median \$	Median \$	Median \$
NORTH					
< 5,000	69	0.68 to 189.02	4.73	4.21	4.07
5,000 – 19,999	9	0.86 to 4.70	1.82	2.00	2.52
20,000 +	4	0.55 to 2.86	1.95	1.83	2.04
SOUTH					
Regions & Former Regions	4	1.66 to 2.90	1.99	2.03	1.83
Counties	8	1.65 to 7.41	2.37	2.47	2.33
Single-tiers					
< 10,000	4	1.80 to 2.87	1.92	2.17	2.25
10,000 – 99,999	11	1.28 to 2.74	2.00	1.88	1.86
100,000 +	5	0.96 to 2.25	1.85	1.86	1.73
Lower-tiers					
< 5,000	26	0.24 to 212.81	5.72	4.36	3.30
5,000 – 9,999	24	1.09 to 8.81	3.18	2.56	2.86
10,000 – 19,999	29	1.35 to 63.23	2.35	2.35	2.15
20,000 – 39,999	8	1.09 to 5.67	2.14	2.39	1.94
40,000 – 99,999	9	0.78 to 2.93	2.30	2.04	1.90
100,000 +	11	1.05 to 3.28	1.67	1.52	1.48
ALL MUNICIPALITIES	221	0.24 to 212.81	2.79	2.63	2.44
# Municipalities Reporting			221	232	231

FIR reference: SLC 91 7404 13. The number of municipalities reporting reflects the conditions listed below.

Conditions:

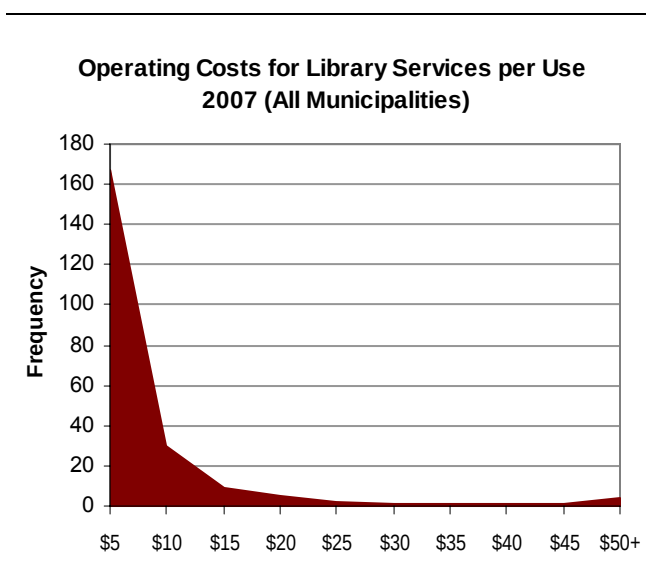
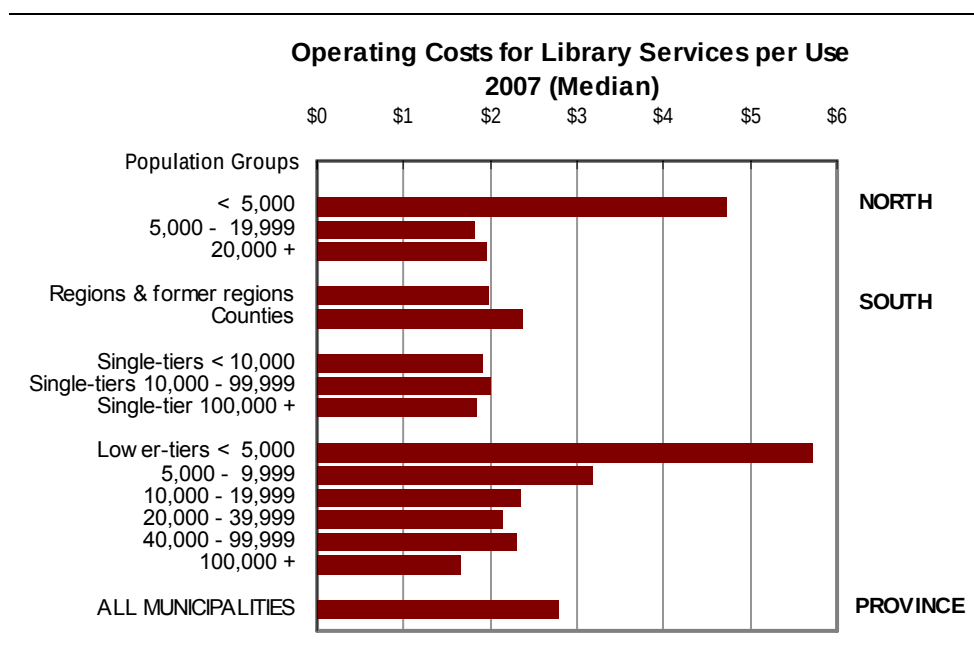
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- External Transfers are greater than or equal to zero.
- Total library uses in the denominator was less than or equal to 10.
- If a municipality receives revenue from other municipalities for library services, then library uses must be less than library uses for the library board reported in SLC 94 7403 02, if that information is reported. This is because library uses are to be apportioned between the library providing service and the library purchasing services, based on expenditures.

NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Library Services: Efficiency

Operating costs for library services per use.

**Objective**

Efficient Library Services

Notes

Library uses in the denominator are based on the Annual Survey of Public Libraries conducted by the Ministry of Culture. Uses include annual circulation, program attendance, library materials in use, number of people using computer workstations, number of times electronic databases are accessed by library users, number of standard reference transactions, number of electronic reference transactions, number of visits to library made in person, number of electronic visits to the library.

Calculation

The numerator is automatically calculated based on population and on operating costs reported in the FIR, Schedule 40, Revenue Fund Expenditures.

Results were not included if the Allocation of Program Support was the only expenditure reported or if External Transfers in Schedule 40 were reported as a negative number.

If libraries participate in contractual arrangements, library uses are to be apportioned between the municipality providing library service and the municipality/municipalities purchasing service based on aggregate expenditures for the municipalities involved. This provides a fairer method of apportioning uses than apportionment based on population. Excel workbooks are provided for municipalities to assist in apportioning library uses.

Members of a union public library also apportion uses based on expenditures. However, the results should be identical for each member of the union because uses are proportionally assigned.

Results will be understated if library uses are not apportioned based on expenditures for:

- A municipality participating in a contractual arrangement.
- A member of a union public library.

To improve the quality of results included in this report, municipalities were excluded if they received revenue from other municipalities (evidence of a contractual relation), but reported total uses for the library board. This condition did not capture problems in reporting by counties, municipalities purchasing services or members of a union public library.

**Factors
affecting
results**

Results are influenced by:

- The service delivery model used.
- Services offered, including electronic services.
- Whether library uses were apportioned on the basis of expenditures in the following situations: municipality provides library service on a contractual basis, municipality purchases service, municipality is a member of a union public library union.

Library Services: Effectiveness**Library uses per person**

$$\frac{\text{Total Library Uses}}{\text{Total Population}}$$

Library uses per person			2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #
NORTH						
< 5,000	64	0.1 to 62	9	10	10	9
5,000 – 19,999	9	7 to 61	27	18	18	10
20,000 +	4	12 to 60	18	17	14	17
SOUTH						
Regions & Former Regions	5	15 to 31	26	22	23	20
Counties	8	6 to 22	13	14	11	16
Single-tiers						
< 10,000	4	14 to 39	15	14	18	13
10,000 – 99,999	11	11 to 28	18	17	18	14
100,000 +	5	17 to 31	24	23	19	20
Lower-tiers						
< 5,000	20	0.1 to 36	5	5	6	5
5,000 – 9,999	24	1 to 32	9	9	8	8
10,000 – 19,999	27	0.2 to 29	13	14	15	16
20,000 – 39,999	9	4 to 35	16	18	23	25
40,000 – 99,999	9	11 to 67	16	15	14	12
100,000 +	11	17 to 36	23	22	21	21
ALL MUNICIPALITIES	210	0.1 to 67	13	13	14	13
# Municipalities Reporting			210	215	229	216

FIR reference: SLC 92 7460 07. The number of municipalities reporting reflects the condition listed below.

Conditions:

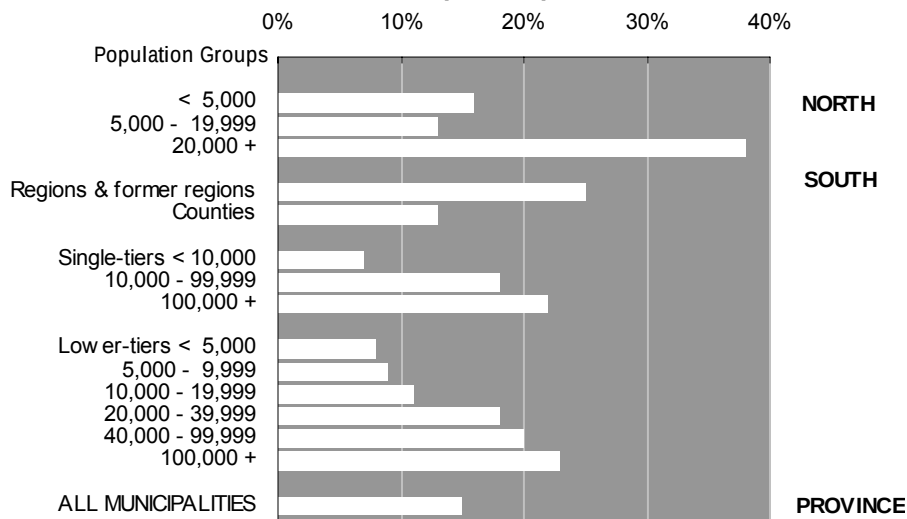
- "Total library uses" are greater than 10.
- If a municipality receives revenue from other municipalities for library services, library uses must be less than library uses for the library board in SLC 94 7403 02 if that information is provided. This is because library uses should be apportioned between the library providing service and the library purchasing services, based on expenditures.
NOT (SLC 91 7404 09 > 0 AND SLC 92 7460 05 ≥ SLC 94 7403 02 SLC 94 7403 02 IS NOT NULL)

NOTES:

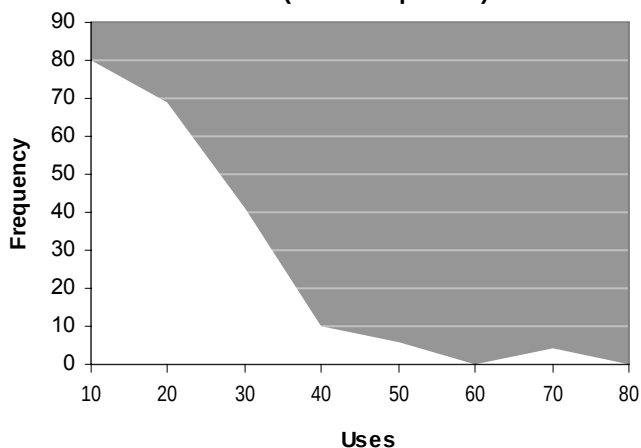
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Library Services: Effectiveness**Library uses per person**

**Electronic Library Uses as a % of Total Library Uses
2007 (Median)**



**Library Uses per Person
2007 (All Municipalities)**

**Objective**

Increased use of library services.

Notes

Library uses in the denominator are based on the Annual Survey of Public Libraries conducted by the Ministry of Culture. Uses include annual circulation, program attendance, library materials in use, number of people using computer workstations, number of times electronic databases are accessed by library users, number of standard reference transactions, number of electronic reference transactions, number of visits to library made in person, number of electronic visits to the library.

Calculation

If libraries are involved in contractual arrangements, library uses are to be apportioned between the municipality providing services and the municipally purchasing services based on aggregate expenditures for the municipalities which are party to the contract. This provides a fairer method of apportioning uses than a population based members.

Members of a union public library also apportion uses based on expenditures.

**Factors
affecting
results**

Results are influenced by:

- The service delivery model used.
- Services offered, including electronic services.

Library Services: Effectiveness

Electronic library uses as a percentage of total library uses.

Electronic library uses as a percentage of total library uses

			2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #
NORTH						
< 5,000	65	0% to 100%	16%	13%	13%	11%
5,000 – 19,999	10	4% to 22%	13%	10%	4%	2%
20,000 +	4	17% to 82%	38%	27%	20%	15%
SOUTH						
Regions & Former Regions	6	21% to 34%	25%	26%	21%	10%
Counties	10	2% to 38%	13%	18%	7%	5%
Single-tiers						
< 10,000	4	6% to 28%	7%	5%	6%	7%
10,000 – 99,999	14	9% to 25%	18%	14%	16%	11%
100,000 +	6	16% to 46%	22%	18%	20%	17%
Lower-tiers						
< 5,000	20	0% to 100%	8%	6%	6%	5%
5,000 – 9,999	25	0% to 100%	9%	7%	7%	7%
10,000 – 19,999	32	0% to 30%	11%	11%	7%	4%
20,000 – 39,999	11	3% to 59%	18%	16%	17%	13%
40,000 – 99,999	10	7% to 70%	20%	17%	14%	13%
100,000 +	12	8% to 32%	23%	18%	20%	15%
ALL MUNICIPALITIES	229	0% to 100%	15%	13%	10%	10%
# Municipalities Reporting			229	239	222	151

FIR reference: SLC 92 7461 07. The number of municipalities reporting reflects the condition listed below.

Condition:

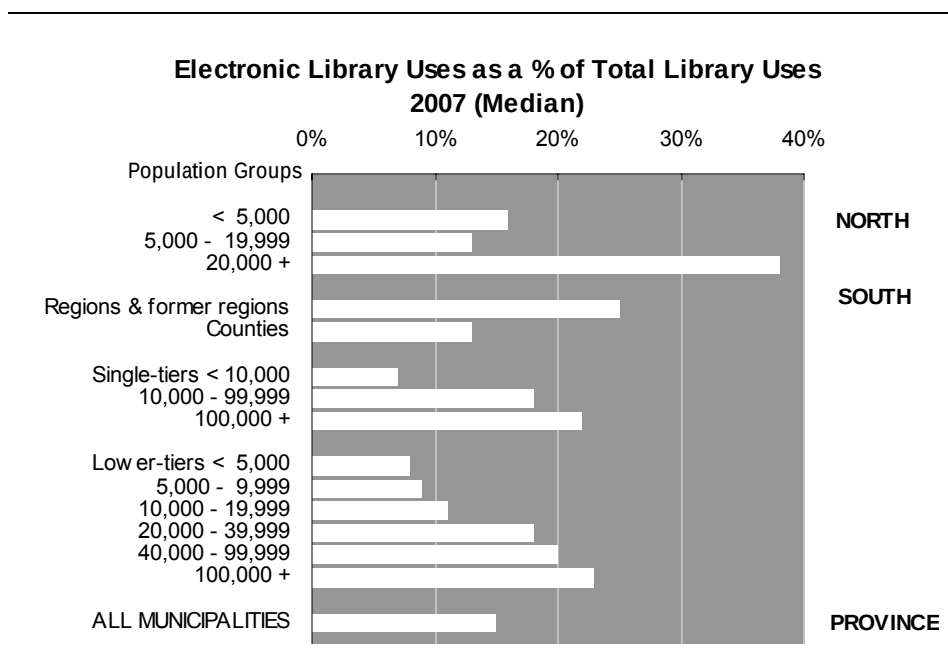
- The sum of electronic and non-electronic library uses does not exceed 100%.

NOTES:

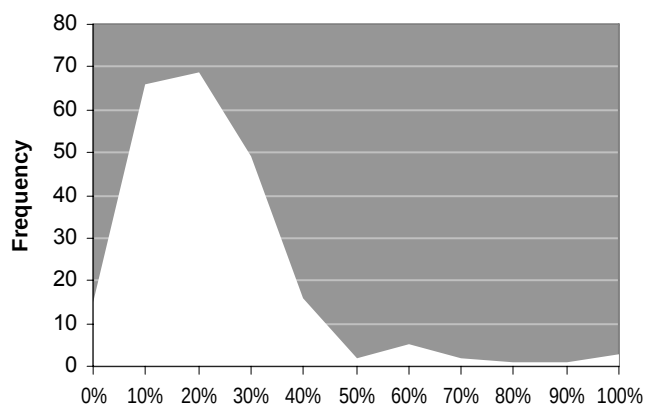
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Library Services: Effectiveness

Electronic library uses as a percentage of total library uses.



**Electronic Library Uses as a % of Total Library Uses
2007 (All Municipalities)**



Objective

Increased use of library services.

Notes

Electronic library uses are based on the Annual Survey of Public Libraries conducted by the Ministry of Culture. Electronic library uses include the number of people using computer workstations, the number of times electronic databases are accessed by library users, the number of electronic reference transactions, and the number of electronic visits to the library.

Calculation

Since the measure is a percentage, the sum of electronic library uses and non-electronic library uses cannot exceed 100%.

**Factors
affecting
results**

Results are influenced by:

- The service delivery model used.
- Services offered, including electronic services.
- Whether electronic uses can be accurately tracked.

Library Services: Effectiveness

Non-electronic library uses as a percentage of total library uses.

Non-electronic library uses as a percentage of total library uses

			2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #
NORTH						
< 5,000	65	0% to 100%	84%	87%	87%	89%
5,000 – 19,999	10	78% to 96%	86%	89%	93%	97%
20,000 +	4	18% to 83%	61%	66%	75%	85%
SOUTH						
Regions & Former Regions	6	66% to 79%	73%	74%	79%	84%
Counties	10	62% to 98%	84%	78%	93%	91%
Single-tiers						
< 10,000	4	72% to 95%	86%	92%	88%	93%
10,000 – 99,999	14	75% to 91%	80%	85%	84%	87%
100,000 +	6	54% to 84%	76%	82%	78%	83%
Lower-tiers						
< 5,000	20	0% to 100%	92%	94%	93%	94%
5,000 – 9,999	25	0% to 100%	91%	93%	92%	93%
10,000 – 19,999	32	70% to 100%	88%	89%	93%	96%
20,000 – 39,999	11	41% to 97%	82%	84%	83%	87%
40,000 – 99,999	10	30% to 93%	73%	83%	84%	85%
100,000 +	12	68% to 92%	77%	82%	80%	83%
ALL MUNICIPALITIES	229	0% to 100%	85%	87%	90%	90%
# Municipalities Reporting			229	239	222	151

FIR reference: SLC 92 7462 07. The number of municipalities reporting reflects the condition listed below.

Condition:

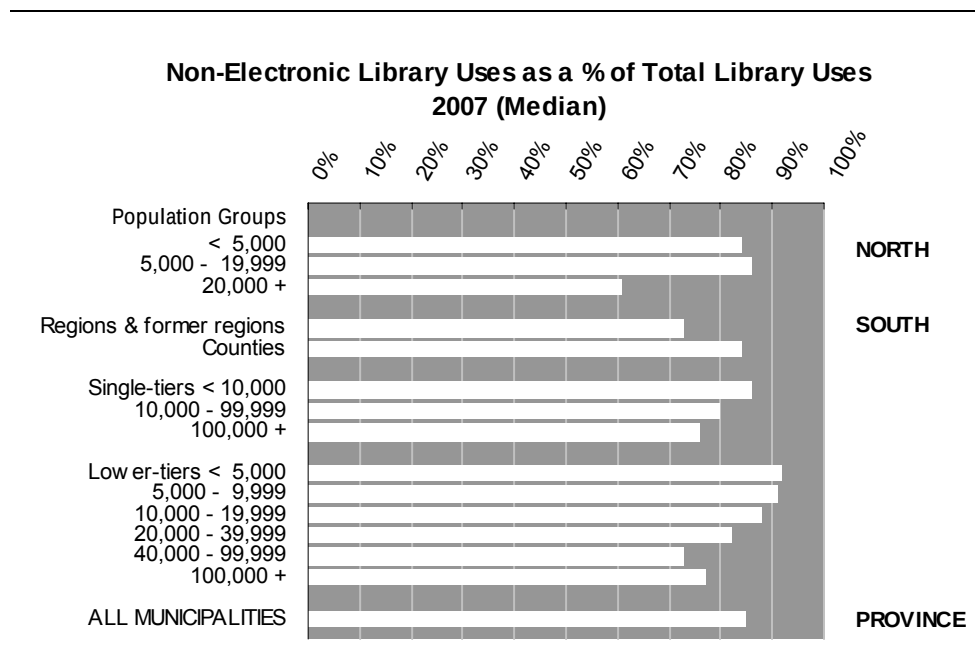
- The sum of electronic and non-electronic library uses does not exceed 100%.

NOTES:

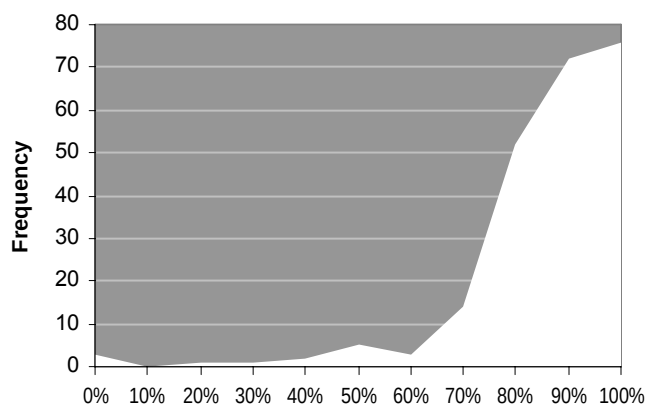
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Library Services: Effectiveness

Non-electronic library uses as a percentage of total library uses.



**Non-electronic Library Uses as a % of Total Library Uses
2007 (All Municipalities)**

**Objective**

Increased use of library services.

Notes

Non-electronic library uses are based on the Annual Survey of Public Libraries conducted by the Ministry of Culture. Non-electronic library uses include annual circulation, program attendance, library materials in use, the number of standard reference transactions and the number of visits to library made in person.

Calculation Since the measure is a percentage, the sum of electronic library uses and the non-electronic library uses cannot exceed 100%.

Factors affecting results Results are influenced by:

- The service delivery model used.
- Services offered, including electronic services.

Location of New Residential Development: Effectiveness

Percentage of new residential units located within settlement areas.

$$\frac{\text{Number of new residential units located within settlement areas}}{\text{Total number of new residential units within the entire municipality}} \times 100$$

Percentage of new residential units located within settlement areas

			2007
Population	Reporting #	Range %	Median %
NORTH			
< 5,000	45	0% to 100%	71%
5,000 – 19,999	9	60% to 100%	100%
20,000 +	4	75% to 100%	93%
SOUTH			
Regions & Former Regions	6	94% to 100%	99%
Counties	4	67% to 100%	75%
Single-tiers			
< 10,000	3	100%	100%
10,000 – 99,999	12	35% to 100%	100%
100,000 +	5	59% to 100%	100%
Lower-tiers			
< 5,000	27	0% to 100%	9%
5,000 – 9,999	51	0% to 100%	64%
10,000 – 19,999	45	2% to 100%	92%
20,000 – 39,999	15	49% to 100%	94%
40,000 – 99,999	11	71% to 100%	100%
100,000 +	12	2% to 100%	100%
ALL MUNICIPALITIES	249	0% to 100%	92%
# Municipalities Reporting	249		

FIR reference: SLC 92 8170 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

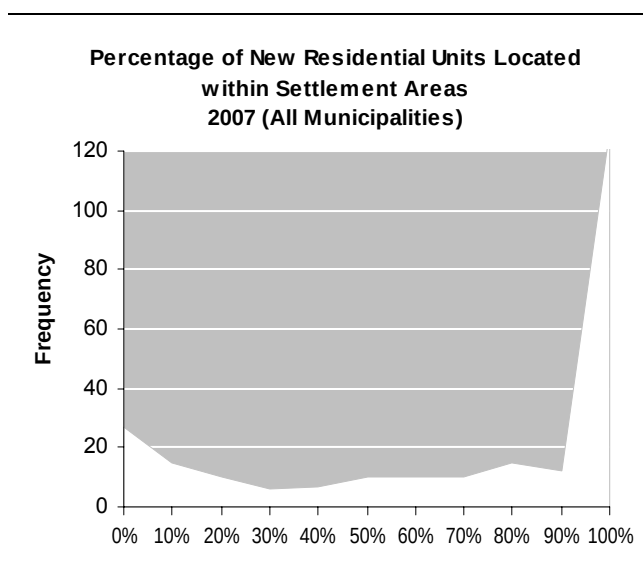
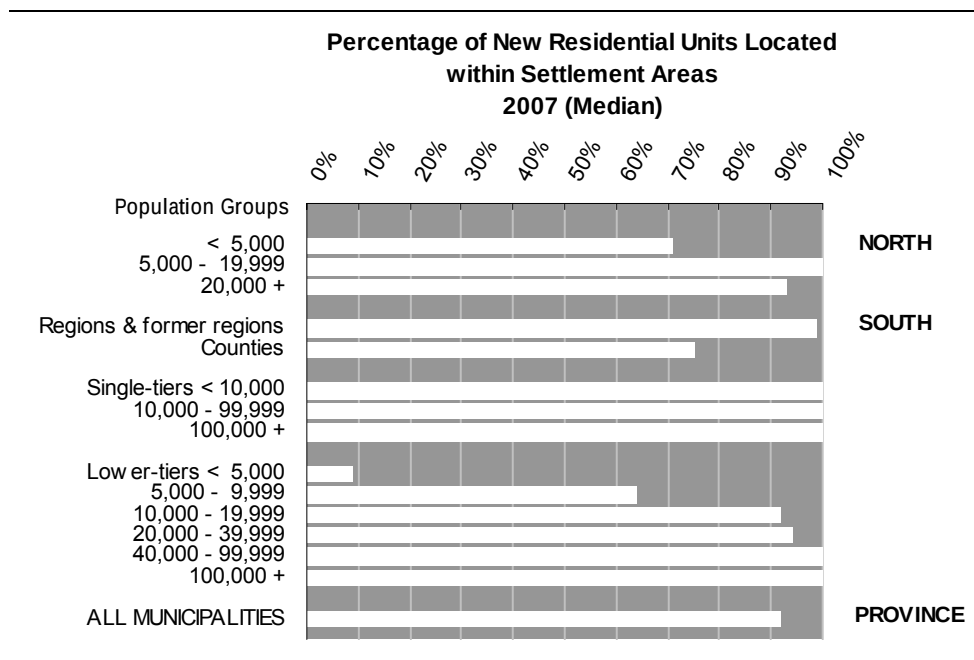
- "Total number of new residential units within the entire municipality" is greater than zero (SLC 92 8170 06 > 0).
- The measure is not greater than 100% (SLC 92 8170 07 ≤ 100).

NOTES:

- This measure was introduced in 2007 and replaces a measure for the location of new development based on lots, blocks and/or units with final approval. The current measure is based on building permit information.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Location of New Residential Development: Effectiveness

Percentage of new residential units located within settlement areas.



Objective	New residential units are located in settlement areas.
Notes	This measure reports new residential units which involve the construction of new buildings or structures in the following categories: detached houses, semi-detached houses, row houses and town houses, apartments/multiple unit dwellings. The measure does not include additions to existing residential buildings or reconstructions that do not involve the creation of additional residential units. The measure is based on building permit information. The previous measure for the location of new development was based on lots, blocks and/or units with final approval. This measure is completed only by municipalities responsible for issuing building permits.
Factors affecting results	Results are influenced by: ■ Whether the municipality has an Official Plan. ■ Whether the municipality has designated settlement areas. ■ Availability of land for new development. ■ Crown Land. For some municipalities, Crown Land may represent a significant proportion of land. ■ Development outside of settlement areas may be in compliance with official plan policies and Provincial Policy Statements. ■ The number of units based on building permits may not match the number of actual new residential units because buildings may receive final approval in one year and be built at a later date.

Preservation of Agricultural Land: Effectiveness

Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.

$$\frac{\text{Hectares of land designated for agricultural purposes in the Official Plan as of December 31st of reporting year}}{\text{Hectares of land designated for agricultural purposes in the Official Plan as of January 1 of the reporting year}} \times 100$$

Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.

			2007	2006	2005	2004	2003
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	20	100%	100%	100%	100%	100%	100%
5,000 – 19,999	3	100%	100%	100%	100%	100%	100%
20,000 +	1	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	8	99% to 100%	100%	100%	100%	100%	100%
Counties	10	99% to 100%	100%	100%	100%	100%	100%
Single-tiers							
< 10,000	1	68%	68%	100%	100%	100%	100%
10,000 – 99,999	9	61% to 100%	100%	100%	100%	100%	100%
100,000 +	2	100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	19	38% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	38	95% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	42	99% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	16	97% to 100%	100%	100%	100%	100%	100%
40,000 – 99,999	10	98% to 100%	100%	100%	100%	100%	100%
100,000 +	8	100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	187	38% to 100%	100%	100%	100%	100%	100%
# Municipalities Reporting			187	186	192	194	197

FIR reference: SLC 92 8163 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Hectares of land designated for agricultural purposes as of January 1st of the reporting year are greater than zero. (SLC 92 8163 06 > 0)
- Measure is less than 100.5%. (SLC 92 8164 07 < 100.5)

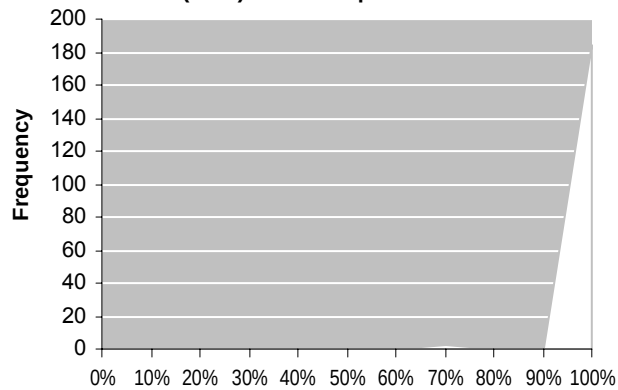
NOTES:

- No bar graph is included because the median result for all but one group was 100% in 2007.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Preservation of Agricultural Land: Effectiveness

Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.

**Percentage of Land Designated for Agricultural
Purposes which was not Re-designated
for Other Uses During the Reporting Year.
(2007) All Municipalities**



Preservation of Agricultural Land: Effectiveness

Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.

$$\frac{\text{Hectares of land designated for agricultural purposes in the Official Plan as of December 31 of reporting year}}{\text{Hectares of land designated for agricultural purposes in the Official Plan as of January 1, 2000}} \times 100$$

Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.

			2007	2006	2005	2004	2003
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	18	19% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	3	100%	100%	100%	100%	100%	100%
20,000 +	1	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	9	88% to 100%	98%	98%	99%	99%	99%
Counties	9	99% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	1	57%	57%	85%	85%	96%	96%
10,000 – 99,999	6	49% to 100%	100%	100%	100%	100%	100%
100,000 +	3	100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	17	64% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	35	0% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	38	85% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	15	95% to 100%	100%	100%	100%	100%	100%
40,000 – 99,999	10	83% to 100%	100%	100%	100%	100%	100%
100,000 +	9	0% to 100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	174	0% to 100%	100%	100%	100%	100%	100%
# Municipalities Reporting			174	176	184	186	190

FIR reference: SLC 92 8164 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

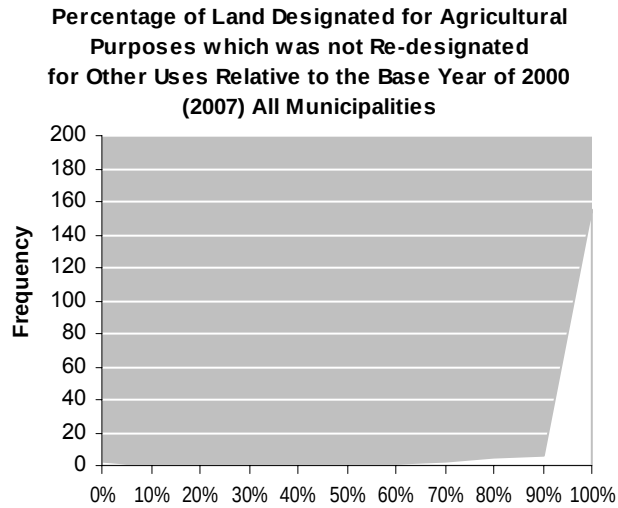
- Hectares of land designated for agricultural purposes as of January 1, 2000 are greater than 0 (SLC 92 8164 06 > 0).
- Measure is less than 100.5% (SLC 92 8164 07 < 100.5).

NOTES:

- No bar graph is included because the median result for all but two groups was 100% in 2007.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Preservation of Agricultural Land: Effectiveness

Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.



Objective

Preservation of agricultural land.

**Factors
affecting
results**

The factors influencing results are the same for all measures concerning the preservation of agricultural land. Results are influenced by:

- Whether there is an official plan.
- Changes to the Official Plan or adoption of a new Official Plan.
- Whether a municipality designates agricultural land as a separate class in the Official Plan.
- Whether agricultural land is interpreted as land bearing any designation intended to preserve agricultural land.
- Whether a municipality has an inventory of agricultural land.
- Annexation, amalgamation.
- Demand for new development.
- Building of new roads and widening of roads.
- Geographic Information System (GIS) data leads to changes in the number of hectares.

Preservation of Agricultural Land: Effectiveness

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year.

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	20	0	0	0	0	0	0
5,000 – 19,999	3	0	0	0	0	0	0
20,000 +	1	0	0	0	0	0	0
SOUTH							
Regions & Former Regions	8	0 to 219	0	38	56	0	20
Counties	10	0 to 2,213	2	0	13	36	0
Single-tiers							
< 10,000	1	77	77	0	0	0	0
10,000 – 99,999	9	0 to 147	0	0	0	0	0
100,000 +	2	0	0	0	0	4	77
Lower-tiers							
< 5,000	19	0 to 10	0	0	0	0	0
5,000 – 9,999	37	0 to 2,033	0	0	0	0	0
10,000 – 19,999	42	0 to 318	0	0	0	0	0
20,000 – 39,999	15	0 to 305	0	0	0	0	0
40,000 – 99,999	10	0 to 442	0	0	0	0	0
100,000 +	8	0	0	0	0	0	0
ALL MUNICIPALITIES	185	0 to 2,213	0	0	0	0	0
# Municipalities Reporting			185	181	189	191	195

FIR reference: SLC 92 8165 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

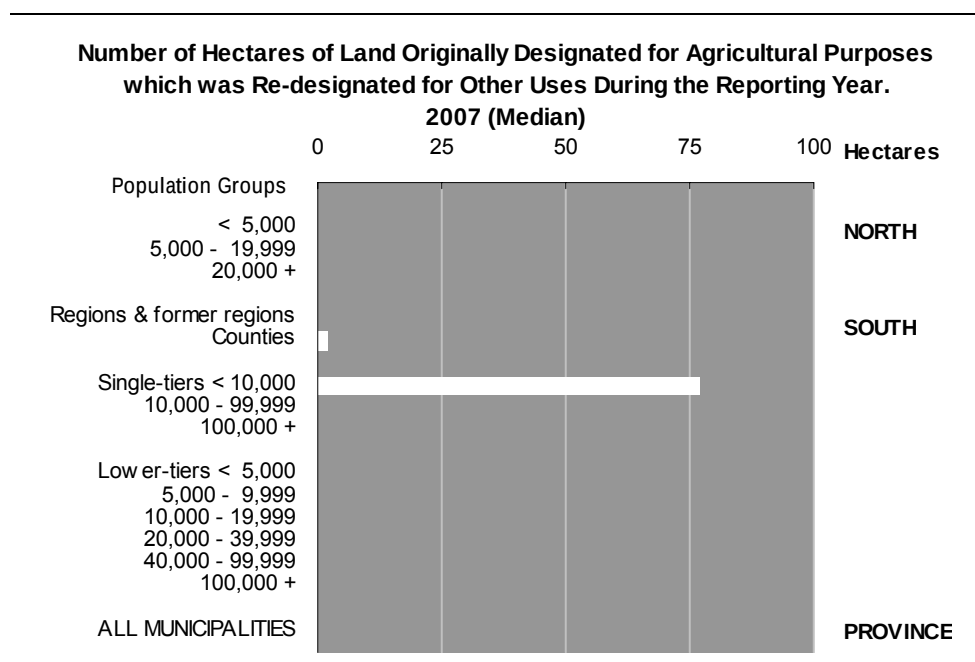
- In the related measure for the “Preservation of agricultural land during the reporting year”, a municipality must have designated some land in the Official Plan for agricultural purposes. (SLC 92 8163 06 > 0)
- Municipalities reporting negative values for the number of hectares in this measure were not included in the summary statistics. (To be included, SLC 92 8165 07 ≥ 0)

NOTES:

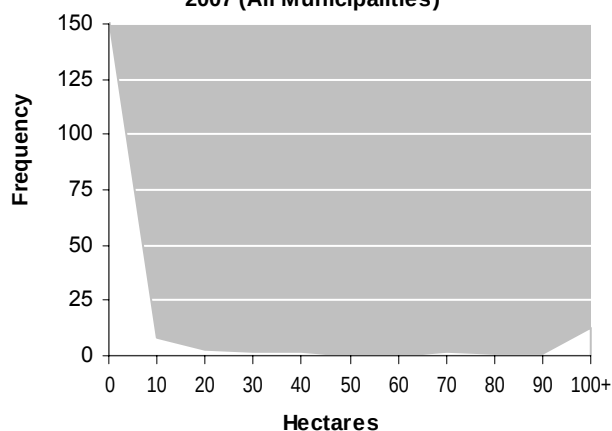
- This measure will be negative if the result for the related measure is greater than 100%, “Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year”. (SLC 92 8163 07 > 100%). The number of hectares of designated agricultural land as of December 31st of the reporting year may be greater than the number of hectares at January 1, 2000 as the result of amalgamation, annexation, changes in the Official Plan, changes in the method of calculating hectares or data entry errors.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

Preservation of Agricultural Land: Effectiveness

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year.



Number of Hectares of Land Originally Designated for Agricultural Purposes which was Re-designated for Other Uses During the Reporting Year.
2007 (All Municipalities)



Objective

Preservation of agricultural land.

Notes

This measure provides the number of hectares that were re-designated during the reporting year and supplements the measure: percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year. Since the median for all but two municipal groups is zero, the range within each group is more informative.

**Factors
affecting
results**

Municipalities reporting a negative value for the number of hectares re-designated were not included in summary statistics. A negative number means that SLC 92 8163 07 is greater than 100% for the measure, "Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year". The number of hectares of designated agricultural land at year-end may be greater than the number of hectares at January 1st as the result of amalgamation, annexation, changes in the Official Plan, changes in the method of calculating hectares or data entry errors.

The factors influencing results are the same for all measures concerning the preservation of agricultural land. Results are influenced by:

- Whether there is an official plan.
- Changes to the Official Plan or adoption of a new Official Plan.
- Whether a municipality designates agricultural land as a separate class in the Official Plan.
- Whether agricultural land is interpreted as land bearing any designation intended to preserve agricultural land.
- Whether a municipality has an inventory of agricultural land.
- Annexation, amalgamation.
- Demand for new development.
- Building of new roads and widening of roads.
- Geographic Information System (GIS) data leads to changes in the number of hectares.

Preservation of Agricultural Land: Effectiveness

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000

			2007	2006	2005	2004	2003
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	18	0 to 924	0	0	0	0	0
5,000 – 19,999	3	0	0	0	0	0	0
20,000 +	1	30	30	30	30	30	0
SOUTH							
Regions & Former Regions	9	0 to 3,048	1,114	895	1,064	186	183
Counties	8	23 to 2,250	150	37	71	61	32
Single-tiers							
< 10,000	1	120	120	43	43	9	9
10,000 – 99,999	6	1 to 2,533	85	19	71	19	13
100,000 +	3	0 to 122	27	110	110	99	95
Lower-tiers							
< 5,000	16	0 to 1,658	0	0	0	0	0
5,000 – 9,999	33	0 to 8,012	0	0	0	0	0
10,000 – 19,999	37	0 to 2,131	5	4	7	7	0
20,000 – 39,999	15	0 to 913	2	2	0	0	0
40,000 – 99,999	10	0 to 3,861	6	6	0	4	0
100,000 +	9	0 to 2,428	0	0	0	0	0
ALL MUNICIPALITIES	169	0 to 8,012	1	1	1	0	0
# Municipalities Reporting			169	170	179	183	188

FIR reference: SLC 92 8166 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

- In the related measure for the preservation of agricultural land relative to the base year of 2000, the municipality must designate some land in the Official Plan for agricultural purposes. (SLC 92 8164 06 > 0)
- Municipalities reporting negative values for the number of hectares were not included in the summary statistics. (SLC 92 8166 07 ≥ 0)

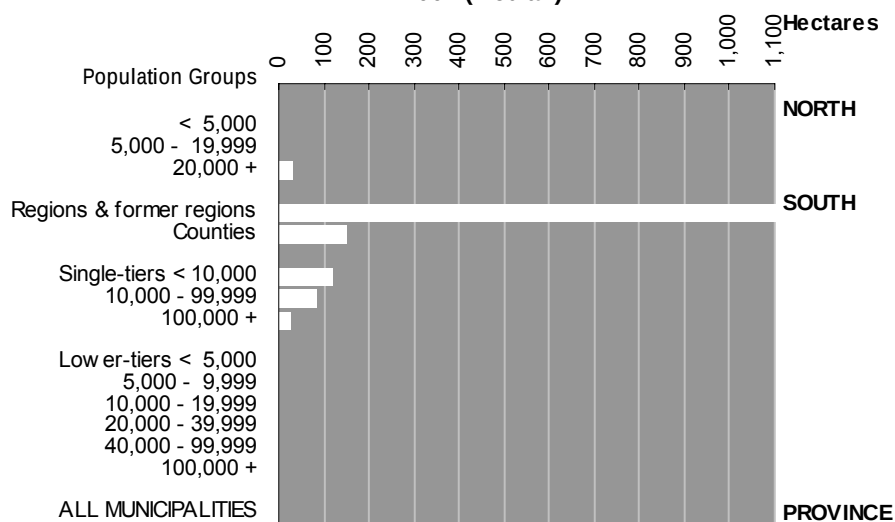
NOTES:

- A negative number means that SLC 92 8164 07 is greater than 100% for the measure: "Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000". The number of hectares of designated agricultural land as of December 31st of the reporting year may be greater than the number of hectares at January 1, 2000 as the result of amalgamation, annexation, changes in the Official Plan, changes in the method of calculating hectares or data entry errors.
- Population groups are based on data entered by municipalities in the FIR in SLC 02 0041 01.

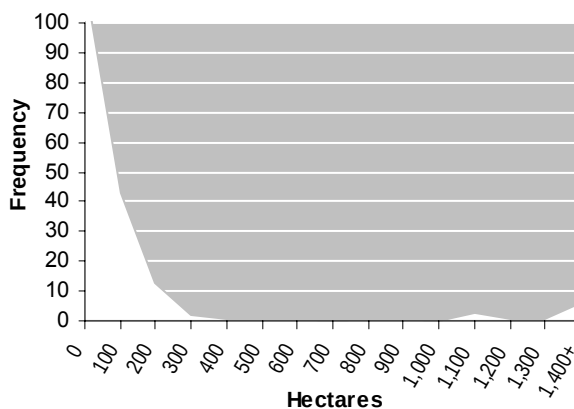
Preservation of Agricultural Land: Effectiveness

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.

**Number of Hectares of Land Originally Designated for Agricultural Purposes which was Re-designated for Other Uses Since January 1, 2000.
2007 (Median)**



**Number of Hectares of Land Originally Designated for Agricultural Purposes which was Re-designated for Other Uses Since January 1, 2000.
2007 (All Municipalities)**



Objective

Preservation of agricultural land.

Notes

This measure provides the cumulative number of hectares that were re-designated since January 1, 2000 and supplements the measure: "Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000".

Municipalities reporting a negative value for the number of hectares re-designated were not included in the summary statistics. A negative number means that SLC 92 8164 07 is greater than 100% for the measure: "Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000". The number of hectares of designated agricultural land as of December 31st of the reporting year may be greater than the number of hectares at January 1, 2000 as the result of amalgamation, annexation, changes in the Official Plan, changes in the method of calculating hectares or data entry errors.

**Factors
affecting
results**

The factors influencing results are the same for all measures concerning the preservation of agricultural land. Results are influenced by:

- Whether there is an official plan.
- Changes to the Official Plan or adoption of a new Official Plan.
- Whether a municipality designates agricultural land as a separate class in the Official Plan.
- Whether agricultural land is interpreted as land bearing any designation intended to preserve agricultural land.
- Whether a municipality has an inventory of agricultural land.
- Annexation, amalgamation.
- Demand for new development.
- Building of new roads and widening of roads.
- Geographic Information System (GIS) data leads to changes in the number of hectares.

2007 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2007 Financial Information Return
General government			
	Efficiency	Operating costs for governance and corporate management as a percentage of total municipal operating costs.	91 0205 13
Protection Services			
Fire services	Efficiency	Operating costs for fire services per \$1,000 of assessment.	91 1102 13
Police services	Efficiency	Operating costs for police services per person.	91 1203 13
	Effectiveness	Violent crime rate per 1,000 persons.	92 1258 07
	Effectiveness	Property crime rate per 1,000 persons.	92 1259 07
	Effectiveness	Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic).	92 1263 07
	Effectiveness	Youth crime rate per 1,000 youths.	92 1265 07
Roadways			
Roads	Efficiency	Operating costs for paved (hard top) roads per lane kilometre.	91 2107 13
	Efficiency	Operating costs for unpaved (loose top) roads per lane kilometre.	91 2108 13
	Effectiveness	Percentage of paved lane kilometres where the condition is rated as good to very good.	92 2152 07
Winter control	Efficiency	Operating costs for winter maintenance of roadways per lane kilometre maintained in winter.	91 2204 13
	Effectiveness	Percentage of winter events where the response met or exceeded locally determined road maintenance standards.	92 2251 07
Conventional Transit			
	Efficiency	Operating costs for conventional transit per regular service passenger trip.	91 2302 13
	Effectiveness	Number of conventional transit passenger trips per person in the service area in a year.	92 2351 07
Environmental Services			
Wastewater	Efficiency	Operating costs for the collection of wastewater per kilometre of wastewater main.	91 3110 13
	Efficiency	Operating costs for the treatment and disposal of wastewater per megalitre.	91 3108 13
	Efficiency	Operating costs for the collection, treatment and disposal of wastewater per megalitre (Integrated System).	91 3109 13
	Effectiveness	Number of wastewater main backups per 100 kilometres of wastewater main in a year.	92 3154 07
	Effectiveness	Percentage of wastewater estimated to have by-passed treatment.	92 3155 07

2007 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2007 Financial Information Return
Environmental Services			
Storm water	Efficiency	Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.	91 3207 13
	Efficiency	Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.	91 3208 13
Drinking water	Efficiency	Operating costs for the treatment of drinking water per megalitre.	91 3307 13
	Efficiency	Operating costs for the distribution of drinking water per kilometre of water distribution pipe.	91 3310 13
	Efficiency	Operating costs for the treatment and distribution of drinking water per megalitre (Integrated System).	91 3309 13
	Effectiveness	Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect.	92 3355 07
	Effectiveness	Number of water main breaks per 100 kilometres of water distribution pipe in a year.	92 3356 07
Solid waste	Efficiency	Operating costs for garbage collection per tonne or per household.	91 3403 13
	Efficiency	Operating costs for garbage disposal per tonne or per household.	91 3503 13
	Efficiency	Operating costs for solid waste diversion (recycling) per tonne or per household.	91 3604 13
	Efficiency	Average operating costs for solid waste management (collection, disposal and diversion) per tonne or per household.	91 3605 13
	Effectiveness	Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.	92 3452 07
	Effectiveness	Total number of solid waste management facilities owned by the municipality with a Ministry of Environment Certificate of Approval.	92 3552 07
	Effectiveness	Number of days per year when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect for a municipally owned solid waste management facility, by facility.	92 3553 03 to 92 3560 03 92 3553 07 to 92 3560 07
	Effectiveness	Percentage of residential solid waste diverted for recycling.	92 3655 07
	Effectiveness	Percentage of residential solid waste diverted for recycling (based on combined residential and ICI tonnage).	92 3656 07

2007 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2007 Financial Information Return
Parks and Recreation			
	Efficiency	Operating costs for parks per person.	91 7102 13
	Efficiency	Operating costs for recreation programs per person.	91 7202 13
	Efficiency	Operating costs for recreation facilities per person.	91 7303 13
	Efficiency	Operating costs for recreation programs and recreation facilities (Subtotal).	91 7305 13
	Effectiveness	Total kilometres of trails.	92 7152 05
	Effectiveness	Total kilometres of trails per 1,000 persons.	92 7152 07
	Effectiveness	Hectares of open space (municipally owned).	92 7155 05
	Effectiveness	Hectares of open space per 1,000 persons (municipally owned).	92 7155 07
	Effectiveness	Total participant hours for recreation programs per 1,000 persons.	92 7255 07
	Effectiveness	Square metres of indoor recreation facilities (municipally owned).	92 7356 05
	Effectiveness	Square metres of indoor recreation facilities per 1,000 persons (municipally owned).	92 7356 07
	Effectiveness	Square metres of outdoor recreation facility space (municipally owned).	92 7359 05
	Effectiveness	Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).	92 7359 07
Libraries			
	Efficiency	Operating costs for library services per person.	91 7403 13
	Efficiency	Operating costs for library services per use.	91 7404 13
	Effectiveness	Library uses per person.	92 7460 13
	Effectiveness	Electronic library uses as a percentage of total library uses.	92 7461 07
	Effectiveness	Non-electronic library uses as a percentage of total library uses.	92 7462 07

2007 Ontario Municipal Performance Measures

Service	Type of measure	Description of Measure	Schedule, line, column in 2007 Financial Information Return
Land Use Planning			
	Effectiveness	Percentage of new residential units located within settlement areas.	92 8170 07
	Effectiveness	Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.	92 8163 07
	Effectiveness	Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.	92 8164 07
	Effectiveness	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year.	92 8165 07
	Effectiveness	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.	92 8166 07

MUNICIPALITIES BY GROUP

Municipalities are grouped by geography, municipal type and the population entered by the municipality in the 2007 Financial Information Return in SLC 02 0041 01. If a municipality did not submit its FIR by the time this report was compiled, then population for 2006 was used.

NORTH

Population	Municipality	2007 Population
< 5,000	Alberton Tp	958
	Armour Tp	1,249
	Armstrong Tp	1,275
	Assignack Tp	795
	Atikokan Tp	3,172
	Baldwin Tp	570
	Barrie Island Tp	40
	Billings Tp	535
	Black River - Matheson Tp	2,565
	Blind River T	3,651
	Bonfield Tp	2,010
	Brethour Tp	117
	Bruce Mines T	590
	Burk's Falls V	940
	Burpee and Mills Tp	328
	Callander M	3,579
	Calvin Tp	608
	Carling Tp	1,071
	Casey Tp	385
	Central Manitoulin Tp	1,782
	Chamberlain Tp	310
	Chapleau Tp	2,354
	Chapple Tp	736
	Charlton/Dack M	613
	Chisholm Tp	1,236
	Cobalt T	1,117
	Cockburn Island Tp	2
	Coleman Tp	431
	Conmee Tp	740
	Dawson Tp	513
	Dorion Tp	358
	Dubreuilville Tp	773
	Ear Falls Tp	893
	East Ferris Tp	4,190
	Emo Tp	1,111
	Englehart T	1,494
	Evanturel Tp	458
	Fauquier-Strickland Tp	666
	French River M	2,659
	Gauthier Tp	132

NORTH		
Population	Municipality	2007 Population
< 5,000	Gillies Tp	540
	Gordon Tp	473
	Gore Bay T	799
	¹ Greenstone M	4,906
	Harley Tp	557
	Harris Tp	519
	Hilliard Tp	202
	Hilton Beach V	173
	Hilton Tp	246
	Hornepayne Tp	1,200
	Hudson Tp	462
	Huron Shores M	1,696
	Ignace Tp	1,431
	Iroquois Falls T	4,500
	James Tp	414
	Jocelyn Tp	276
	Johnson Tp	701
	Joly Tp	237
	Kearney T	798
	Kerns Tp	360
	Killarney M	406
	La Vallee Tp	968
	Laird Tp	1,109
	Lake of The Woods Tp	308
	Larder Lake Tp	735
	Latchford T	446
	Macdonald Meredith et al Tp	1,550
	Machar Tp	866
	Machin Tp	978
	Magnetawan M	1,610
	Manitouwadge Tp	2,500
	Marathon T	3,865
	Markstay-Warren M	2,645
	Matachewan Tp	375
	Mattawa T	2,003
	Mattawan Tp	96
	Mattice - Val Cote Tp	786
	McDougall Tp	2,704
	McGarry Tp	828
	McKellar Tp	1,080
	McMurrich-Monteith Tp	791
	Moonbeam Tp	1,112
	Moosonee T	3,000
	Morley Tp	500

¹ In 2006, the Municipality of Greenstone reported a population of 5,662, placing it in the population group for 5,000 to 19,999 for that year.

NORTH

Population	Municipality	2007 Population
< 5,000	Nairn and Hyman Tp	440
	Neebing M	2,184
	Nipigon Tp	1,661
	Nipissing Tp	1,578
	O'Connor Tp	720
	Northeastern Manitoulin & The Islands T	2,711
	Opasatika Tp	310
	Papineau-Cameron Tp	905
	Perry Tp	2,010
	Pickle Lake Tp	382
	Plummer Additional Tp	625
	Powassan M	3,309
	Prince Tp	971
	Rainy River T	759
	Red Lake M	4,526
	Red Rock Tp	1,063
	Ryerson Tp	686
	Sables-Spanish Rivers Tp	2,893
	Schreiber Tp	901
	Seguin Tp	3,464
	Shuniah M	2,913
	Sioux Narrows-Nestor Falls Tp	667
	Smooth Rock Falls T	1,473
	South Algonquin Tp	1,128
	South River V	1,069
	² Spanish T	740
	St. Joseph Tp	1,200
	St.-Charles M	1,233
	Strong Tp	1,327
	Sundridge V	942
	Tarbutt and Tarbutt Additional Tp	428
	Tehkummah Tp	382
	Temagami M	938
	Terrace Bay Tp	1,889
	The Archipelago Tp	570
	The North Shore Tp	493
	Thessalon T	1,302
	Thornloe V	86
	Val Rita-Harty Tp	964
	³ Wawa M	3,204
	White River Tp	841
	Whitestone M	1,030

² In 2004, the Township of Schedden changed its name to the Town of Spanish.

³ In 2004, the Township of Michopicotén changed its name to the Municipality of Wawa.

NORTH

Population	Municipality	2007 Population
5,000 to 19,999	Cochrane T	5,485
	Dryden C	7,232
	Elliot Lake C	11,549
	Espanola T	5,314
	Fort Frances T	8,103
	Hearst T	5,952
	Kapuskasing T	8,358
	Kenora C	13,414
	Kirkland Lake T	7,775
	Oliver Paipoonge M	5,862
	Parry Sound T	5,357
	Sioux Lookout M	5,336
	⁴ Temiskaming Shores C	10,442
	West Nipissing M	13,410
20,000+	North Bay C	53,966
	Sault Ste. Marie C	74,948
	Thunder Bay C	109,140
	Timmins C	42,995

⁴ The City of Temiskaming Shores was created on January 1, 2004, amalgamating the Town of Haileybury (2003 population of 4,468), the Town of New Liskeard (2003 population of 4,793) and the Township of Dymond (2003 population of 1,226).

SOUTH

	Municipality	2007 Population
Regions & Former Regions	Durham R	603,090
	Greater Sudbury C	160,700
	Halton R	453,700
	Hamilton C	518,181
	Muskoka D	58,430
	Niagara R	433,946
	Ottawa C	888,882
	Oxford Co	93,445
	Peel R	1,240,000
	Toronto C	2,730,100
	Waterloo R	511,800
	York R	983,056
Counties	Bruce Co	60,264
	Dufferin Co	54,436
	Elgin Co	45,140
	Essex Co	176,642
	Frontenac Co	26,658
	Grey Co	92,411
	Haliburton Co	16,147
	Hastings Co	34,253
	Huron Co	57,131
	Lambton Co	128,204
	Lanark Co	55,008
	Leeds and Grenville UCo	62,180
	Lennox and Addington Co	40,542
	Middlesex Co	69,024
	Northumberland Co	80,960
	Perth Co	37,266
	Peterborough Co	58,182
	Prescott and Russell UCo	78,964
	Renfrew Co	78,463
	Simcoe Co	238,788
	Stormont, Dundas and Glengarry UCo	59,415
	Wellington Co	91,000

SOUTH

Single-tiers	Municipality	2007 Population
< 10,000	Gananoque ST	4,702
	Pelee Tp	287
	Prescott ST	4,180
	Smiths Falls ST	8,777
	St. Marys ST	6,617
10,000 – 99,999	Belleville C	48,821
	Brant County	31,460
	Brantford C	91,487
	Brockville C	19,128
	Cornwall C	45,965
	Haldimand County	41,631
	Kawartha Lakes C	74,561
	Norfolk County	62,000
	Orillia C	30,856
	Pembroke C	13,930
	Peterborough C	76,000
	Prince Edward County C	22,427
	Quinte West C	42,697
	St. Thomas C	36,110
	Stratford C	31,641
100,000+	Barrie C	135,000
	Chatham-Kent M	108,177
	Guelph C	127,139
	Kingston C	117,828
	London C	355,596
	Windsor C	205,343

SOUTH

Lower-tiers	Municipality	2007 Population
<5,000	Addington Highlands Tp	2,011
	Adelaide-Metcalf Tp	3,149
	Admaston/Bromley Tp	2,475
	Algonquin Highlands Tp	1,820
	Amaranth Tp	3,485
	Asphodel-Norwood Tp	3,767
	Athens Tp	2,809
	Bancroft T	3,511
	Bonnechere Valley Tp	2,914
	Brooke-Alvinston M	2,661
	Brudenell, Lyndoch and Raglan Tp	1,533
	Carlow/Mayo Tp	950
	Casselman V	3,229
	Central Frontenac Tp	3,901
	Centre Hastings M	4,230
	Dawn-Euphemia Tp	2,136
	Deep River T	4,550
	Deseronto T	1,824
	Dutton-Dunwich M	3,549
	⁵ Dysart et al Tp	4,792
	East Garafraxa Tp	2,229
	East Hawkesbury Tp	3,289
	East Luther Grand Valley Tp	2,526
	Enniskillen Tp	3,143
	Faraday Tp	1,397
	Front of Yonge Tp	2,803
	Frontenac Islands Tp	1,862
	Georgian Bay Tp	1,781
	Greater Madawaska Tp	2,208
	Hastings Highlands M	3,519
	Havelock-Belmont-Methuen Tp	4,133
	Head, Clara and Maria Tp	228
	Highlands East M	2,681
	Horton Tp	2,517
	Howick Tp	3,425
	Killaloe, Hagarty and Richards Tp	2,336
	Lake of Bays Tp	2,572
	Laurentian Hills T	2,789
	Limerick Tp	364
	Lucan Biddulph Tp	4,187
	Madawaska Valley Tp	4,163
	Madoc Tp	1,905
	Marmora and Lake M	3,511
	Melancthon Tp	2,473

⁵ For 2006 only, the Township of Dyset et al reported population of between 5,000 and 9,999.

SOUTH

Lower-tiers	Municipality	2007 Population
<5,000	Merrickville-Wolford V	2,812
	Minden Hills Tp	4,943
	Montague Tp	3,168
	Morris-Turnberry M	3,383
	Mulmur Tp	3,318
	Newbury V	439
	North Algona-Wilberforce Tp	2,648
	North Frontenac Tp	1,904
	North Huron Tp	4,833
	North Kawartha Tp	2,062
	Northern Bruce Peninsula M	3,850
	Oil Springs V	720
	Perth South Tp	4,307
	Point Edward V	1,968
	Southwold Tp	4,724
	Stirling-Rawdon Tp	4,907
	Tudor and Cashel Tp	577
	Tyendinaga Tp	3,524
	Warwick Tp	3,945
	Westport V	594
	Wollaston Tp	730

SOUTH

Lower-tiers	Municipality	2007 Population
5,000 to 9,999	Alfred and Plantagenet Tp	7,943
	Alnwick-Haldimand Tp	6,435
	Arnprior T	7,158
	Arran-Elderslie M	6,747
	Ashfield-Colborne-Wawanosh Tp	5,258
	Augusta Tp	7,280
	Aylmer T	7,069
	Bayham M	6,727
	Beckwith Tp	6,081
	Blandford - Blenheim Tp	6,744
	Bluewater M	6,595
	Brockton M	9,351
	Carleton Place T	9,597
	⁶ Cavan-Monaghan Tp	8,230
	Central Huron M	7,113
	Champlain Tp	8,683
	Chatsworth Tp	6,330
	Cramahe Tp	5,438
	Douro-Dummer Tp	6,243
	Drummond-North Elmsley Tp	6,658
	East Zorra - Tavistock Tp	7,000
	Edwardsburgh/Cardinal Tp	6,689
	Elizabethtown-Kitley Tp	9,631
	⁷ Galway-Cavendish and Harvey Tp	5,424
	Goderich T	7,222
	Grey Highlands M	9,500
	Hanover T	7,147
	Huron East M	9,233
	Huron-Kinloss Tp	6,515
	⁸ Lanark Highlands Tp	5,181
	Laurentian Valley Tp	8,465
	Leeds and the Thousand Islands Tp	8,638
	Malahide Tp	7,673
	Mapleton Tp	9,851
	McNab-Braeside Tp	7,222
	Minto T	8,700
	Mono T	7,623
	Muskoka Lakes Tp	6,467
	North Dumfries Tp	9,063
	North Middlesex M	6,424
	North Stormont Tp	6,438
	Norwich Tp	9,359
	Otonabee-South Monaghan Tp	6,344
	Penetanguishene T	8,173

⁶ In 2007, the Township of Cavan-Millbrook-North Monaghan was renamed the Township of Cavan-Monaghan.

⁷ Prior to 2006, the Township of Galway-Cavendish and Harvey reported population under 5,000.

⁸ Prior to 2006, the Township of Lanark Highlands reported population of less than 5,000.

SOUTH

Lower-tiers	Municipality	2007 Population
5,000 to 9,999	Perth T	6,233
	⁹ Petrolia T	5,102
	Plympton-Wyoming T	7,447
	Puslinch Tp	6,057
	Ramara Tp	8,631
	Renfrew T	7,846
	Rideau Lakes Tp	9,209
	¹⁰ Shelburne T	5,546
	South Bruce M	5,727
	¹¹ South Dundas Tp	9,533
	¹² South Huron M	9,982
	South-West Oxford Tp	6,903
	Southgate Tp	7,167
	Southwest Middlesex M	5,890
	Stone Mills Tp	6,936
	Tay Valley Tp	5,634
	The Blue Mountains T	6,825
	The South Bruce Peninsula T	7,331
	Tweed M	5,153
	Wainfleet Tp	6,601
	¹³ Wellesley Tp	9,789
	West Elgin M	5,446
	West Perth M	8,635
	Whitewater Region Tp	6,532
	Zorra Tp	7,840
10,000 to 19,999		
	¹⁴ Adjala-Tosorontio Tp	10,713
	Bracebridge T	15,652
	¹⁵ Brighton M	10,253
	Brock Tp	11,468
	Central Elgin M	12,360
	Clearview Tp	14,400
	Cobourg T	17,210
	Collingwood T	17,290
	Erin T	10,087
	Essa Tp	16,901

⁹ Prior to 2007, the Town of Petrolia reported population less than 5,000.

¹⁰ Prior to 2005, the Town of Shelburne reported population less than 5,000.

¹¹ From 2003 to 2005, the Municipality of South Bruce reported population between 10,000 and 19,999.

¹² In 2005 and 2006, the Municipality of South Huron reported population between 10,000 and 19,999.

¹³ In 2005 and 2006, the Township of Wellesley reported population between 10,000 and 19,999.

¹⁴ In 2005, the Township of Adjala-Tosorontio reported population between 5,000 and 9,999.

¹⁵ Prior to 2006, the Municipality of Brighton reported population between 5,000 and 9,999.

SOUTH

Lower-tiers	Municipality	2007 Population
10,000 to 19,999		
¹⁶	Georgian Bluffs Tp	11,242
¹⁷	Gravenhurst T	10,899
	Greater Napanee T	13,373
	Guelph/Eramosa Tp	12,066
¹⁸	Hamilton Tp	10,170
	Hawkesbury T	10,869
	Huntsville T	19,579
	Ingersoll T	10,887
	Kincardine M	10,692
¹⁹	King Tp	19,487
	Lambton Shores M	11,150
	Lincoln T	19,663
	Loyalist Tp	15,062
²⁰	Meaford M	10,948
	Middlesex Centre M	16,000
	Midland T	16,900
	Mississippi Mills T	11,734
	Niagara-on-the-Lake T	14,587
	North Dundas Tp	11,883
	North Glengarry Tp	10,235
	North Grenville M	13,130
	North Perth T	12,254
	Owen Sound C	19,414
	Pelham T	16,155
	Perth East Tp	11,218
	Petawawa T	15,645
	Port Colborne C	18,003
	Port Hope M	16,500
	Russell Tp	13,079
	Saugeen Shores T	11,720
	Severn Tp	11,200
	Smith-Ennismore-Lakefield Tp	17,413
	South Frontenac Tp	14,807
	South Glengarry Tp	12,318
	South Stormont Tp	12,520
	Springwater Tp	18,543
	St. Clair Tp	14,649
²¹	Strathroy-Caradoc Tp	19,977

¹⁶ Prior to 2007, the Township of Georgian Bluffs reported population between 5,000 and 9,999.

¹⁷ Prior to 2005, the Town of Gravenhurst reported population between 5,000 and 9,999.

¹⁸ In 2003, the Township of Hamilton reported population between 5,000 and 9,999.

¹⁹ From 2004 to 2006, the Township of King reported population between 20,000 to 39,999.

²⁰ The population of the Municipality of Meaford was between 5,000 and 9,999 in 2003, 2004 and 2006.

²¹ In 2004 and 2005, the Township of Strathroy-Caradoc reported population between 20,000 and 39,999.

SOUTH

Lower-tiers	Municipality	2007 Population
10,000 – 19,999		
	²² Tay Tp	10,261
	Thames Centre M	12,453
	The Nation M	10,239
	Thorold C	18,224
	Tillsonburg T	14,822
	²³ Tiny Tp	10,784
	Trent Hills M	12,247
	Uxbridge Tp	19,169
	Wasaga Beach T	16,000
	Wellington North Tp	10,469
	West Grey M	12,193
	West Lincoln Tp	12,746
	Wilmot Tp	18,321
	²⁴ Woolwich Tp	19,658
20,000 to 39,999		
	Amherstburg T	21,199
	Bradford-West Gwillimbury T	24,039
	Centre Wellington Tp	26,049
	Clarence-Rockland C	22,000
	²⁵ East Gwillimbury T	23,010
	²⁶ Essex T	20,032
	Fort Erie T	29,925
	Grimsby T	21,969
	Innisfil T	31,490
	²⁷ Kingsville T	20,908
	LaSalle T	27,835
	Lakeshore T	33,471
	Leamington M	28,830
	New Tecumseth T	30,791
	Orangeville T	28,178
	²⁸ Oro-Medonte Tp	20,031
	Scugog Tp	21,027
	Tecumseh T	24,224
	Whitchurch - Stouffville T	30,000
	Woodstock C	32,127

²² Prior to 2007, the Township of Tay reported population between 5,000 and 9,999.

²³ From 2003 to 2005, the Township of Tiny reported population between 5,000 and 9,999.

²⁴ In 2006, the Township of Woolwich reported population between 20,000 and 39,999.

²⁵ Prior to 2007, the Town of East Gwillimbury reported population between 10,000 and 19,999.

²⁶ In 2003 and 2005, the Town of Essex reported population between 10,000 and 19,999.

²⁷ Prior to 2006, the Town of Kingsville reported population between 10,000 and 19,999.

²⁸ Prior to 2006, the Township of Oro-Medonte reported population between 10,000 and 19,999.

40,000 to 99,999	Ajax T	95,341
	²⁹ Aurora T	50,000
	Caledon T	57,900
	Clarington M	84,500
	Georgina T	46,286
	Halton Hills T	56,700
	Milton T	67,242
	Newmarket T	80,395
	Niagara Falls C	82,184
	Pickering C	91,892
	Sarnia C	71,420
	Welland C	50,331
100,000+	Brampton C	452,039
	Burlington C	167,400
	Cambridge C	125,000
	Kitchener C	213,990
	Markham T	287,000
	Mississauga C	709,250
	Oakville T	169,800
	Oshawa C	152,250
	Richmond Hill T	182,465
	St. Catharines C	131,989
	Vaughan C	260,841
	Waterloo C	117,700
	³⁰ Whitby T	119,440

²⁹ Prior to 2005, the Town of Aurora reported population between 20,000 and 39,999.

³⁰ Prior to 2005, the Town of Whitby reported population between 40,000 and 99,999.

List of Web Sites

The following web sites contain useful supplementary information.

Ministry of Municipal Affairs and Housing

Visit the home page of the Ministry of Municipal Affairs and Housing and click on “Municipal Performance Measurement Program” for information on the program. The site includes archives.

www.mah.gov.on.ca

Association of Municipal Managers, Clerks and Treasurers of Ontario

AMCTO serves those in professions directly related to municipal government. AMCTO promotes expertise relevant to the skills, knowledge and teamwork required to foster administrative excellence in municipal government.

www.amcto.com

Association of Municipalities of Ontario (AMO)

The Association of Municipalities of Ontario (AMO) works with and for municipal governments. AMO's traditional activities include inter-government relations and policy development, information gathering and disseminating on all issues affecting municipalities. AMO owns the Municipal Information and Data Analysis System (MIDAS) and provides Ontario municipalities with free access to MPMP and other FIR data.

www.amo.on.ca

Click “More on AMO” and “Ontario Municipalities” for a list of municipalities by region, county and district.

Corporations Supporting Recycling (CSR)

CSR is a Canadian, not-for-profit, private sector organization that works with all levels of government, particularly municipalities, as well as non-government organizations and other industry groups to help develop sustainable municipal recycling and waste diversion systems. Click on “GAP” for generally accepted principles. These principles were used to measure municipal waste flow for the solid waste performance measures.

www.csr.org

Municipal Finance Officers Association of Ontario (MFOA)

MFOA is the professional association of municipal finance officers in the Province of Ontario. MFOA promotes the interests of its members in carrying out their statutory and other financial responsibilities by initiating studies and sponsoring seminars to review, discuss and develop positions on important policy and financial management issues.

www.mfoa.on.ca

Ontario Good Roads Association (OGRA)

The Ontario Good Roads Association represents the transportation and public works-related concerns of all municipalities and many of the First Nations communities of Ontario. For over 100 years, this association has aided municipalities in their efforts to provide efficient and effective transportation systems.

<http://www.ogra.org/home.asp>

Ontario Municipal Administrators' Association (OMAA)

Membership is comprised of individuals who exercise all-encompassing management responsibilities for their Municipal Corporation. The members of the OMAA are dedicated to the concept of effective, democratic local government by responsible elected officials. They strive to enhance the value of the municipal order of government by promoting continuous improvement in municipal government administration and leadership excellence in local public service throughout Ontario.

This site is accessed through the home page for AMO at <http://www.amo.on.ca> by scrolling to the bottom of the page and clicking on "OMAA".

Ontario Municipal CAO's Benchmarking Initiative (OMBI)

The Ontario Municipal CAO's Benchmarking Initiative is a partnership project to push for service excellence in municipal government. Participating municipalities are working together to identify and share performance statistics, operational best practices and to network in a spirit of innovation and entrepreneurship to push for even greater successes.

<http://www.ombi.ca/index.asp>

Ontario Municipal Knowledge Network (OMKN)

The Ontario Municipal Knowledge Network, formerly the Ontario Centre for Municipal Best Practices (OCMBP) launched in 2009, between the Association of Municipalities of Ontario and the Ontario Ministry of Municipal Affairs and Housing. The Municipal Knowledge Network is a web-based resource for information about what municipalities across Ontario and beyond are doing to improve service delivery and provide better value to taxpayers. Many of the practices we feature have been identified using Ontario's Municipal Performance Measure Program (MPMP) data and carefully reviewed and documented through our partnerships with appropriate experts. In addition, we share information about the practices behind service excellence, innovation & recognition awards.

<http://www.omkn.ca>

Ministry of Municipal Affairs and Housing

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ISBN 978-1-4249-9970-5 (Print)

ISBN 978-1-4249-9972-9 (PDF)

6M/06/09

Cette publication est également disponible en français sous le titre
*Programme de mesure de la performance des services municipaux :
Sommaire des résultats pour 2006 et 2007*

Municipal
Performance
Measurement
Program

Summary of 2006 and 2007 Results