

Municipal Performance Measurement Program



Summary of 2008 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 2008 Financial Information Returns and also includes results for up to four prior years. 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

I am pleased to provide you with MPMP results for the 2008 reporting year, the ninth year of the program.

The Municipal Performance Measurement Program (MPMP) is a performance measurement and reporting system that promotes local government transparency and accountability. MPMP is also a management tool for municipalities to use in evaluating the efficiency and effectiveness of municipal services with MPMP results serving as input in the preparation of the municipal budget.

All Ontario municipalities report MPMP measures for the services they are responsible for delivering and report results annually to the province in the Financial Information Return. Municipalities also report MPMP results to the public with most municipalities posting MPMP results on the municipal website.

To provide a context for 2008 performance measurement results, trend data is included for five years for most effectiveness measures and four 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 MPMP efficiency and effectiveness performance measures for all MPMP service areas. Municipal performance measurement results are reported for groups of municipalities based on geography, municipal type and population. Municipalities can compare their own results to the results for a group of similar municipalities.

The evaluation of raw data is the starting point for every measure in this report. Errors and outlying data are evaluated for each measure and are filtered out where necessary to provide more accurate results. The conditions used to filter data are listed for each measure.

This report does not include MPMP results for individual municipalities. Members of the public can view MPMP schedules within the FIR for any municipality by visiting the FIR homepage at: <http://csconramp.mah.gov.on.ca/fir/Welcome.htm>. See Schedules

90 to 95 within the FIR. MPMP schedules are posted for 2005 through 2008 and we are working to post schedules for earlier years. We also encourage members of the public to view MPMP results on their municipality's web site and to contact their municipality for further information about MPMP results.

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). Funded by the Ministry and administered by the Association of Municipalities of Ontario, 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.

The Ministry of Municipal Affairs and Housing and the Association of Municipalities of Ontario partnered 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 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 facilitates the municipal capacity to use MPMP data in policy and financial decision making. Ontario municipalities should phone the Association to receive a MIDAS username and password; (416) 971-9856 or 1-877-426-6527 (toll-free).

We welcome any comments or suggestions 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 Used in 2008 Summary Report

Municipal Groups	Number of Municipalities
North	
< 5,000	126
5,000 – 19,999	14
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	64
5,000 – 9,999	69
10,000 – 19,999	62
20,000 – 39,999	21
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 2008 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 2008 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.

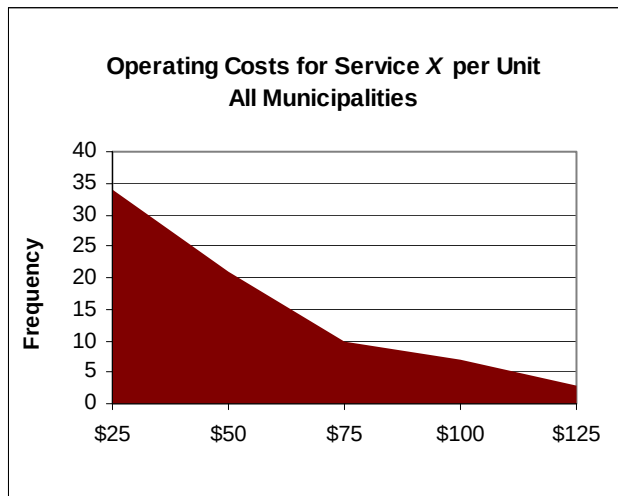
Frequency Distribution

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 2008 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 Report. 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 2008 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 2008 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 2008 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 Report. If the conditions were changed in the *Summary of 2008 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 2008 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 Report.

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 in the 2008 Summary Report because, prior to 2009, municipalities were required to expense all capital costs in the year in which an asset (land, equipment, buildings) was 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 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 contains pairs of efficiency measures for every service measured: Operating costs per unit and Total costs per unit. Total costs per unit efficiency measures add amortization and interest on long term debt to the other expenses included in the operating costs measures.

For the 2005 to 2008 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 the 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

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 in Schedule 40, 2007 and 2008*, summarizes how municipalities reported indirect costs. The table summarizes the columns and General Government lines used.

In 2008, of the 413 municipalities examined, 112 did not allocate indirect costs for General Government. These municipalities did not report expenditures on the line for Program Support.

Of the 301 municipalities allocating indirect costs, 207 exclusively used the column for the Allocation of Program Support 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.

Fourteen municipalities used only the Interfunctional Adjustments column to allocate the General Government expenditures for Governance and/or Corporate Management to other functions.

Eighty 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.

The Interfunctional Adjustments column is intended to report interdepartmental transfers. When the column is used to both allocate indirect costs and record 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 when using the Interfunctional Adjustments column.

Table 5: Methods Used to Allocate Program Support Expenditures, 2008, 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: Program Support. 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, 2008

Methods Used to Allocate Program Support Expenditures, 2008			
	Municipalities with Populations under 100,000 #	Municipalities with Populations of 100,000+ #	
Percentage of Total Expenditures	149	8	
Modified Percentage of Total Expenditures	67	4	
OMBI Method	5	18	
Other Method	14	1	
No selection made	21	0	
TOTAL	256	31	287
Conditions: ■ Municipalities are included if they allocated Program Support expenditures using the column for the allocation of Program Support. ■ The amount allocated was more than \$1. NOTES: ■ The total number of municipalities allocating Program Support in 2008 in <i>Table 5</i> (287) equals the number of municipalities in <i>Table 6</i>, row 3.1, that used only the column for the Allocation of Program Support to Allocate indirect costs (207) plus the number of municipalities in line 3.3 that allocated indirect costs using both the column for Interfunctional Adjustments and the column for the Allocation of Program Support (80). ■ Municipalities with populations of 100,000 or more are required 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 selecting "Other Method" described the drivers for allocation as: hours, estimated hours, number of accounts payable, number of employees, total wages in each department, total wages/benefits, workload, departmental expenditures (percentage of budget). ■ Some municipalities using an "Other Method" divided Program Support expenses into a limited number of expense categories and used different drivers for allocation purposes. For example, human resource costs were allocated by the number of employees or total wages per department, technology costs were allocated by the number of computers and building costs were allocated by square footage, financial costs.			

Table 6: Status of the Reporting of Indirect Costs in Schedule 40, 2007 and 2008

STATUS OF THE REPORTING OF INDIRECT COSTS IN SCHEDULE 40 2007 and 2008		
	2007 #	2008 #
1.0 Municipalities that did not allocate indirect costs.	105	112
These municipalities did not use the columns for the Allocation of Program Support or Interfunctional Adjustments to allocate indirect costs. ■ None reported expenditures on the Program Support line for General Government greater than 1. ■ None reported negative values for Governance or Corporate Management in the Interfunctional Adjustments column which indicate allocation to other functions.		
2.0 Municipalities that allocated indirect costs for General Government.	287	301
SUBTOTAL	393	413
3.0 Columns Used		
3.1 Municipalities using only the column for the Allocation of Program Support to allocate indirect costs.	202	207
■ These municipalities reported expenditures on the line for Program Support in the General Government category and allocated them to other functions using the column for the Allocation of Program Support.		
3.2 Municipalities using only the column for Interfunctional Adjustments to allocate indirect costs.	13	14
■ These municipalities reported negative values in the column for Interfunctional Adjustments on the line for Governance and/or Corporate Management. ■ These municipalities did not report expenditures for Program Support.		
3.3 Municipalities using both the column for the Allocation of Program Support and the Interfunctional Adjustments column to allocate indirect costs.	72	80
■ These municipalities reported expenditures for Program Support. ■ These municipalities also reported negative values in the column for Interfunctional Adjustments for Governance and/or Corporate Management.		
4.0 Types of General Government Expenditures Allocated		
■ Municipalities allocating Program Support ■ Municipalities allocating Corporate Management ■ Municipalities allocating Governance	274 82 21	287 89 23

**STATUS OF THE REPORTING OF INDIRECT COSTS IN SCHEDULE 40
2007 and 2008**

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. The amount to be allocated in the column for Program Support equals the sum of Salaries/Wages/Employee Benefits, Materials, Contracted Services, Rents and Financial Expenses and Interfunctional Adjustments times -1.
- 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 Report, 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 Report, 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 2008, 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 Report, 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-tier 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 their 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 2008 Results

How To Read a Table of Results

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

Measure

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 the 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.

Operating costs for police services per person			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	110	31 to 691	125	140	123	125
5,000 – 19,999	13	145 to 532	269	291	267	274
40,000 +	4	267 to 290	278	261	262	250
SOUTH						
Regions & Former Regions	10	143 to 266	219	211	203	191
Counties	2	129 to 166	129	122	108	114
Single-tiers						
< 10,000	4	189 to 498	325	306	322	303
10,000 – 99,999	14	141 to 418	241	230	220	201
100,000 +	6	231 to 359	234	232	209	201
Lower-tiers						
< 5,000	47	56 to 286	124	126	133	127
5,000 – 9,999	50	55 to 386	127	116	126	118
10,000 – 19,999	34	74 to 295	136	144	127	124
20,000 – 39,999	10	81 to 264	144	146	172	170
40,000 – 99,999	1	254	254	252	234	225
100,000 +						
ALL MUNICIPALITIES	305	31 to 691	148	153	144	143
# Municipalities Reporting			305	289	286	316

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:

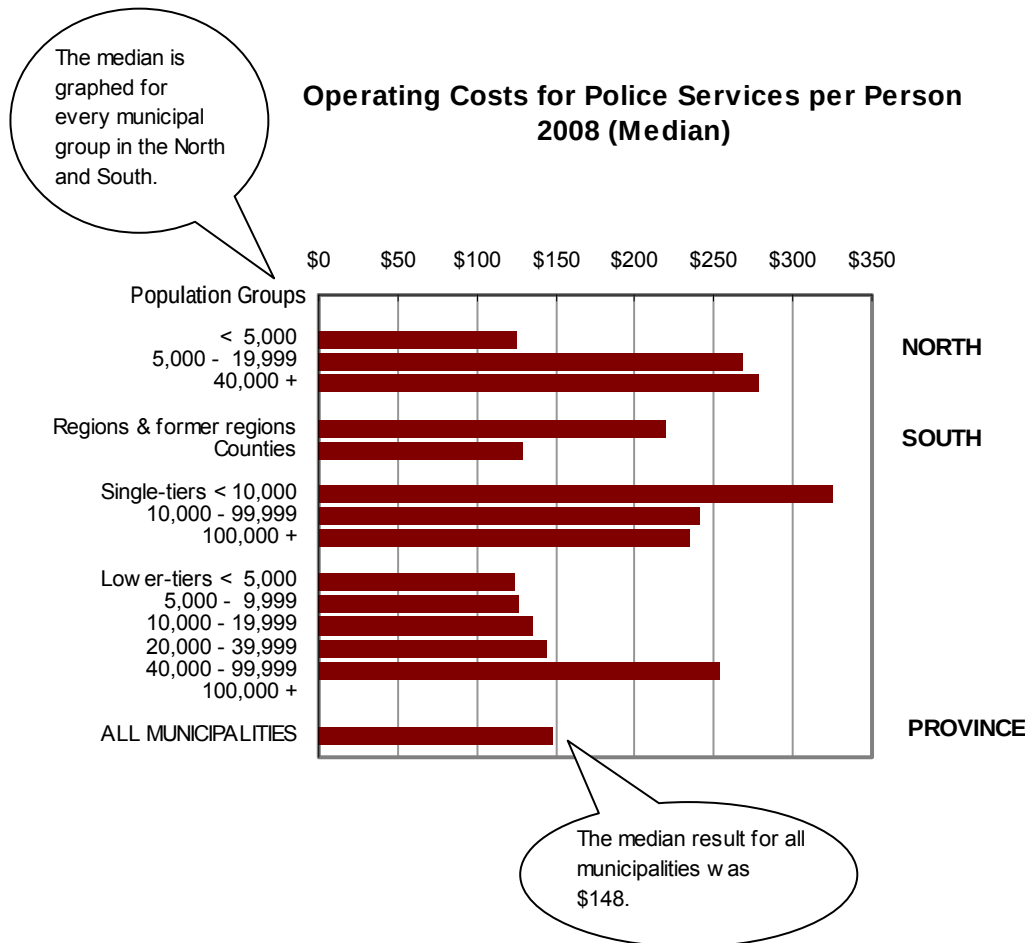
The formula for the numerator (operating costs) was revised in 2005 to include external transfers and the denominator was changed from households to population. Therefore, comparison with previous years is not possible.

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

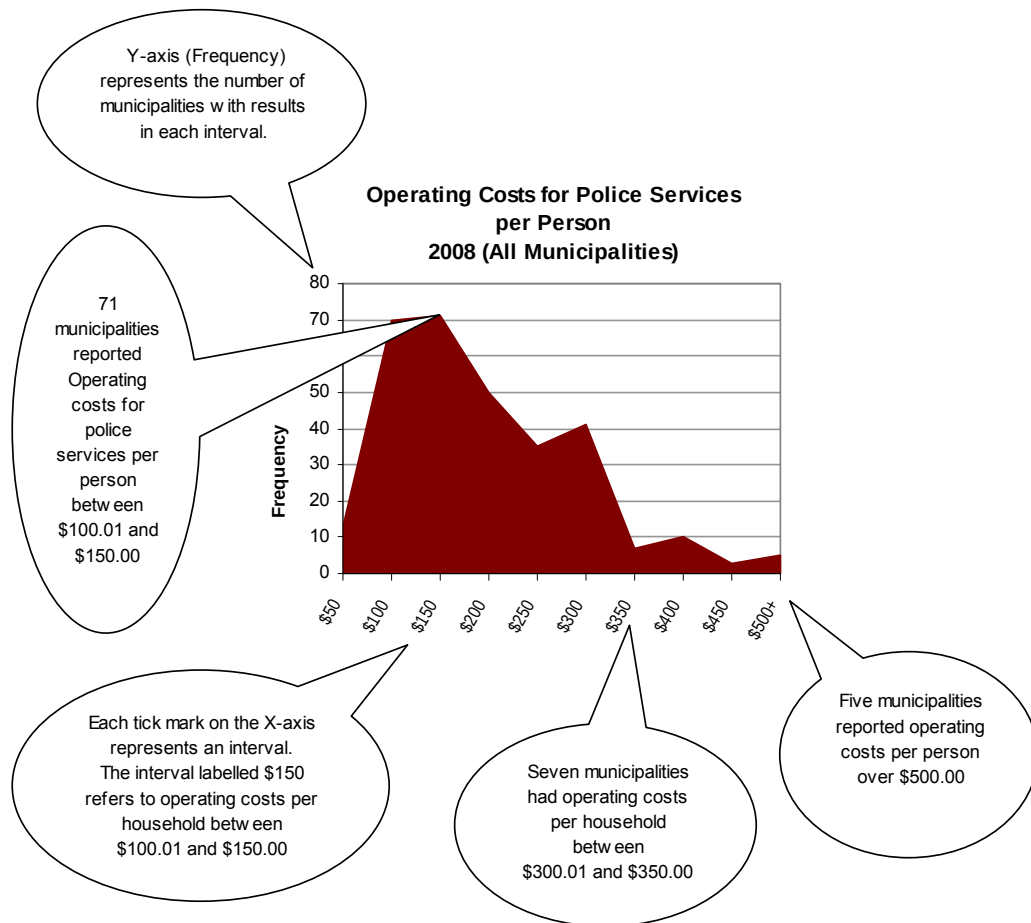
FIR reference means the Schedule, Line, Column in the Financial Information Return (FIR) where the performance measure is reported.

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



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

			2008	2007
Population	Reporting #	Range %	Median %	Median %
NORTH				
< 5,000	63	1.6% to 24.3%	7.4%	7.6%
5,000 – 19,999	8	2.0% to 6.7%	4.1%	4.9%
20,000 +	4	2.3% to 4.8%	3.1%	3.0%
SOUTH				
Regions & Former Regions	9	2.5% to 4.9%	3.8%	3.6%
Counties	19	1.0% to 13.8%	4.3%	3.9%
Single-tiers				
<10,000	4	3.6% to 8.5%	5.2%	7.2%
10,000 – 99,999	11	1.0% to 8.3%	4.7%	4.1%
100,000 +	4	3.1% to 4.8%	3.7%	3.6%
Lower-tiers				
< 5,000	33	1.4% to 25.9%	6.9%	6.6%
5,000 – 9,999	38	1.3% to 14.6%	8.2%	7.6%
10,000 – 19,999	44	0.9% to 18.7%	7.7%	7.4%
20,000 – 39,999	15	1.2% to 14.9%	8.1%	8.2%
40,000 – 99,999	12	1.6% to 10.0%	7.3%	5.8%
100,000 +	11	2.3% to 8.8%	4.9%	5.2%
ALL MUNICIPALITIES	275	0.9% to 25.9%	6.4%	6.3%
# Municipalities Reporting			275	268

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.

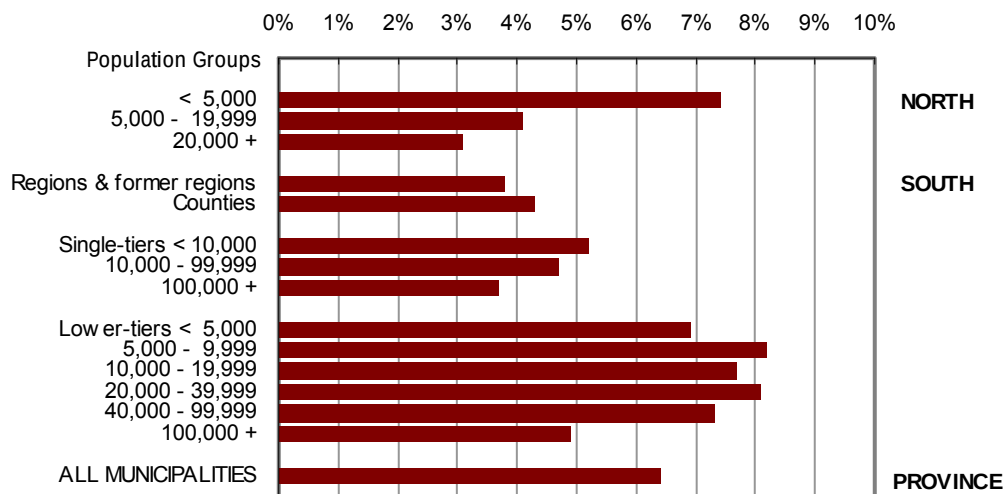
Conditions related to reporting of indirect costs and interfunctional adjustments (interdepartmental transfers)

- 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 0205 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).
- Municipalities were excluded if the amount of Program Support to be allocated in SLC 40 0260 13 was equal to the amount of Corporate Management in SLC 40 0250 13 times negative 1. This would occur if a municipality did not allocate Program Support to other services.

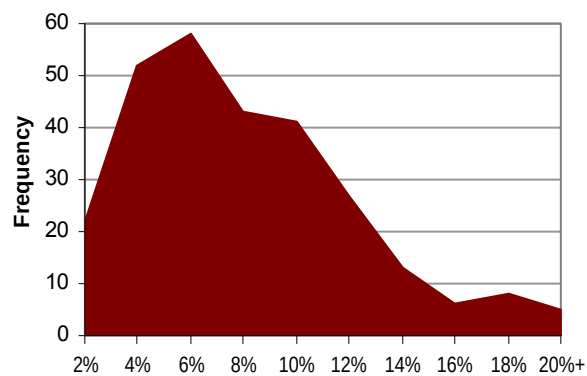
General Government: Efficiency

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, 2008 (Median)



Operating Costs for Governance and Corporate Management as a Percentage of Total Municipal Operating Costs, 2008 (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 result, 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. Some municipalities report negative amounts for Governance and Corporate Management in the column for Interfunctional Adjustments and/or the column for the Allocation of Program Support if they intend to allocate these amounts to other functions. However, this is not a recommended practice. In Part I, please see the section called "In Depth – Indirect Costs".
- 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 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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	112	0.03 to 5.41	0.91	0.85	0.79	0.89
5,000 – 19,999	13	0.63 to 5.00	1.21	1.00	0.91	0.86
20,000 +	4	2.51 to 3.50	2.70	2.65	2.54	2.47
SOUTH						
Regions & Former Regions	3	1.34 to 1.92	1.68	1.15	1.16	1.37
Counties						
Single-tiers						
< 10,000	4	0.33 to 1.70	0.84	0.66	0.71	0.62
10,000 – 99,999	13	0.52 to 3.24	1.95	2.02	2.02	2.07
100,000 +	6	1.47 to 2.04	1.60	1.61	1.47	1.59
Lower-tiers						
< 5,000	57	0.09 to 3.88	0.51	0.50	0.46	0.55
5,000 – 9,999	64	0.14 to 2.23	0.47	0.46	0.44	0.48
10,000 – 19,999	56	0.24 to 2.06	0.47	0.48	0.47	0.49
20,000 – 39,999	17	0.41 to 2.48	0.54	0.54	0.49	0.53
40,000 – 99,999	11	0.63 to 2.77	1.18	1.04	1.17	1.16
100,000 +	13	0.69 to 2.10	1.05	0.99	0.93	1.04
ALL MUNICIPALITIES	373	0.03 to 5.41	0.65	0.65	0.59	0.65
# Municipalities Reporting			373	343	361	374

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.

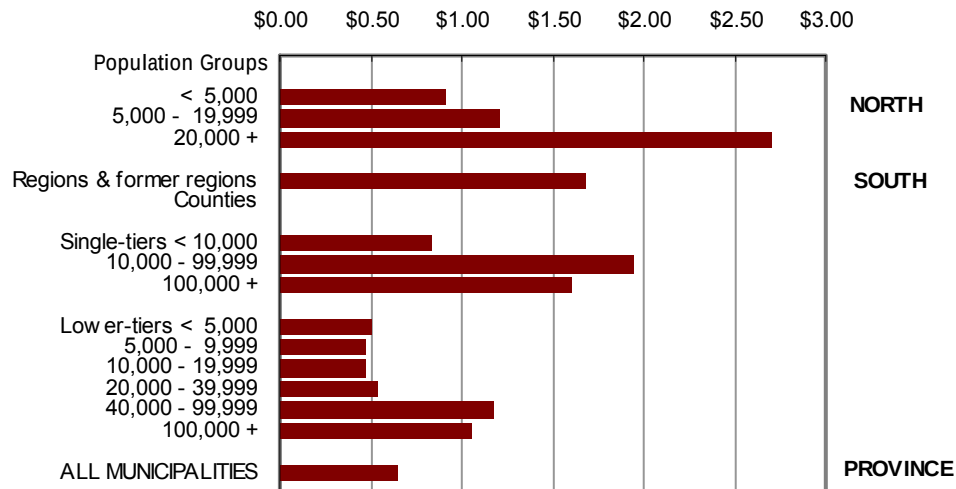
NOTES:

- 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.

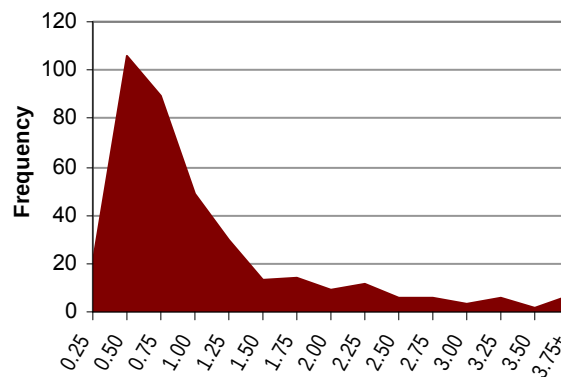
Fire Services: Efficiency

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

**Operating Costs for Fire Services per \$1,000 of Property Assessment
2008 (Median)**



**Operating Costs for Fire Services
per \$1,000 of Property Assessment
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	110	31 to 691	125	140	123	125
5,000 – 19,999	13	145 to 532	269	291	267	274
20,000 +	4	267 to 290	278	261	262	250
SOUTH						
Regions & Former Regions	10	143 to 266	219	211	203	191
Counties	2	129 to 166	129	122	108	114
Single-tiers						
< 10,000	4	189 to 498	325	306	322	303
10,000 – 99,999	14	141 to 418	241	230	220	201
100,000 +	6	231 to 359	234	232	209	201
Lower-tiers						
< 5,000	47	56 to 286	124	126	133	127
5,000 – 9,999	50	55 to 386	127	116	126	118
10,000 – 19,999	34	74 to 295	136	144	127	124
20,000 – 39,999	10	81 to 264	144	146	172	170
40,000 – 99,999	1	254	254	252	234	225
100,000 +						
ALL MUNICIPALITIES	305	31 to 691	148	153	144	143
# Municipalities Reporting			305	289	286	316

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.

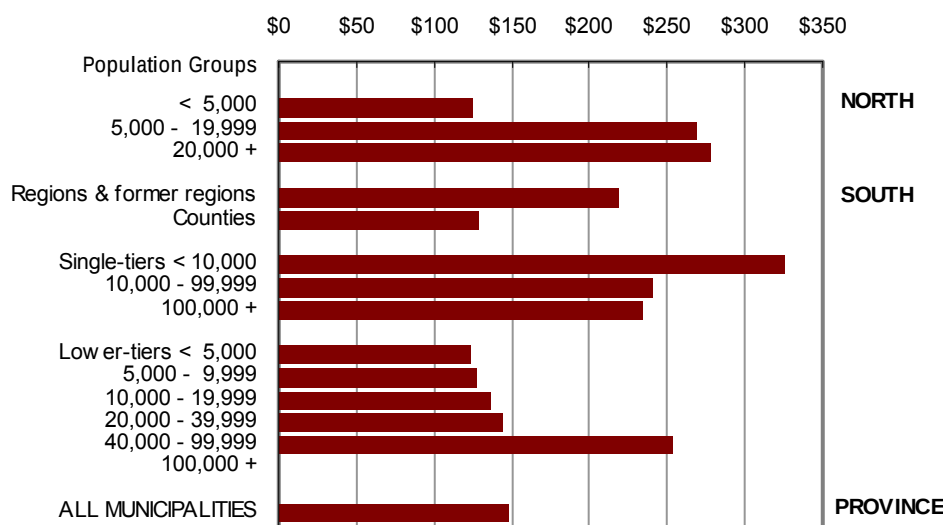
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers and the denominator was changed from households to population.

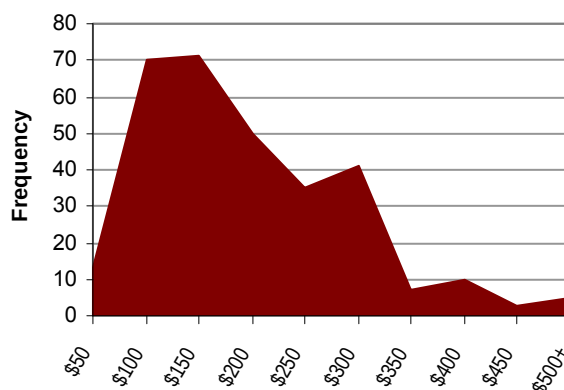
Police Services: Efficiency

Operating costs for police services per person.

**Operating Costs for Police Services per Person
2008 (Median)**



**Operating Costs for Police Services per Person
2008 (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

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	74	0 to 33	8	8	8	8	6
5,000 – 19,999	10	10 to 72	17	18	16	18	11
20,000 +	4	11 to 19	11	13	13	13	11
SOUTH							
Regions & Former Regions	10	4 to 11	6	6	6	7	7
Counties	3	4 to 6	5	4	5	4	4
Single-tiers							
< 10,000	4	9 to 24	9	20	14	15	17
10,000 – 99,999	14	5 to 24	13	11	11	11	10
100,000 +	6	6 to 13	8	8	9	9	10
Lower-tiers							
< 5,000	52	0 to 31	6	5	6	5	5
5,000 – 9,999	52	2 to 23	5	5	6	5	5
10,000 – 19,999	33	2 to 25	7	7	7	5	5
20,000 – 39,999	13	4 to 15	6	7	6	6	7
40,000 – 99,999	1	15	15	15	14	14	15
100,000 +							
ALL MUNICIPALITIES	276	0 to 72	7	7	8	6	6
# Municipalities Reporting			276	278	286	301	296

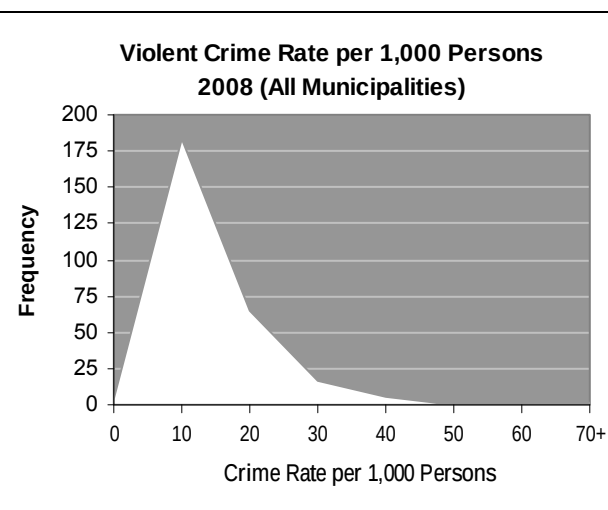
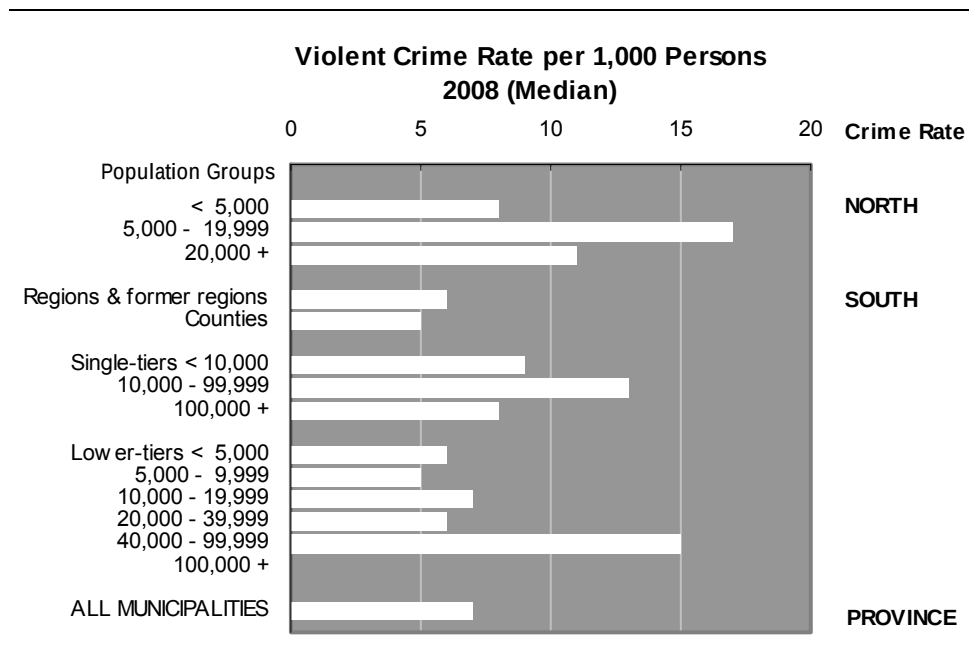
FIR reference: SLC 92 1258 07. The number of municipalities reporting reflects the condition listed below.

Condition:

- Crime rate for Other *Criminal Code* offences, excluding traffic is greater than 0.

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

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	74	4 to 81	23	25	27	17	19
5,000 – 19,999	10	24 to 62	47	41	44	36	35
20,000 +	4	42 to 49	43	42	46	46	48
SOUTH							
Regions & Former Regions	10	17 to 41	25	24	27	31	36
Counties	3	20 to 21	21	21	22	12	16
Single-tiers							
< 10,000	4	44 to 64	45	43	40	28	43
10,000 – 99,999	14	32 to 72	43	43	46	42	43
100,000 +	6	27 to 51	45	44	51	47	46
Lower-tiers							
< 5,000	52	8 to 54	24	23	24	19	19
5,000 – 9,999	52	5 to 66	25	24	26	15	19
10,000 – 19,999	33	8 to 69	27	30	34	18	24
20,000 – 39,999	13	14 to 63	21	21	26	32	32
40,000 – 99,999	1	37	37	45	44	39	32
100,000 +							
ALL MUNICIPALITIES	276	4 to 81	26	26	28	21	23
# Municipalities Reporting			276	277	287	301	296

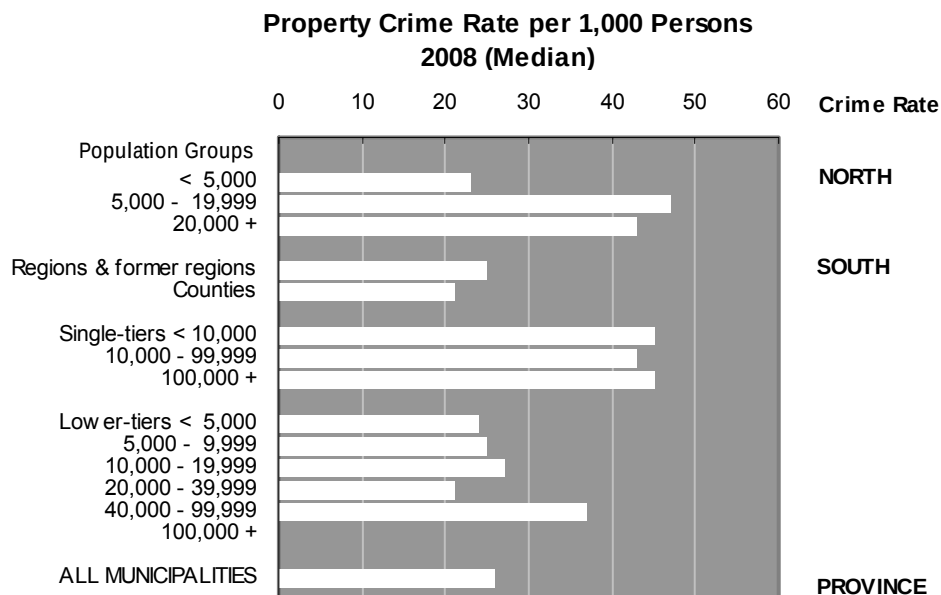
FIR reference: SLC 92 1259 07. The number of municipalities reporting reflects the condition listed below.

Condition:

- Crime rate for Other *Criminal Code* offences, excluding traffic is greater than 0.

Police Services: Effectiveness

Property crime rate per 1,000 persons.



Police Services: EffectivenessTotal crime rate per 1,000 persons (*Criminal Code* offences, excluding traffic).Total number of actual incidents of violent crime, property crime,
and other *Criminal Code* offences, excluding traffic

Population / 1,000

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

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	74	6 to 135	38	39	44	43	41
5,000 – 19,999	10	48 to 245	77	99	77	82	79
20,000 +	4	62 to 94	72	79	75	66	72
SOUTH							
Regions & Former Regions	10	29 to 61	47	47	49	56	63
Counties	3	26 to 32	28	29	31	30	34
Single-tiers							
< 10,000	4	59 to 173	96	73	80	99	91
10,000 – 99,999	14	46 to 150	77	88	84	82	88
100,000 +	6	50 to 81	71	73	76	70	82
Lower-tiers							
< 5,000	52	11 to 103	33	35	33	36	38
5,000 – 9,999	52	13 to 113	34	34	34	33	38
10,000 – 19,999	33	21 to 105	42	43	47	35	39
20,000 – 39,999	13	22 to 94	33	34	45	54	61
40,000 – 99,999	1	70	70	79	75	64	67
100,000 +							
ALL MUNICIPALITIES	276	6 to 245	39	43	44	42	44
# Municipalities Reporting			276	278	286	301	296

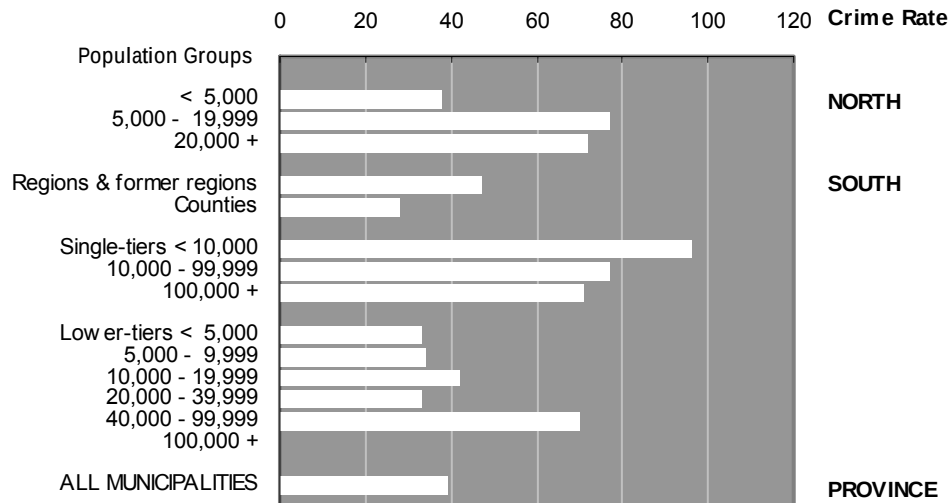
FIR reference: SLC 92 1263 07. The number of municipalities reporting reflects the condition listed below.

Condition:

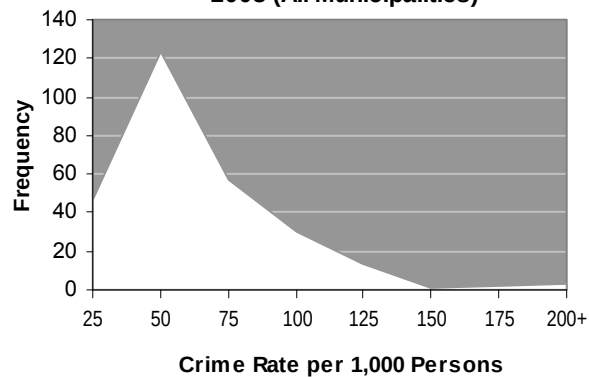
- Crime rate for Other *Criminal Code* offences, excluding traffic, is greater than 0.

Police Services: EffectivenessTotal crime rate per 1,000 persons (*Criminal Code* offences, excluding traffic).

**Total Crime Rate per 1,000 Persons
(*Criminal Code* Offences, Excluding Traffic), 2008 (Median)**



**Total Crime Rate per 1,000 Persons
(*Criminal Code* Offences, Excluding Traffic)
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range #	Median #	Median #	Median #	Median #
NORTH						
< 5,000	78	0 to 370	0	0	6	13
5,000 – 19,999	10	4 to 268	64	51	69	77
20,000 +	4	14 to 161	60	99	95	120
SOUTH						
Regions & Former Regions	10	12 to 89	48	59	54	51
Counties	3	3 to 8	7		6	12
Single-tiers						
< 10,000	4	7 to 116	42	115	115	121
10,000 – 99,999	13	9 to 217	62	84	63	70
100,000 +	6	7 to 101	66	64	43	71
Lower-tiers						
< 5,000	53	0 to 739	2	0	7	10
5,000 – 9,999	48	0 to 148	5	8	13	11
10,000 – 19,999	33	0 to 188	10	14	28	17
20,000 – 39,999	12	4 to 182	14	23	43	36
40,000 – 99,999	1	38	38	32	51	58
100,000 +						
ALL MUNICIPALITIES	275	0 to 739	8	15	18	20
# Municipalities Reporting			275	217	280	294

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

Condition:

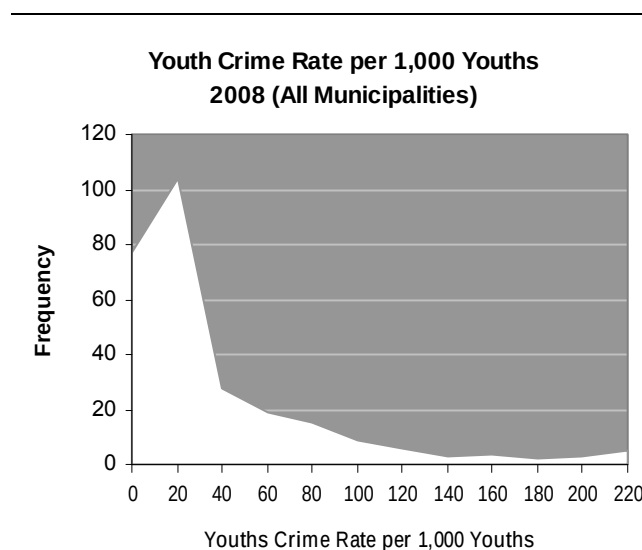
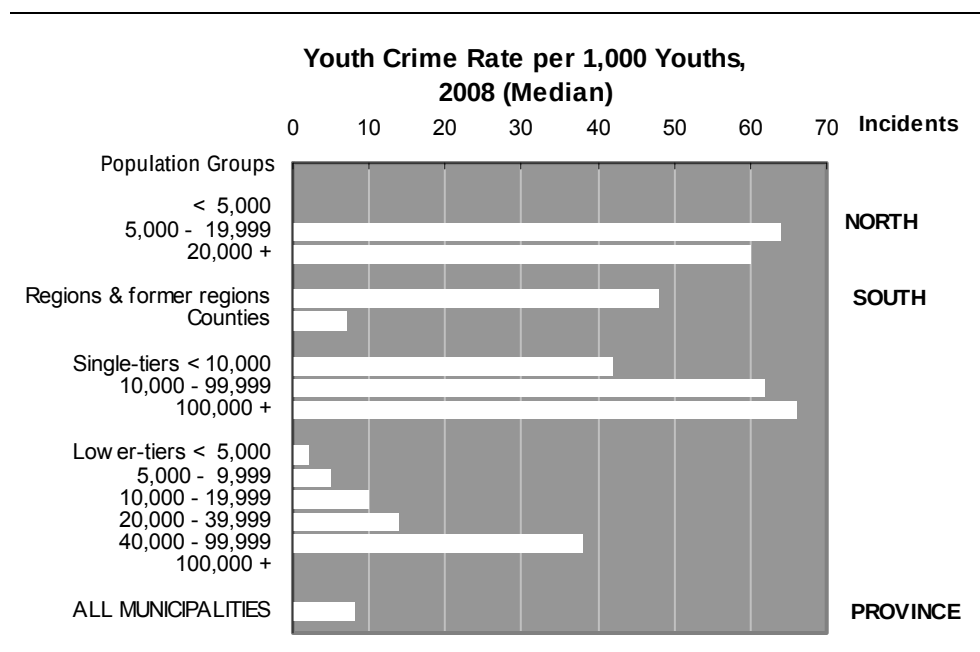
- Total Population divided by 1,000 is greater than “Youth Population/1,000” in the denominator of this measure. (SLC 02 0041 01 / 1,000 > SLC 92 1265 06).
- Number of actual incidents in the numerator of the total crime rate measure in SLC 92 1263 05 is greater than 0.

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.

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

			2008	2007	2006	2005
Population	Reporting #	Range	Median	Median	Median	Median
		\$	\$	\$	\$	\$
NORTH						
< 5,000	70	23 to 16,845	1,109	1,309	1,050	1,231
5,000 – 19,999	10	1,228 to 13,872	2,959	2,956	2,563	2,190
20,000 +	4	825 to 6,676	2,573	1,890	2,315	2,359
SOUTH						
Regions & Former Regions	10	826 to 4,065	1,311	1,385	1,327	1,211
Counties	19	172 to 4,493	713	541	549	427
Single-tiers						
< 10,000	4	678 to 11,615	1,260	1,043	757	902
10,000 – 99,999	12	473 to 7,223	1,477	1,363	1,599	1,152
100,000 +	6	586 to 2,214	1,208	1,137	1,082	958
Lower-tiers						
< 5,000	52	16 to 8,417	684	814	965	1,033
5,000 – 9,999	62	151 to 11,324	1,177	1,060	1,075	1,267
10,000 – 19,999	54	76 to 21,879	1,116	1,102	1,112	807
20,000 – 39,999	17	313 to 6,429	851	955	1,103	1,130
40,000 – 99,999	12	313 to 4,750	947	1,048	1,013	852
100,000 +	13	444 to 9,229	1,444	966	1,523	1,476
ALL MUNICIPALITIES	345	16 to 21,879	1,200	1,178	1,114	1,067
# Municipalities Reporting			345	351	351	356

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.

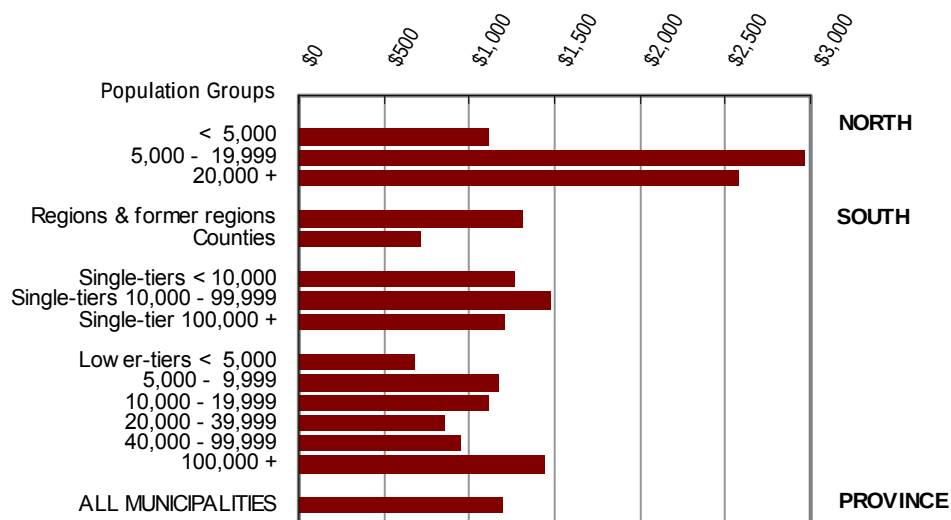
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers.

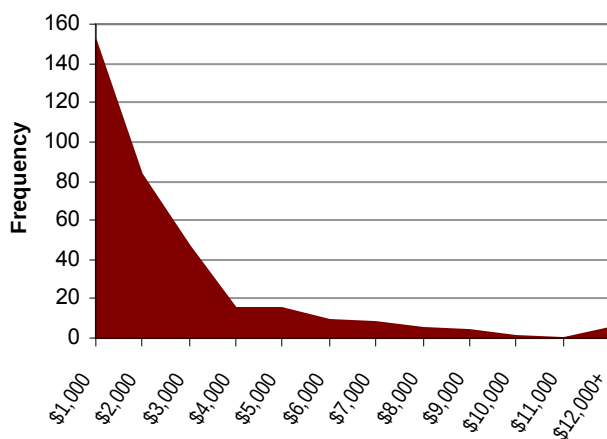
Paved Roads: Efficiency

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

**Operating Costs for Paved (Hard Top) Roads
per Lane Kilometre, 2008 (Median)**



**Operating Costs for Paved (Hard Top) Roads
per Lane Kilometre, 2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	76	9 to 10,649	1,433	1,425	1,281	1,238
5,000 – 19,999	10	642 to 13,873	2,306	2,096	2,558	1,892
20,000 +	4	2,116 to 5,488	2,146	1,746	1,797	1,775
SOUTH						
Regions & Former Regions	5	1,624 to 18,302	6,477	5,523	4,062	3,507
Counties	6	1,073 to 7,756	1,758	1,570	2,291	2,008
Single-tiers						
< 10,000	2	501 to 2,672	501	3,265	171	405
10,000 – 99,999	5	1,033 to 6,508	1,466	2,585	6,925	1,965
100,000 +	5	266 to 7,053	1,961	1,991	1,636	1,454
Lower-tiers						
< 5,000	53	87 to 3,920	1,315	1,177	1,201	1,005
5,000 – 9,999	58	207 to 11,384	1,475	1,510	1,542	1,412
10,000 – 19,999	47	144 to 20,733	1,912	1,495	1,609	1,473
20,000 – 39,999	14	1,236 to 15,041	2,308	1,968	2,173	1,570
40,000 – 99,999	10	1,690 to 18,181	3,020	3,281	3,292	2,576
100,000 +	7	3,895 to 16,370	6,443	4,550	5,299	4,028
ALL MUNICIPALITIES	302	9 to 20,733	1,670	1,626	1,631	1,412
# Municipalities Reporting			302	308	303	312

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.

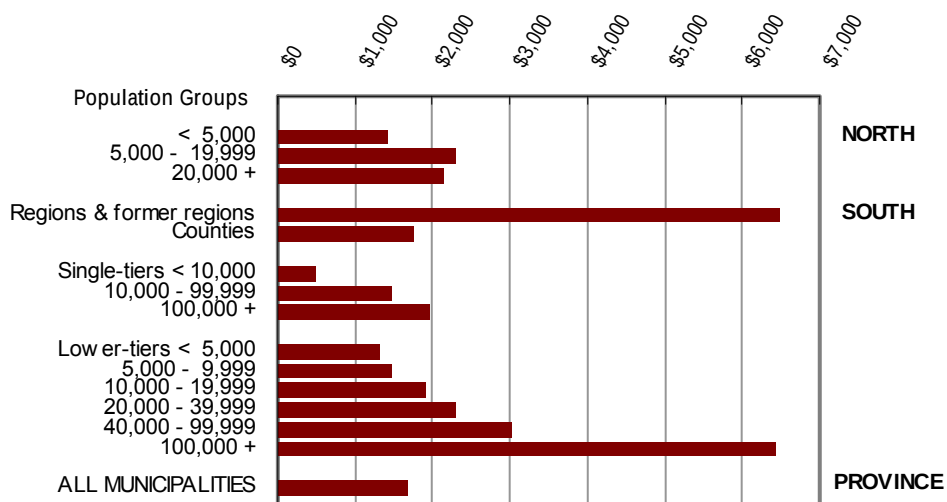
NOTES:

- 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.

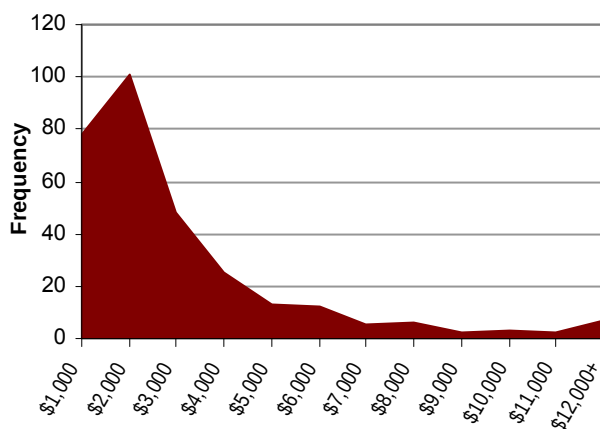
Unpaved Roads: Efficiency

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

**Operating Costs for Unpaved (Loose Top) Roads
per Lane Kilometre, 2008 (Median)**



**Operating Costs for Unpaved (Loose Top) Roads
per Lane Kilometre, 2008 (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

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median	Median	Median	Median	Median
NORTH							
< 5,000	73	4% to 100%	80%	80%	91%	89%	91%
5,000 – 19,999	9	18% to 100%	70%	68%	70%	67%	69%
20,000 +	4	12% to 23%	14%	29%	14%	14%	13%
SOUTH							
Regions & Former Regions	11	35% to 89%	64%	62%	67%	67%	67%
Counties	20	34% to 100%	67%	67%	67%	62%	65%
Single-tiers							
< 10,000	3	69% to 85%	71%	71%	65%	79%	79%
10,000 – 99,999	12	36% to 100%	65%	64%	68%	65%	62%
100,000 +	6	26% to 71%	56%	59%	58%	56%	58%
Lower-tiers							
< 5,000	50	5% to 100%	76%	82%	85%	80%	83%
5,000 – 9,999	61	12% to 100%	70%	67%	70%	80%	70%
10,000 – 19,999	54	17% to 100%	70%	70%	68%	68%	70%
20,000 – 39,999	15	40% to 92%	66%	65%	66%	66%	66%
40,000 – 99,999	12	48% to 85%	65%	69%	71%	70%	71%
100,000 +	13	38% to 100%	70%	70%	72%	73%	77%
ALL MUNICIPALITIES	343	4% to 100%	74%	70%	71%	74%	74%
# Municipalities Reporting			343	344	335	343	339

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

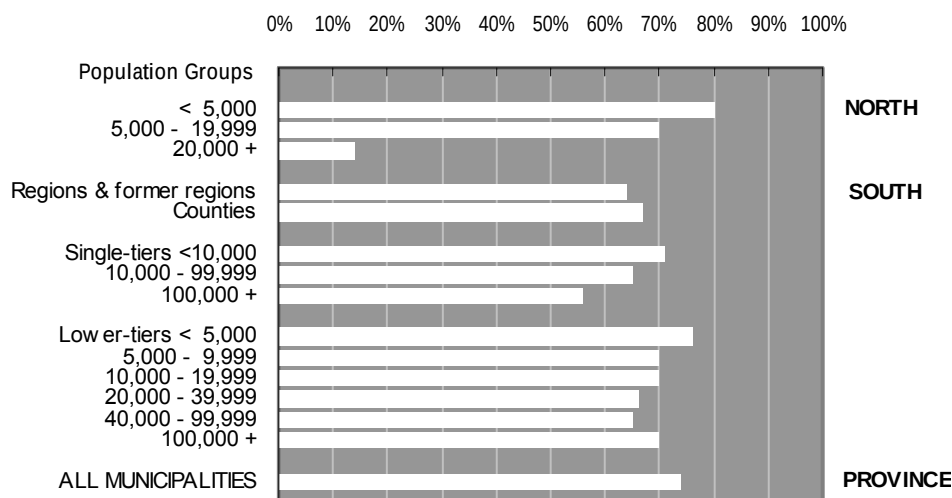
Conditions:

- 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.

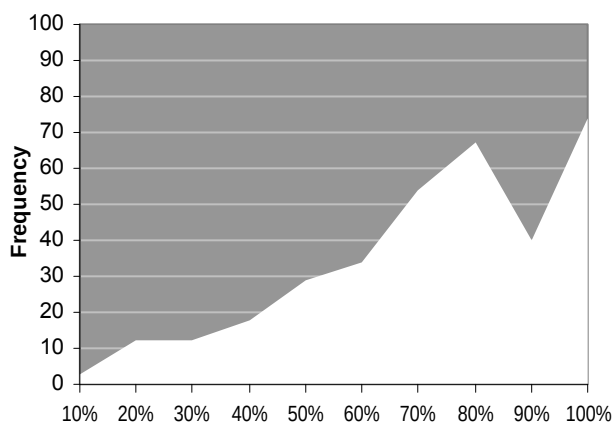
Adequacy of Roads: Effectiveness

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, 2008 (Median)



Percentage of Paved Lane Km where the Condition is Rated as Good to Very Good All Municipalities (2008)



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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	79	122 to 5,803	589	505	507	462
5,000 – 19,999	10	576 to 5,953	2,151	1,810	1,671	2,009
20,000 +	4	1,582 to 5,728	3,831	3,132	2,150	2,746
SOUTH						
Regions & Former Regions	10	1,655 to 6,691	4,528	3,845	2,219	3,425
Counties	15	1,112 to 3,677	2,173	1,976	1,521	1,583
Single-tiers						
<10,000	4	1,970 to 4,870	3,390	1,393	672	1,141
10,000 – 99,999	11	1,289 to 6,154	2,945	2,326	1,227	1,934
100,000 +	6	898 to 4,831	3,281	2,868	1,902	2,495
Lower-tiers						
< 5,000	50	3 to 2,570	602	545	510	532
5,000 – 9,999	57	93 to 6,046	712	565	483	552
10,000 – 19,999	51	236 to 4,557	1,036	848	523	715
20,000 – 39,999	13	689 to 2,186	1,355	1,091	709	1,017
40,000 – 99,999	11	1,505 to 3,458	2,122	1,519	780	1,270
100,000 +	9	2,247 to 6,236	4,356	2,968	1,413	1,940
ALL MUNICIPALITIES	330	3 to 6,691	934	821	640	699
# Municipalities Reporting			330	338	336	348

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.

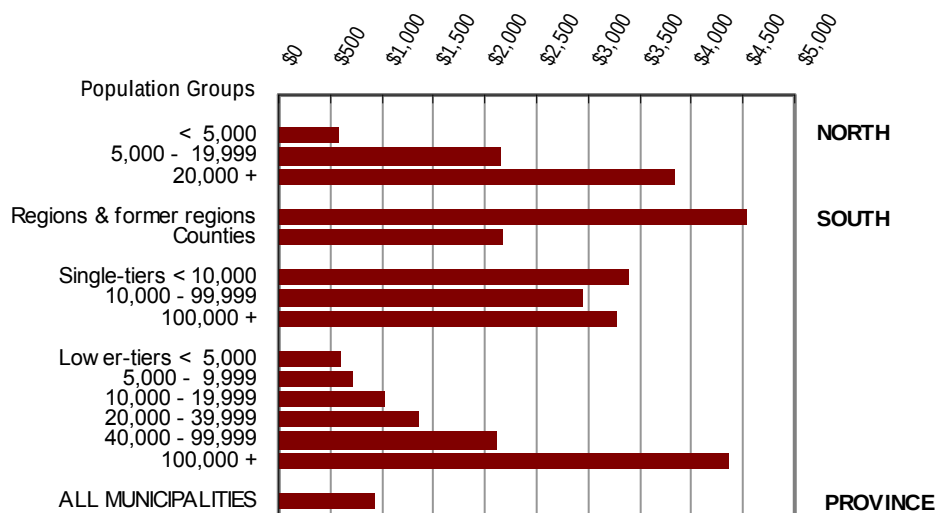
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

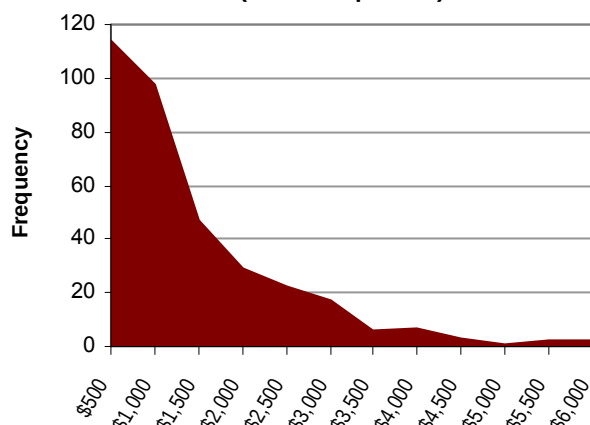
Roadways — Winter Control: Efficiency

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, 2008 (Median)**



**Operating Costs for Winter Maintenance of
Roadways per Lane Kilometre Maintained in Winter
2008 (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.

Number of winter event responses that met or exceeded
municipal road maintenance standards

Total number of winter event responses

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

Population	Reporting #	Range	2008 Median	2007 Median	2006 Median	2005 Median	2004 Median
NORTH							
< 5,000	80	0% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	10	83% to 100%	100%	100%	100%	100%	100%
20,000 +	4	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	11	95% to 100%	100%	100%	100%	100%	100%
Counties	18	91% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	3	100%	100%	100%	100%	100%	100%
10,000 – 99,999	14	78% to 100%	100%	100%	100%	100%	100%
100,000 +	6	94% to 100%	98%	98%	100%	100%	100%
Lower-tiers							
<5,000	50	60% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	60	71% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	54	88% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	18	100%	100%	100%	100%	100%	100%
40,000 – 99,999	12	98% to 100%	100%	100%	100%	100%	100%
100,000 +	13	93% to 100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	353	0% to 100%	100%	100%	100%	100%	100%
# Municipalities Reporting			353	352	345	358	354

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.

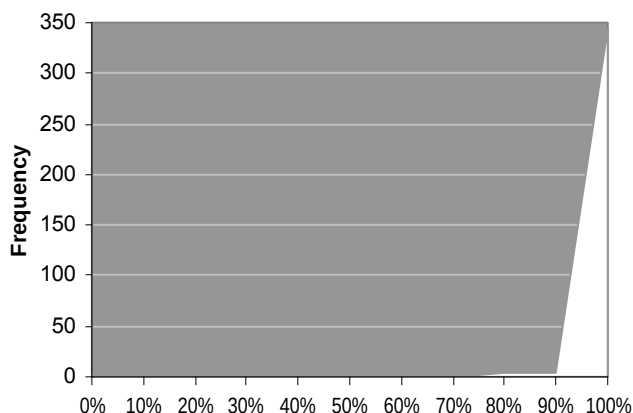
NOTES:

- The bar graph is not shown since all groups, but one, had median results of 100%.

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, 2008 (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 2008, there were 45 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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000						12.59
5,000 – 19,999	3	1.49 to 3.78	3.62	3.36	3.40	3.37
20,000 +	4	3.07 to 5.60	4.14	4.25	2.91	3.91
SOUTH						
Regions & Former Regions	6	2.95 to 6.20	3.18	2.94	3.15	2.63
Counties						
Single-tiers						
< 10,000						
10,000 to 99,999	9	2.03 to 8.20	3.86	3.78	3.22	3.46
100,000 +	6	2.35 to 4.59	4.11	3.69	3.62	3.36
Lower-tiers						
< 5,000				8.37	6.95	
5,000 – 9,999						
10,000 – 19,999	8	1.29 to 53.28	5.41	5.32	4.05	3.94
20,000 – 39,999	5	4.00 to 239.68	7.66	5.80	6.01	6.54
40,000 – 99,999	4	4.56 to 14.00	4.69	6.46	6.24	6.42
100,000 +	5	2.66 to 5.57	3.88	3.54	3.13	4.45
ALL MUNICIPALITIES	50	1.29 to 239.68	4.42	4.31	4.05	3.94
# Municipalities Reporting			50	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.

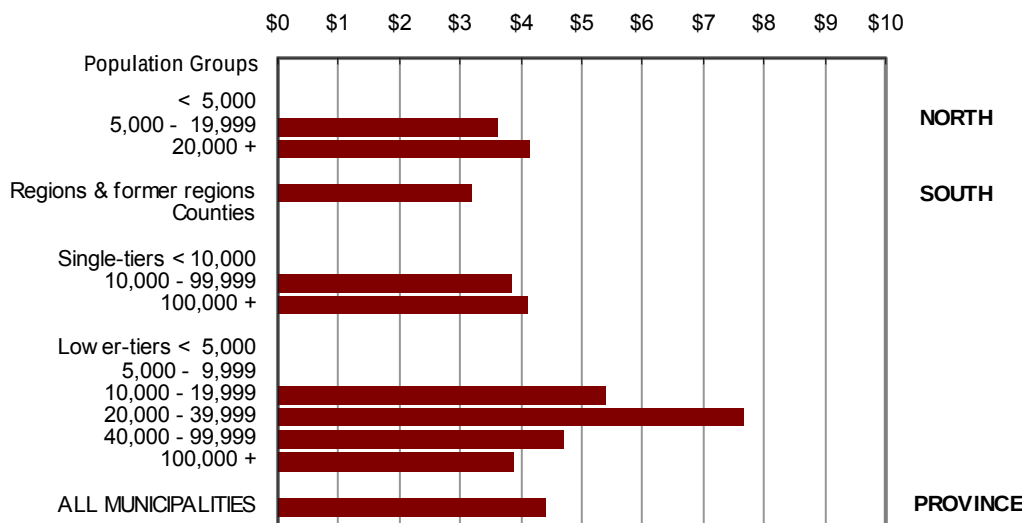
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

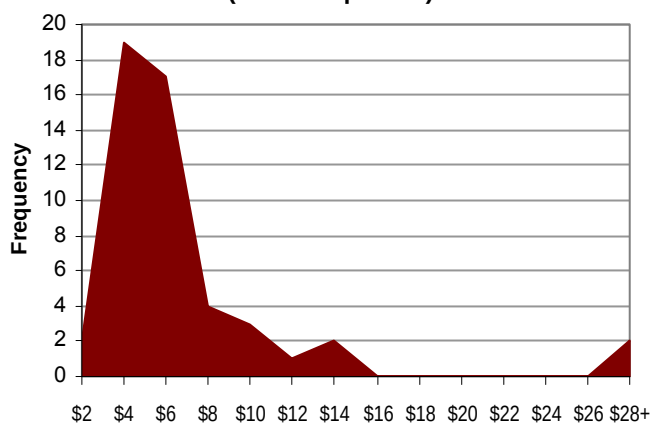
Conventional Transit Ridership: Efficiency

Operating costs for conventional transit per regular service passenger trip.

Operating Costs for Conventional Transit per Regular Service Passenger Trip, 2008 (Median)



Operating Costs for Conventional Transit per Regular Service Passenger Trip, 2008 (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.

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000					0.2	0.5	
5,000 – 19,999	3	9 to 12	10	9	9	9	6
20,000 +	4	21 to 38	26	24	24	23	28
SOUTH							
Regions & Former Regions	6	15 to 120	33	36	33	31	29
Counties							
Single-tiers							
< 10,000							
10,000 – 99,999	9	3 to 37	13	12	10	11	15
100,000 +	6	7 to 63	31	29	27	26	25
Lower-tiers							
< 5,000	2	0.9 to 13	0.9	0.1	14		10
5,000 – 9,999							0.1
10,000 – 19,999	9	0.03 to 16	4	4	4	4	4
20,000 – 39,999	5	0.4 to 13	2	1	1	1	1
40,000 – 99,999	4	2 to 17	10	9	7	14	13
100,000 +	5	14 to 44	27	26	25	23	20
ALL MUNICIPALITIES	53	0.03 to 120	15	14	15	14	14
# Municipalities Reporting			53	54	52	55	56

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).

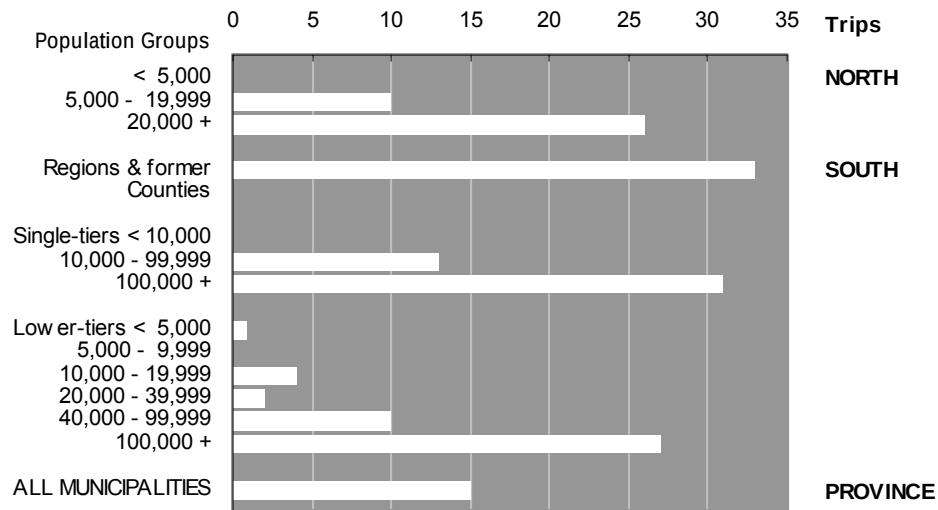
NOTES:

- In the North, in the group of municipalities with a population below 5,000, the measure was reported by one municipality in 2005 and 2006.
- In the South, in the group of lower-tiers with a population below 5,000, the measure was reported by one municipality in 2004 and 2006 and by two municipalities in 2007 and 2008.
- In the South, in the group of lower-tiers with a population between 5,000 and 9,999, the measure was reported by one municipality in 2004.

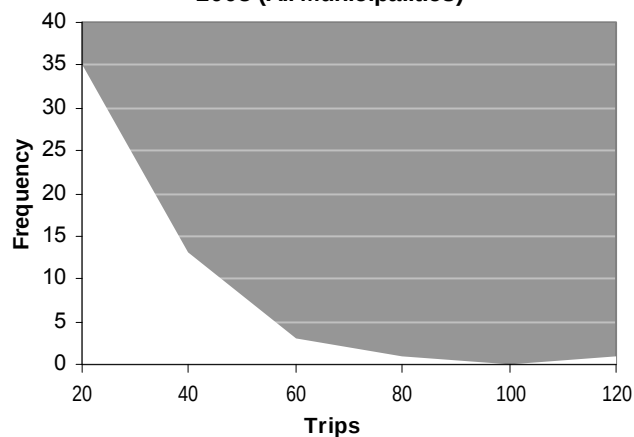
Conventional Transit Ridership: Effectiveness

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, 2008 (Median)



**Number of Conventional Transit Passenger Trips per Person in the Service Area in a Year
2008 (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.

$$\frac{\text{Operating costs for the collection of wastewater}}{\text{Total kilometres of wastewater mains}}$$

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

			2008	2007	2006
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	17	99 to 11,455	1,671	902	1,123
5,000 – 19,999	9	917 to 20,937	9,830	3,093	3,697
20,000 +	3	5,070 to 7,566	5,120	4,945	5,413
SOUTH					
Regions & Former Regions	10	3,604 to 19,256	5,920	5,550	4,928
Counties					
Single-tiers					
< 10,000	3	1,508 to 6,747	2,656	2,734	4,007
10,000 – 99,999	12	1,679 to 8,945	3,381	3,304	3,105
100,000 +	5	1,538 to 5,466	4,159	4,320	2,897
Lower-tiers					
< 5,000	8	942 to 24,935	4,061	3,500	2,459
5,000 – 9,999	31	47 to 14,636	2,473	2,852	2,770
10,000 – 19,999	36	893 to 14,869	4,585	5,105	4,605
20,000 – 39,999	15	59 to 33,439	7,005	4,148	3,738
40,000 – 99,999	6	1,283 to 29,055	6,590	4,734	4,478
100,000 +	7	3,667 to 8,697	4,614	6,984	4,389
ALL MUNICIPALITIES	162	47 to 33,439	4,409	4,181	3,742
# Municipalities Reporting			162	165	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.

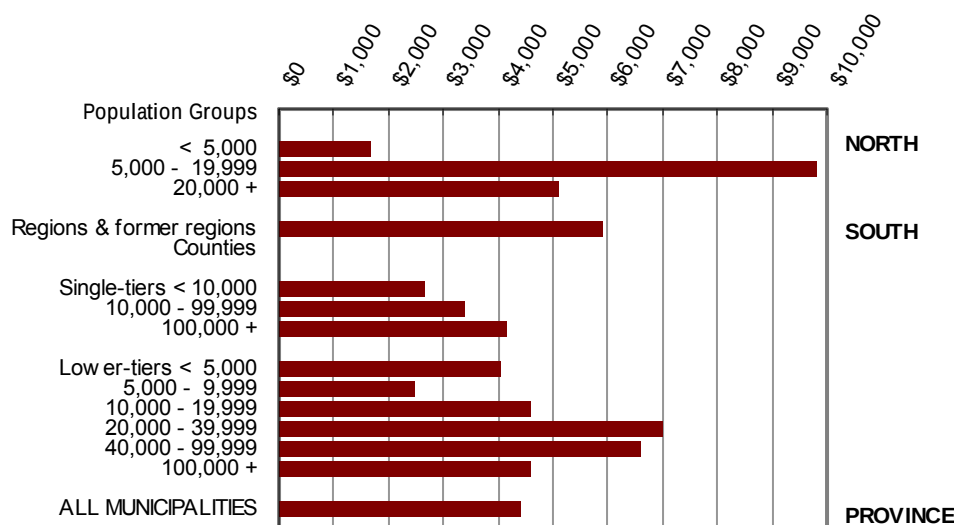
NOTES:

- The formula for the denominator was revised in 2006 to exclude connections; therefore comparison is not possible with previous years.

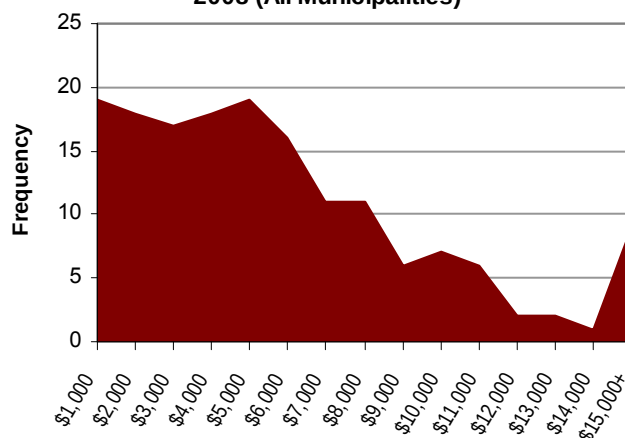
Wastewater Collection: Efficiency

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

Operating Costs for the Collection of Wastewater per KM of Wastewater Main, 2008 (Median)



Operating Costs for the Collection of Wastewater per KM of Wastewater Main 2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	22	157 to 1,723	310	374	389	358
5,000 – 19,999	9	90 to 416	270	275	287	303
20,000 +	3	144 to 239	178	229	204	156
SOUTH						
Regions & Former Regions	11	128 to 886	278	279	260	217
Counties						
Single-tiers						
< 10,000	3	258 to 355	278	313	184	222
10,000 – 99,999	12	118 to 371	201	240	199	192
100,000 +	6	105 to 662	244	228	189	170
Lower-tiers						
< 5,000	12	107 to 3,807	605	681	406	489
5,000 – 9,999	35	14 to 1,227	371	430	405	389
10,000 – 19,999	33	137 to 5,706	387	408	359	327
20,000 – 39,999	11	232 to 718	433	466	358	329
40,000 – 99,999	3	375 to 640	540	471	445	395
100,000 +	3	581 to 652	593	530	482	440
ALL MUNICIPALITIES	163	14 to 5,706	340	386	349	329
# Municipalities Reporting			163	170	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.

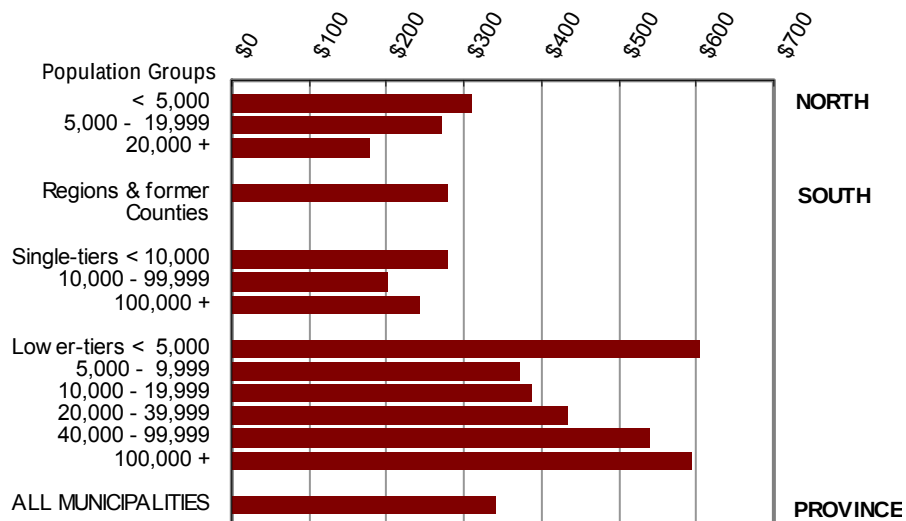
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

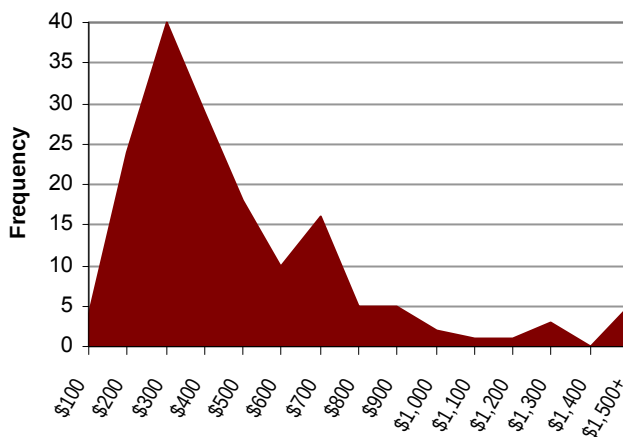
Wastewater Treatment and Disposal: Efficiency

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

Operating Costs for the Treatment and Disposal of Wastewater, 2008 (Median)



Operating Costs for the Treatment and Disposal of Wastewater per Megalitre, 2008 (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)

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	22	195 to 2,030	344	534	499	393
5,000 – 19,999	9	205 to 850	489	492	470	405
20,000 +	4	249 to 388	282	348	305	296
SOUTH						
Regions & Former Regions	10	219 to 1,107	374	452	352	368
Counties						
Single-tiers						
< 10,000	3	277 to 446	439	364	272	307
10,000 – 99,999	11	205 to 494	359	381	304	297
100,000 +	6	253 to 727	319	336	285	294
Lower-tiers						
< 5,000	12	258 to 3,521	716	806	608	599
5,000 – 9,999	34	137 to 1,921	468	551	486	522
10,000 – 19,999	33	256 to 7,310	582	634	477	517
20,000 – 39,999	11	394 to 982	659	665	592	591
40,000 – 99,999	3	628 to 855	674	718	644	599
100,000 +	3	675 to 779	731	658	612	568
ALL MUNICIPALITIES	161	137 to 7,310	489	556	470	466
# Municipalities Reporting			161	160	157	159

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

Conditions:

Municipalities were excluded if:

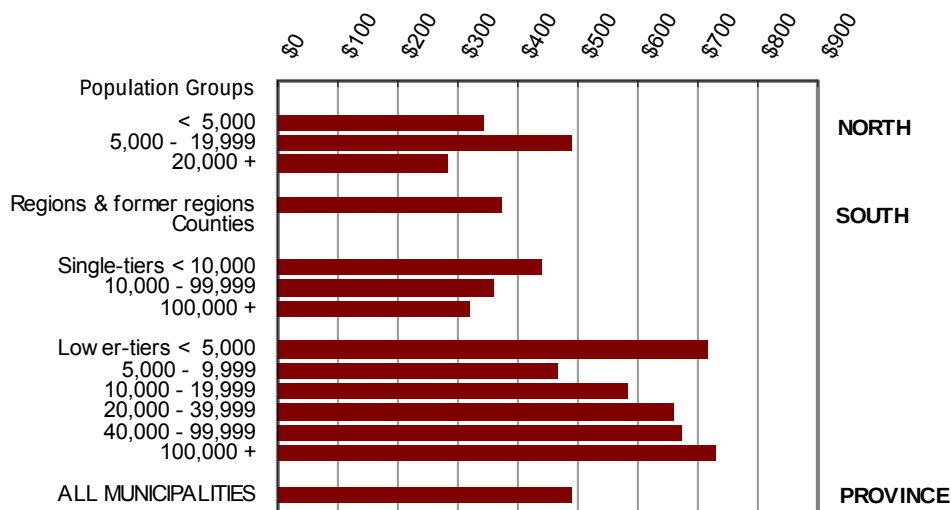
- The number of megalitres exceeded 1.25 times the population entered by the municipality in SLC 02 0041 01.
- Megalitres were less than or equal to 5.0.
- If “Total megalitres of wastewater treated” differed in the measure for wastewater treatment and disposal and the measure for the Integrated System – 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:

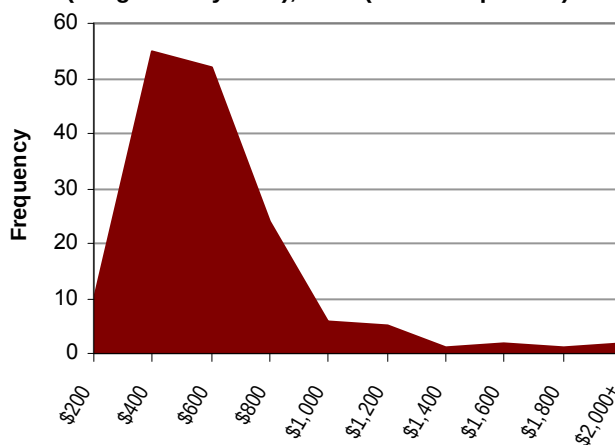
- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

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), 2008 (Median)



Operating Costs for the Collection, Treatment and Disposal of Wastewater per Megalitre (Integrated System), 2008 (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

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	28	0.0 to 125.0	0.0	0.0	0.0	0.0	0.0
5,000 – 19,999	10	0.0 to 136.6	8.8	13.5	5.5	8.2	8.2
20,000 +	3	0.8 to 13.5	1.4	3.0	6.3	4.5	1.8
SOUTH							
Regions & Former Regions	9	0.0 to 4.4	1.2	2.0	1.9	0.3	1.5
Counties							
Single-tiers							
< 10,000	4	0.0 to 6.3	0.0	9.1	3.3	8.7	3.3
10,000 – 99,999	14	0.0 to 5.4	1.6	2.6	2.7	3.8	4.2
100,000 +	6	0.6 to 14.8	1.7	1.0	1.0	1.4	1.5
Lower-tiers							
< 5,000	12	0.0 to 8.6	0.0	0.0	0.0	0.0	0.0
5,000 – 9,999	34	0.0 to 64.3	1.3	2.1	1.0	1.1	2.4
10,000 – 19,999	40	0.0 to 21.7	0.0	3.8	3.7	2.9	3.1
20,000 – 39,999	16	0.0 to 30.0	1.3	1.9	7.3	6.4	2.1
40,000 – 99,999	6	0.0 to 2.9	0.7	0.7	0.6	0.5	1.8
100,000 +	7	0.0 to 131.9	1.6	2.1	1.6	0.8	0.7
ALL MUNICIPALITIES	189	0.0 to 136.6	1.2	2.2	2.1	1.5	1.8
# Municipalities Reporting			189	189	188	185	183

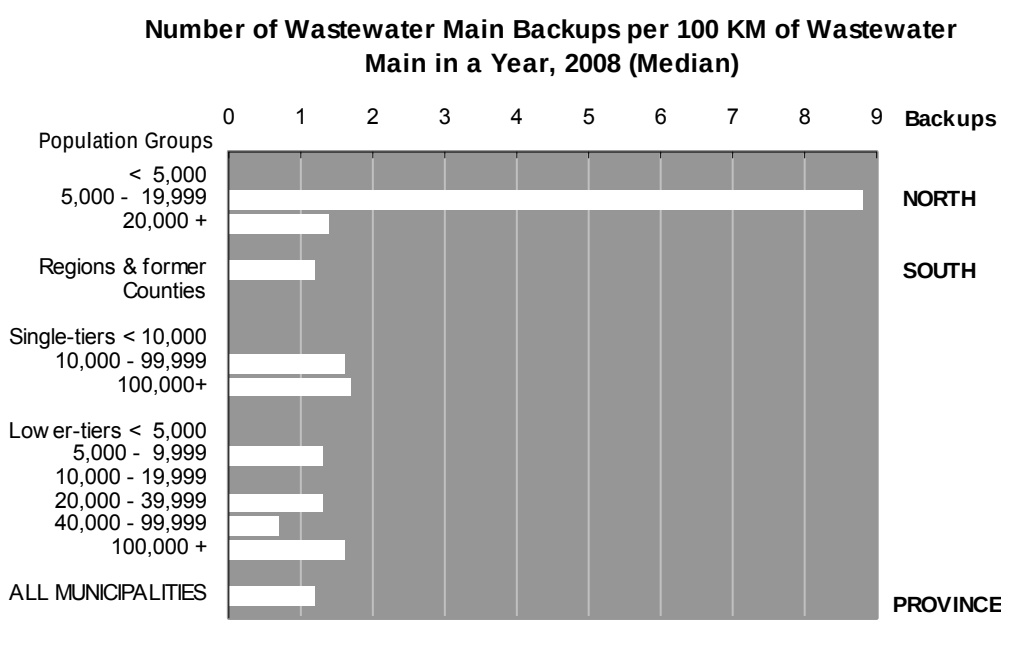
FIR reference: SLC 92 3154 07. The number of municipalities reporting reflects the condition listed below.

Condition:

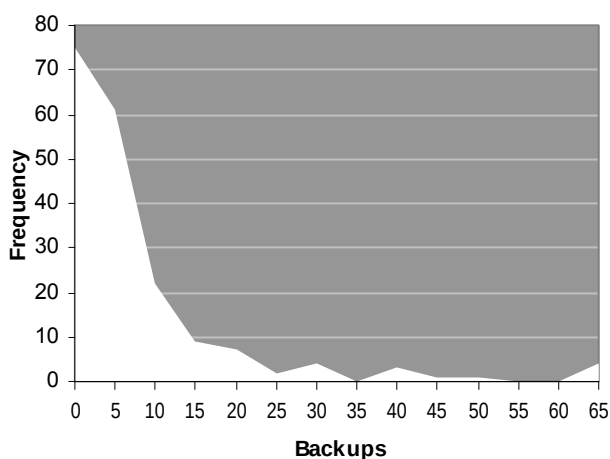
- For the years 2003 to 2005, the denominator of the efficiency measure was not carried forward to the effectiveness measure; in 2006 and 2007 a carry forward was in place. Therefore, a condition was set up to check that "Kilometres of wastewater mains/100" in the denominator of this effectiveness measure 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.

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, (2008) 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

Population	Reporting #	Range	2008 Median	2007 Median	2006 Median	2005 Median	2004 Median
NORTH							
< 5,000	23	0.000% to 50.000%	0.000%	0.000%	0.000%	0.000%	0.000%
5,000 – 19,999	9	0.000% to 3.830%	0.355%	0.000%	0.230%	0.315%	0.052%
20,000 +	4	0.000% to 0.780%	0.000%	0.000%	0.000%	0.000%	0.000%
SOUTH							
Regions & Former Regions	8	0.000% to 2.621%	0.024%	0.004%	0.170%	0.083%	0.000%
Counties							
Single-tiers							
< 10,000	3	0.000% to 0.021%	0.000%	0.000%	0.000%	0.011%	0.000%
10,000 – 99,999	13	0.000% to 3.849%	0.046%	0.000%	0.017%	0.000%	0.002%
100,000 +	6	0.000% to 1.726%	0.002%	0.000%	0.238%	0.296%	0.010%
Lower-tiers							
< 5,000	15	0.000% to 15.805%	0.000%	0.000%	0.000%	0.000%	0.000%
5,000 – 9,999	32	0.000% to 47.599%	0.000%	0.000%	0.000%	0.000%	0.000%
10,000 – 19,999	33	0.000% to 0.882%	0.000%	0.000%	0.000%	0.000%	0.000%
20,000 – 39,999	11	0.000% to 4.418%	0.000%	0.000%	0.000%	0.000%	0.000%
40,000 – 99,999	3	0.000% to 0.067%	0.000%	0.000%	0.000%	0.000%	0.000%
100,000 +	2	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
ALL MUNICIPALITIES	162	0.000% to 50.000%	0.000%	0.000%	0.000%	0.000%	0.000%
# Municipalities Reporting			162	160	168	170	164

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

Conditions:

Municipalities were excluded if:

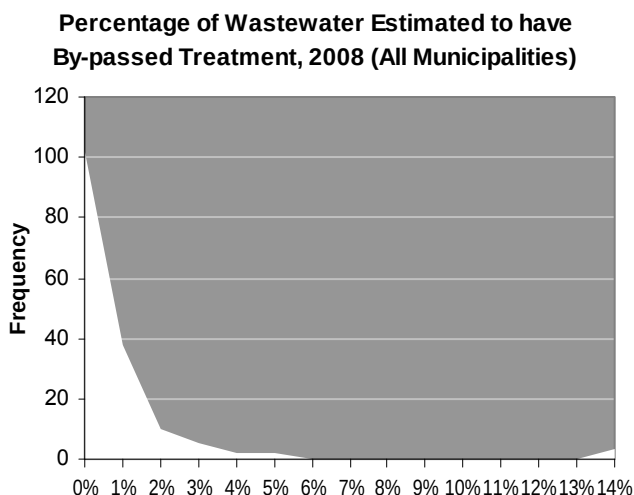
- The measure was equal to or greater than 100%.
- "Total megalitres of treated wastewater plus estimated megalitres of untreated wastewater" in the denominator is greater than 1.25 times the Population entered by the municipality in SLC 02 0041 01.
- "Total megalitres of treated wastewater plus estimated 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:

- A bar graph is not included because median 2008 values for all, but four groups 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

			2008	2007	2006
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	5	30 to 2,065	316	346	122
5,000 – 19,999	7	74 to 4,049	1,378	447	440
20,000 +	4	568 to 4,005	1,647	1,549	2,441
SOUTH					
Regions & Former Regions	4	1,229 to 2,677	1,319	1,302	1,817
Counties					
Single-tiers					
< 10,000	1	718	718	516	1,364
10,000 to 99,999	11	300 to 8,463	1,372	1,459	1,501
100,000 +	5	669 to 2,436	1,971	1,977	1,723
Lower-tiers					
< 5,000	3	116 to 555	504	112	162
5,000 – 9,999	9	119 to 2,062	339	96	227
10,000 – 19,999	12	248 to 5,964	645	823	912
20,000 – 39,999	7	263 to 1,735	419	387	365
40,000 – 99,999	8	409 to 2,253	489	975	848
100,000 +	11	122 to 3,501	1,056	917	936
ALL MUNICIPALITIES	87	30 to 8,463	892	825	912
# Municipalities Reporting			87	92	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.

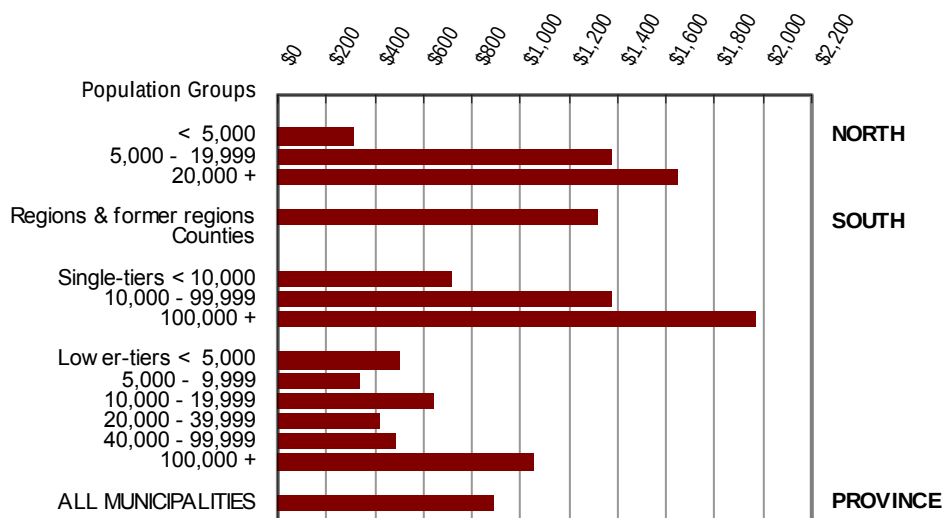
NOTES:

- Since the denominator was revised in 2006 to eliminate connections, comparison with previous years is not possible.

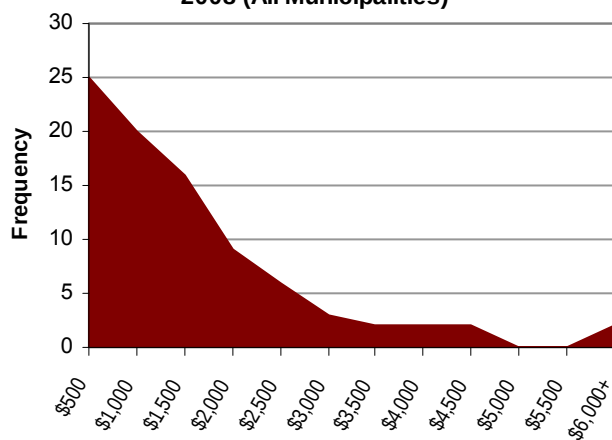
Urban Storm Water Management: Efficiency

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, 2008 (Median)**



**Operating Costs for Urban Storm Water Management
per KM of Drainage System
2008 (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

			2008	2007	2006
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	4	27 to 906	30	1,201	81
5,000 – 19,999	4	54 to 661	74	119	165
20,000 +	1	263	263	284	
SOUTH					
Regions & Former Regions	3	387 to 980	625	662	712
Counties					
Single-tiers					
< 10,000					
10,000 – 99,999	4	96 to 1,342	240	160	163
100,000 +	2	209 to 495	209	219	285
Lower-tiers					
< 5,000	3	80 to 97	81	54	313
5,000 – 9,999	1	76	76	87	95
10,000 – 19,999	3	214 to 1,867	445	369	270
20,000 – 39,999	4	219 to 1,591	446	412	375
40,000 – 99,999	6	89 to 1,593	431	549	588
100,000 +	7	540 to 2,340	1,256	1,073	924
ALL MUNICIPALITIES	42	27 to 2,340	439	445	436
# Municipalities Reporting			42	43	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.

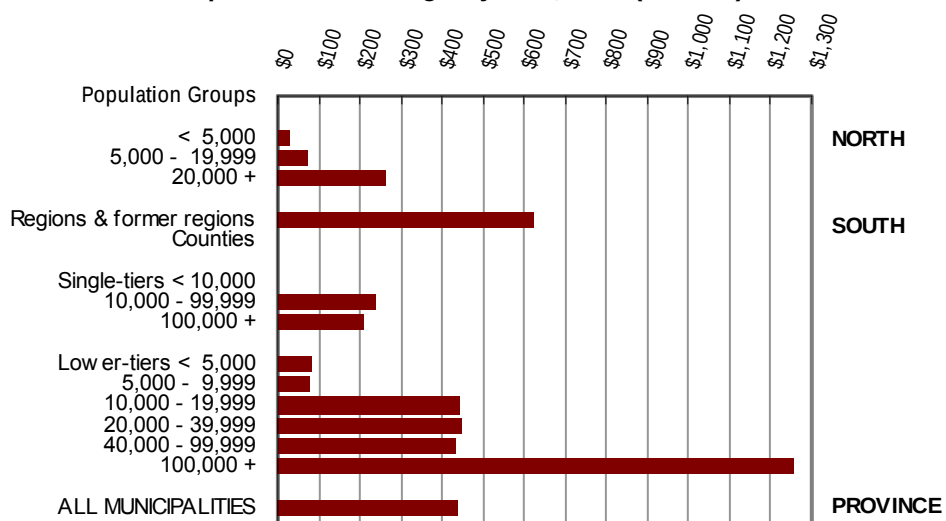
NOTES:

- Since, the denominator was revised in 2006 to eliminate connections, comparison is not possible with previous years.

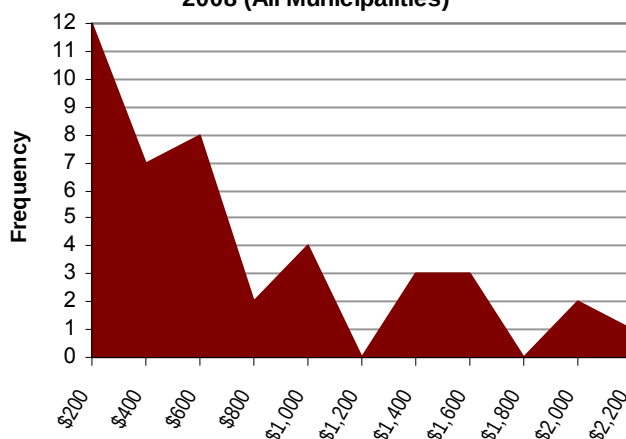
Rural Storm Water Management: Efficiency

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, 2008 (Median)**



**Operating Costs for Rural Storm Water Management
per KM of Drainage System
2008 (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.

Operating costs for the treatment of drinking water

Total megalitres of drinking water treated

Operating costs for the treatment of drinking water per megalitre

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	22	308 to 15,164	1,004	926	995	794
5,000 – 19,999	8	187 to 975	431	358	417	261
20,000 +	4	146 to 421	228	368	205	170
SOUTH						
Regions & Former Regions	11	182 to 674	238	228	207	183
Counties						
Single-tiers						
<10,000	2	412 to 467	412	288	355	258
10,000 – 99,999	11	122 to 595	384	256	288	272
100,000 +	6	90 to 328	160	146	133	136
Lower-tiers						
< 5,000	14	52 to 3,597	888	600	619	515
5,000 – 9,999	28	58 to 1,407	422	545	487	498
10,000 – 19,999	33	35 to 3,351	497	418	406	364
20,000 – 39,999	11	166 to 610	420	453	407	358
40,000 – 99,999	3	291 to 544	374	372	374	335
100,000 +	3	521 to 582	532	509	496	480
ALL MUNICIPALITIES	156	35 to 15,154	471	454	420	364
# Municipalities Reporting			156	164	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.

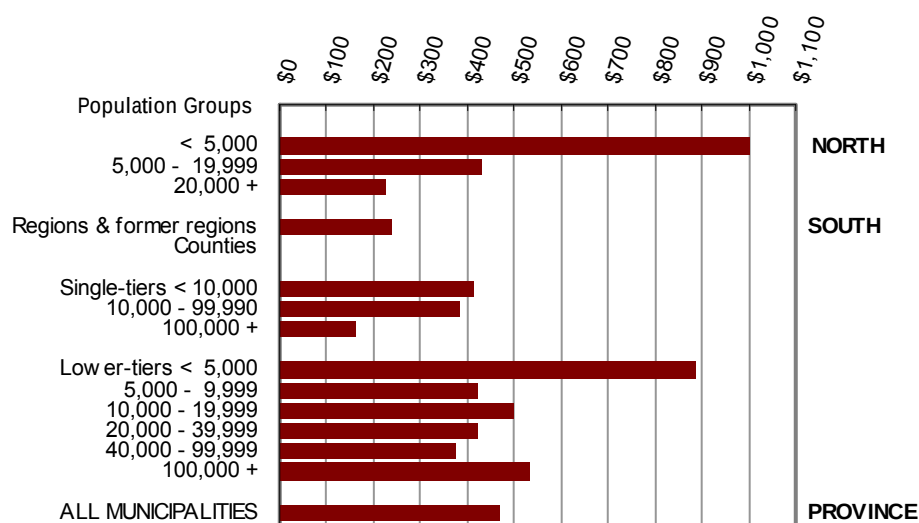
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

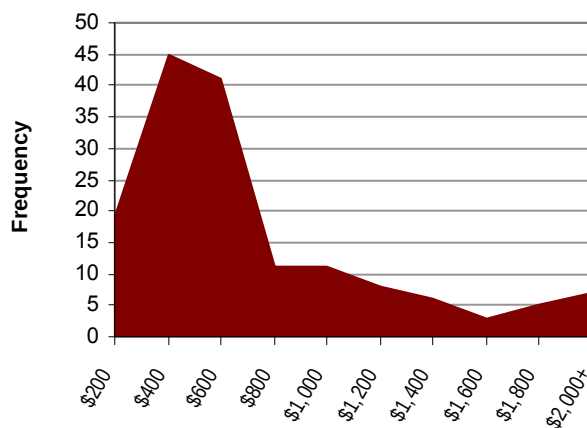
Treatment of Drinking Water: Efficiency

Operating costs for the treatment of drinking water per megalitre.

**Operating Costs for the Treatment of Drinking Water
per Megalitre, 2008 (Median)**



**Operating Costs for the Treatment of Drinking Water
per Megalitre, 2008 (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

			2008	2007	2006
Population	Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH					
< 5,000	19	167 to 15,629	3,809	3,115	3,112
5,000 – 19,999	8	1,518 to 18,904	7,121	8,205	8,757
20,000 +	4	5,633 to 10,867	7,809	5,926	5,404
SOUTH					
Regions & Former Regions	10	5,081 to 15,639	7,932	7,727	6,879
Counties					
Single-tiers					
<10,000	3	4,549 to 8,940	8,204	7,760	8,524
10,000 – 99,999	12	3,073 to 18,300	6,994	8,329	7,142
100,000 +	6	3,543 to 11,077	7,057	5,024	4,820
Lower-tiers					
< 5,000	17	180 to 19,943	5,050	5,590	5,216
5,000 – 9,999	35	49 to 24,933	5,547	4,893	4,228
10,000 – 19,999	40	1,731 to 17,017	6,366	5,963	5,339
20,000 – 39,999	16	1,521 to 19,867	6,301	5,814	6,269
40,000 – 99,999	6	4,440 to 26,507	8,940	7,199	8,583
100,000 +	7	5,815 to 12, 517	8,719	7,669	7,468
ALL MUNICIPALITIES	183	49 to 26,507	6,486	6,030	5,674
# Municipalities Reporting			183	187	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.

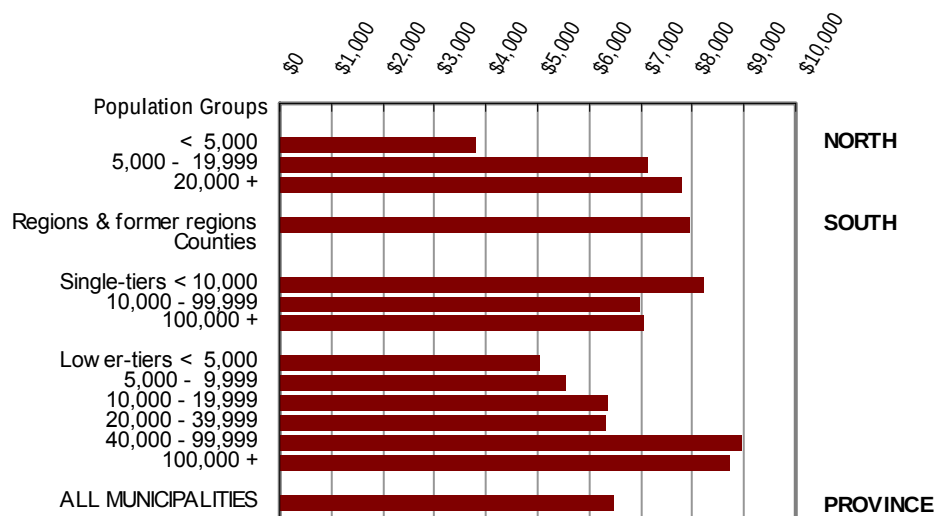
NOTES:

- The formula for the denominator was revised in 2006, eliminating connection and hydrants.

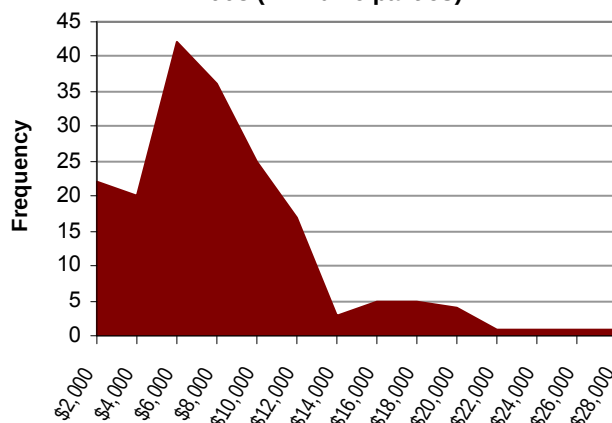
Distribution of Drinking Water: Efficiency

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, 2008 (Median)



Operating Costs for the Distribution of Drinking Water
per KM of Water Distribution Pipe
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	21	396 to 2,512	1,205	1,109	1,125	1,043
5,000 – 19,999	9	496 to 1,333	850	761	702	664
20,000 +	4	469 to 719	575	557	458	418
SOUTH						
Regions & Former Regions	10	295 to 1,046	413	429	327	372
Counties						
Single-tiers						
< 10,00	2	633 to 686	633	625	585	508
10,000 – 99,999	11	244 to 1,354	605	493	448	502
100,000 +	6	169 to 674	422	378	366	355
Lower-tiers						
< 5,000	14	587 to 3,462	1,427	1,174	1,116	915
5,000 – 9,999	34	034 to 3,455	865	917	854	889
10,000 – 19,999	33	296 to 3,475	842	723	636	632
20,000 – 39,999	11	350 to 1,441	830	778	765	557
40,000 – 99,999	3	625 to 891	838	744	724	695
100,000 +	3	698 to 868	731	676	668	648
ALL MUNICIPALITIES	161	-34 to 3,475	842	754	724	689
# Municipalities Reporting			161	169	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.

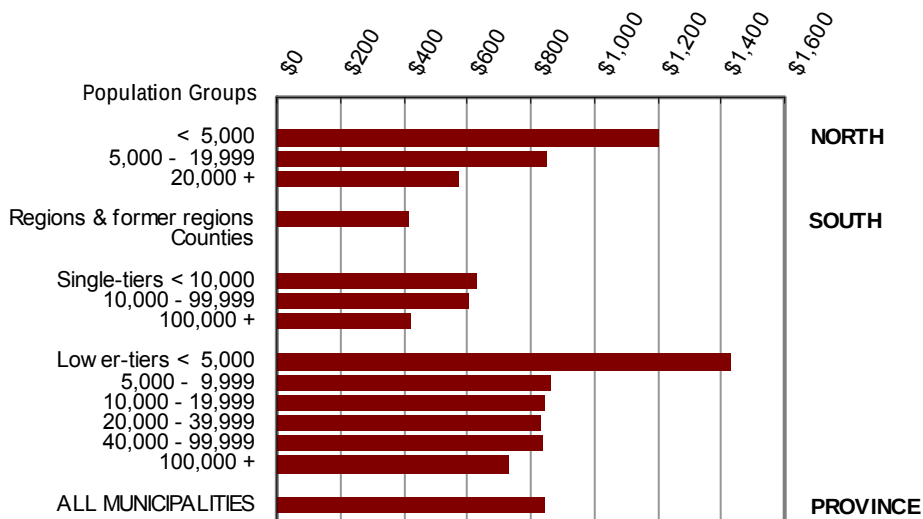
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

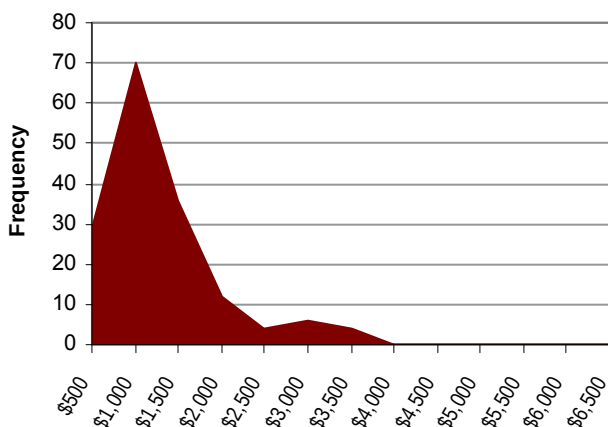
Treatment and Distribution of Drinking Water (Integrated System): Efficiency

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

Operating Costs for the Treatment and Distribution of Drinking Water per Megalitre, 2008 (Median)



Operating Costs for the Treatment and Distribution of Drinking Water per Megalitre 2008 (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.

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	30	0.0000 to 365.0000	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 19,999	7	0.0000 to 6.3655	0.0000	0.0000	0.0000	0.0009	0.0000
20,000 +	4	0.0000 to 1.0000	0.0000	0.0000	0.0000	0.0001	0.0008
SOUTH							
Regions & Former Regions	6	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Counties				0.0282	3.2891		0.0185
Single-tiers							
<10,000	4	0.0000 to 3.0000	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 99,999	14	0.0000 to 0.7369	0.0000	0.0000	0.0000	0.0000	0.0000
100,000 +	6	0.0000 to 0.0760	0.0000	0.0000	0.0000	0.0000	0.0000
Lower-tiers							
< 5,000	18	0.0000 to 4.0000	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 9,999	39	0.0000 to 9.8762	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 19,999	41	0.0000 to 7.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20,000 – 39,999	16	0.0000 to 2.9165	0.0000	0.0000	0.0000	0.0000	0.0000
40,000 – 99,999	6	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	194	0.0000 to 365.0000	0.0000	0.0000	0.0000	0.0000	0.0000
# Municipalities Reporting			194	205	212	221	219

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.

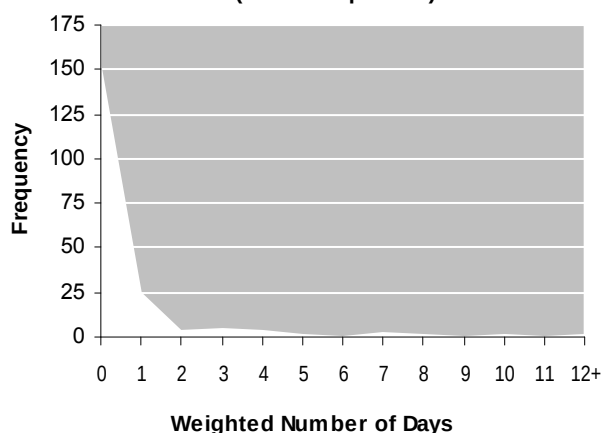
NOTES:

- The median is not graphed because the median for all groups in 2008 is zero.

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
2008 (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.

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	28	0.0 to 80.0	5.9	0.0	0.0	3.3	0.0
5,000 – 19,999	9	3.2 to 53.3	11.3	12.2	11.1	13.0	19.4
20,000 +	4	11.0 to 15.7	12.9	13.1	9.2	19.8	23.9
SOUTH							
Regions & Former Regions	9	0.0 to 12.8	7.2	10.2	7.3	10.1	8.3
Counties							
Single-tiers							
<10,000	3	4.8 to 19.4	6.3	12.0	15.6	3.1	0.0
10,000 – 99,999	12	2.9 to 16.2	11.1	11.5	10.0	10.3	10.2
100,000 +	6	4.8 to 18.9	7.9	10.9	8.8	11.4	10.6
Lower-tiers							
< 5,000	20	0.0 to 42.9	1.6	1.0	0.0	1.9	0.0
5,000 – 9,999	38	0.0 to 44.4	3.7	5.9	2.4	7.4	10.3
10,000 – 19,999	42	0.0 to 35.7	3.5	6.3	3.6	3.7	4.5
20,000 – 39,999	16	0.0 to 13.2	5.0	5.3	4.8	6.4	5.4
40,000 – 99,999	6	1.6 to 21.6	7.4	7.0	6.0	10.9	18.1
100,000 +	7	2.8 to 19.4	10.1	11.0	7.6	9.5	10.9
ALL MUNICIPALITIES	200	0.0 to 80.0	5.9	7.0	5.7	7.5	8.3
# Municipalities Reporting			200	201	201	160	159

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.

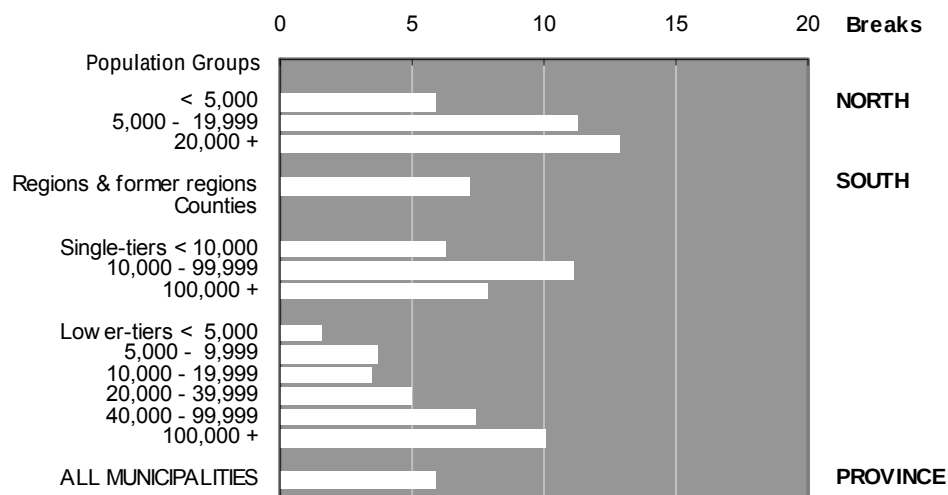
NOTES:

- The drop in the number of municipalities counted in 2004 and 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.

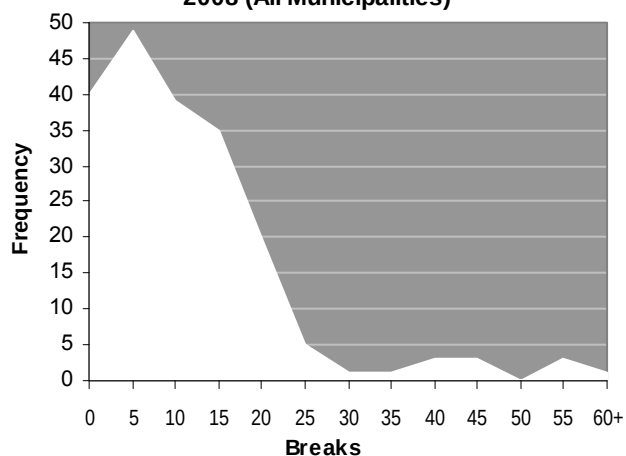
Breaks in Water Mains: Effectiveness

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, 2008 (Median)



Number of Breaks in Water Mains per 100 KM of Water Distribution Pipe in a Year 2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	5	34 to 143	107	88	79	91
5,000 – 19,999	4	40 to 207	42	89	91	50
20,000 +	3	26 to 132	58	54	51	58
SOUTH						
Regions & Former Regions	8	88 to 367	107	92	93	77
Counties						
Single-tiers						
< 10,000	1	97	97	91	42	26
10,000 – 99,999	10	43 to 175	83	75	71	68
100,000 +	6	36 to 157	87	86	75	77
Lower-tiers						
< 5,000	5	18 to 874	99	97	89	84
5,000 – 9,999	8	47 to 317	88	94	92	76
10,000 – 19,999	8	49 to 207	87	101	75	75
20,000 – 39,999	3	58 to 88	59	57	81	76
40,000 – 99,999	3	23 to 77	42	56	48	42
100,000 +	3	27 to 106	81	80	69	60
ALL MUNICIPALITIES	67	18 to 874	91	86	81	76
# Municipalities Reporting			67	72	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.

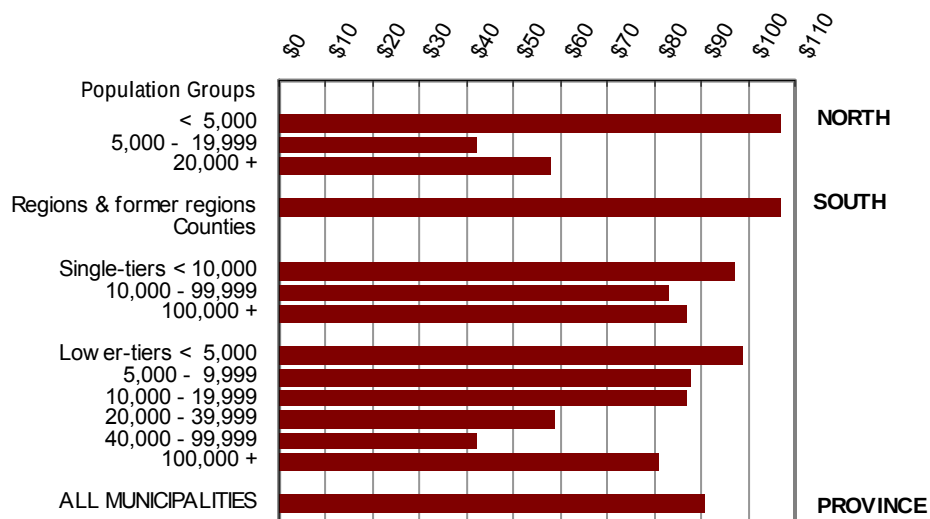
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- In 2008, 15 municipalities did not indicate the type of units reported in the denominator.

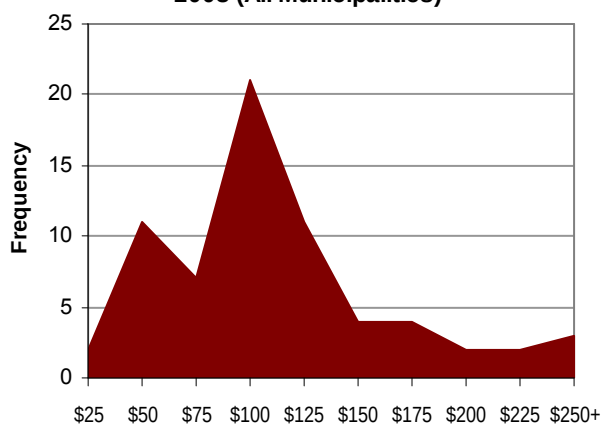
Garbage Collection: Efficiency

Operating costs for garbage collection per tonne.

**Operating Costs for Garbage Collection per Tonne
2008 (Median)**



**Operating Costs for Garbage Collection
per Tonne
2008 (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						
			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	31	6 to 154	89	74	73	72
5,000 – 19,999	6	38 to 118	56	84	49	51
20,000 +	1	49	49	47	43	40
SOUTH						
Regions & Former Regions						
Counties	2	53 to 81	53	27	21	22
Single-tiers						
< 10,000	2	41 to 50	41	45	28	34
10,000 – 99,999	3	43 to 146	61	58	37	31
100,000 +						
Lower-tiers						
< 5,000	20	10 to 124	51	58	44	41
5,000 – 9,999	26	12 to 172	44	41	43	36
10,000 – 19,999	18	0.25 to 141	56	59	59	50
20,000 – 39,999	5	2 to 64	50	46	57	61
40,000 – 99,999					144	143
100,000 +	1	52	52	55	49	44
ALL MUNICIPALITIES	115	0.25 to 172	59	57	53	52
# Municipalities Reporting			115	142	146	140

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.

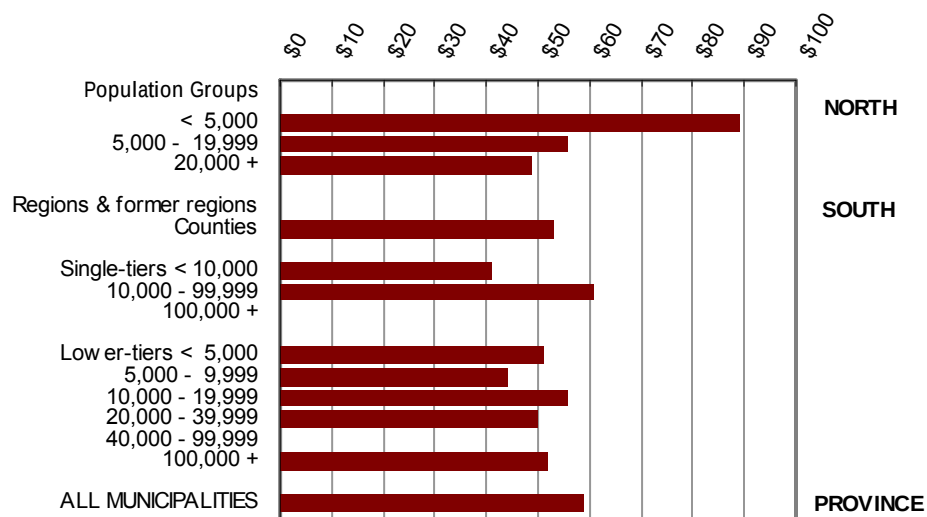
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- In 2008, 15 municipalities did not indicate the type of units reported in the denominator.

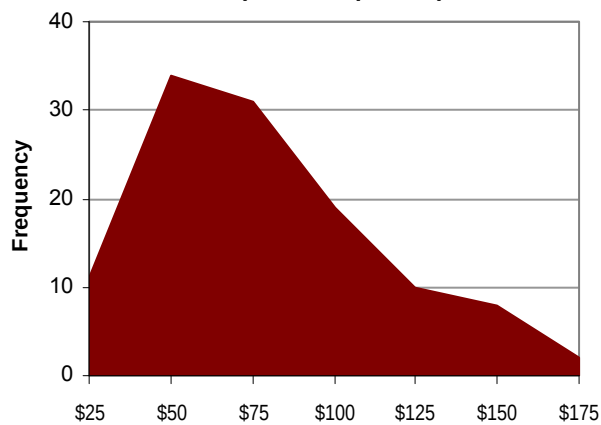
Solid Waste: Efficiency

Operating costs for garbage collection per household.

**Operating Costs for Garbage Collection per Household
2008 (Median)**



**Operating Costs for Garbage Collection
per Household
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	5	70 to 121	98	67	96	56
5,000 – 19,999	4	13 to 87	20	37	45	30
20,000 +	3	20 to 101	39	35	30	23
SOUTH						
Regions & Former Regions	9	23 to 134	69	66	61	50
Counties	2	42 to 44	42	40	44	55
Single-tiers						
< 10,000	1	85	85	77	65	64
10,000 – 99,999	11	14 to 189	84	79	71	74
100,000 +	6	16 to 108	65	59	63	50
Lower-tiers						
< 5,000	3	59 to 164	139	61	56	52
5,000 – 9,999	7	12 to 366	59	41	55	61
10,000 – 19,999	6	10 to 223	82	33	41	55
20,000 – 39,999	2	82 to 98	82	81	65	88
40,000 – 99,999						
100,000 +						
ALL MUNICIPALITIES	59	10 to 366	82	61	62	58
# Municipalities Reporting			59	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.

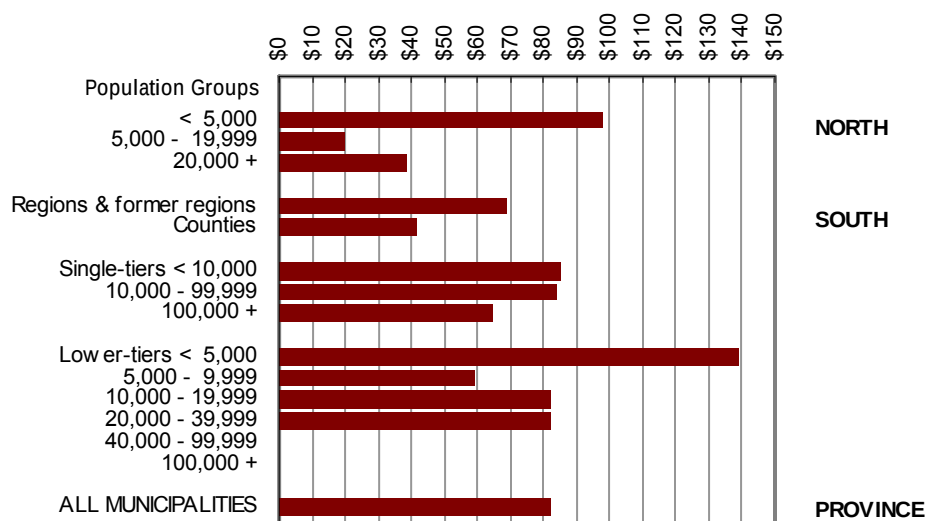
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- In 2008, 13 municipalities did not indicate the type of units reported in the denominator.

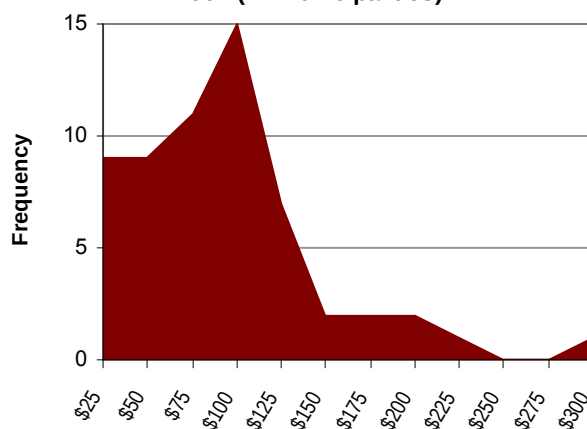
Garbage Disposal: Efficiency

Operating costs for garbage disposal per tonne.

**Operating Costs for Garbage Disposal per Tonne
2008 (Median)**



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



Garbage Disposal: Efficiency

Operating costs for garbage disposal per household.

Operating costs for garbage disposal
Total households

Operating costs for garbage disposal per household

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	71	14 to 352	77	70	80	72
5,000 – 19,999	6	25 to 153	57	45	42	64
20,000 +	1	40	40	60	54	49
SOUTH						
Regions & Former Regions						
Counties	4	3 to 92	40	52	36	35
Single-tiers						
< 10,000	2	44 to 128	44	41	105	4
10,000 – 99,999	2	68 to 163	68	65	72	69
100,000 +						
Lower-tiers						
< 5,000	38	2 to 855	100	82	89	75
5,000 – 9,999	31	0.6 to 140	62	59	63	50
10,000 – 19,999	15	8 to 99	52	46	43	37
20,000 – 39,999	3	30 to 69	50	53	46	42
40,000 – 99,999						
100,000 +						
ALL MUNICIPALITIES	173	0.6 to 855	72	67	71	63
# Municipalities Reporting			173	197	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.

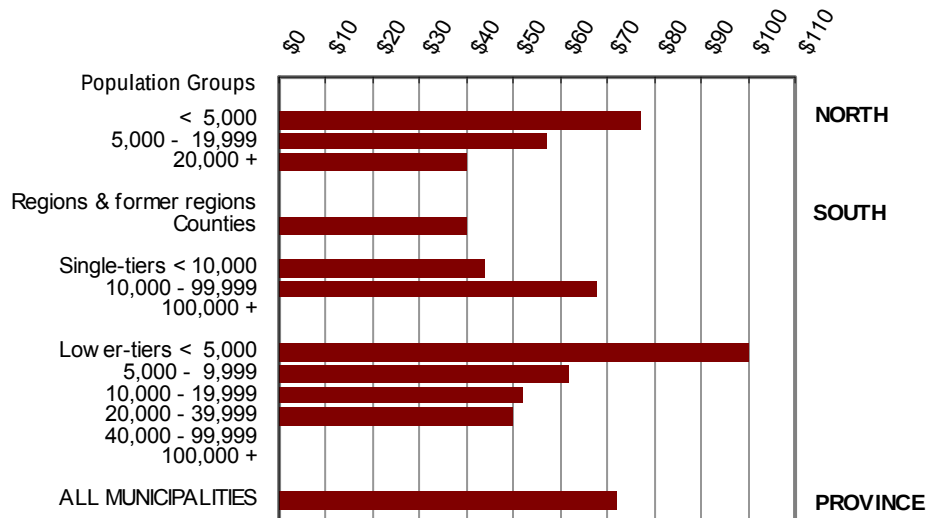
NOTES:

- 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.
- In 2008, 13 municipalities did not indicate the type of units reported in the denominator.

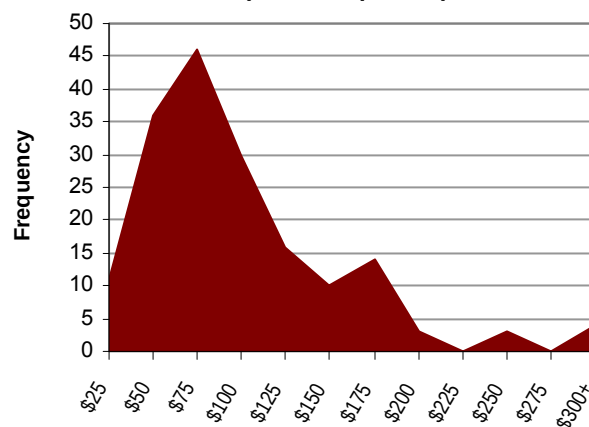
Solid Waste: Efficiency

Operating costs for garbage disposal per household.

**Operating Costs for Garbage Disposal per Household
2008 (Median)**



**Operating Costs for Garbage Disposal
per Household
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	4	66 to 710	477	386	155	115
5,000 – 19,999	4	107 to 828	181	257	244	113
20,000 +	3	92 to 182	122	120	110	112
SOUTH						
Regions & Former Regions	7	71 to 159	142	138	166	137
Counties	1	166	166	147	122	216
Single-tiers						
< 10,000	1	90	90	54	53	57
10,000 – 99,999	11	69 to 539	148	125	99	137
100,000 +	6	50 to 175	90	88	86	110
Lower-tiers						
< 5,000	4	133 to 1,013	146	309	307	281
5,000 – 9,999	9	51 to 664	271	194	215	173
10,000 – 19,999	7	52 to 395	209	193	189	205
20,000 – 39,999				84	158	130
40,000 – 99,999	3	85 to 126	118	89	114	82
100,000 +	2	89 to 108	89	95	121	120
ALL MUNICIPALITIES	62	50 to 1,013	146	139	143	137
# Municipalities Reporting			62	69	66	70

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.

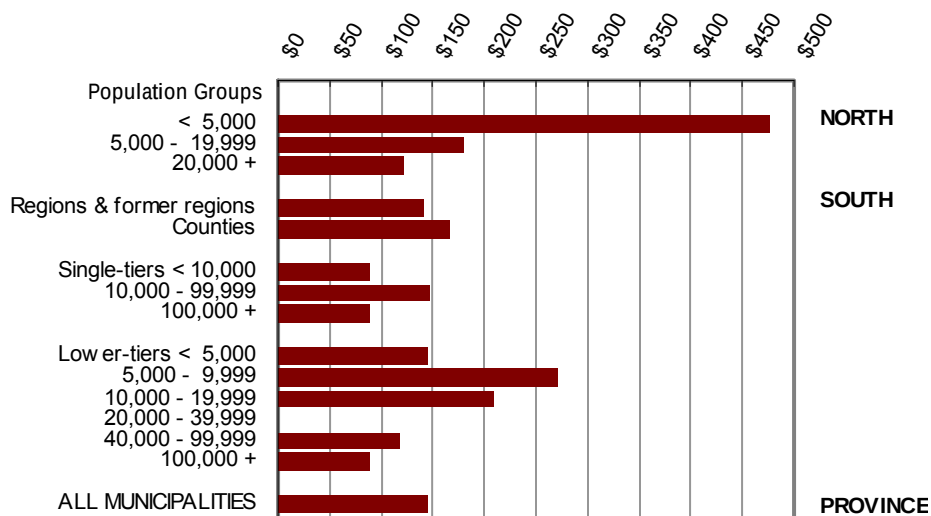
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- In 2008, 12 municipalities did not indicate the type of units reported in the denominator.

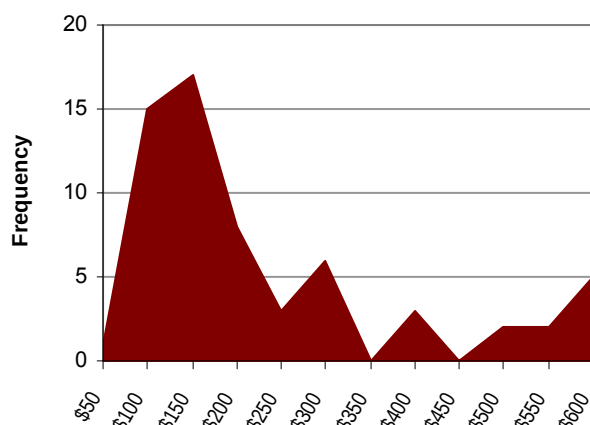
Solid Waste Diversion: Efficiency

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

**Operating Costs for Solid Waste Diversion (Recycling)
per Tonne, 2008 (Median)**



**Operating Costs for Solid Waste Diversion
(Recycling) per Tonne
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	47	0.7 to 121	26	21	24	18
5,000 – 19,999	5	20 to 80	43	25	22	26
20,000 +	1	22	22	22	21	20
SOUTH						
Regions & Former Regions						
Counties	4	42 to 65	64	45	45	44
Single-tiers						
< 10,000	2	44 to 88	44	67	80	28
10,000 – 99,999	1	32	32	32	32	31
100,000 +						
Lower-tiers						
< 5,000	38	1 to 186	31	26	26	24
5,000 – 9,999	32	1 to 84	32	38	35	33
10,000 – 19,999	13	24 to 98	55	43	34	30
20,000 – 39,999	3	7 to 67	43	46	36	24
40,000 – 99,999	1	5	5	4	60	45
100,000 +						
ALL MUNICIPALITIES	147	0.7 to 186	32	32	28	25
# Municipalities Reporting			147	167	170	169

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.

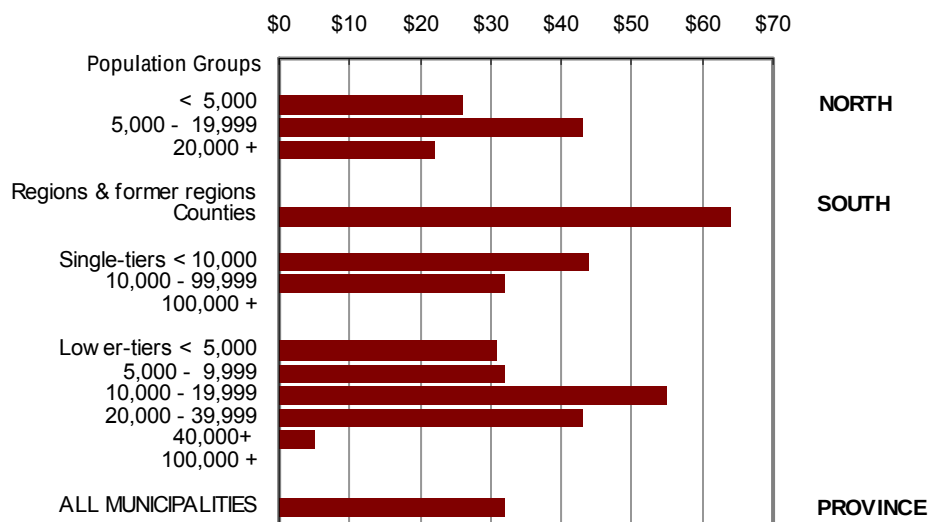
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- In 2008, 12 municipalities did not indicate the type of units reported in the denominator.

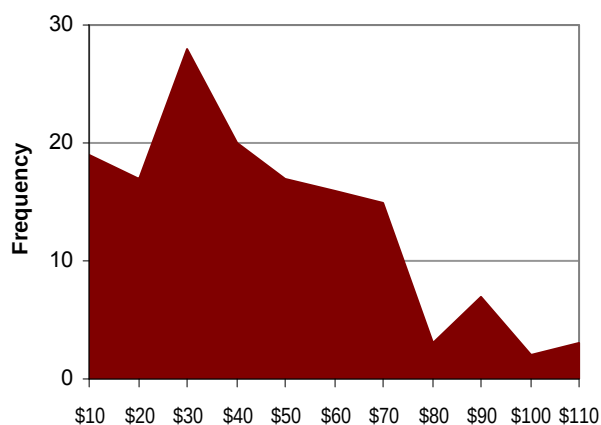
Solid Waste Diversion: Efficiency

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

**Operating Costs for Solid Waste Diversion (Recycling)
per Household, 2008 (Median)**



**Operating Costs for Solid Waste Diversion
(Recycling) per Household
All Municipalities (2008)**



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						
Population	Reporting #	Range \$	2008 Median \$	2007 Median \$	2006 Median \$	2005 Median \$
NORTH						
< 5,000	4	128 to 262	196	114	191	106
5,000 – 19,999	4	40 to 117	59	57	80	83
20,000 +	2	43 to 143	43	65	57	51
SOUTH						
Regions & Former Regions	6	71 to 188	105	113	112	104
Counties						
Single-tiers						
<10,000	1	138	138	115	116	86
10,000 – 99,999	9	63 to 280	175	111	154	125
100,000 +	5	57 to 150	110	93	121	115
Lower-tiers						
< 5,000	2	236 to 280	236			84
5,000 – 9,999	5	68 to 301	192	184	108	107
10,000 – 19,999	3	117 to 259	206	123	101	102
20,000 – 39,999					146	219
40,000 – 99,999					52	
100,000 +	1	102	102			94
ALL MUNICIPALITIES	42	40 to 301	138	113	112	108
# Municipalities Reporting	42		42	39	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)

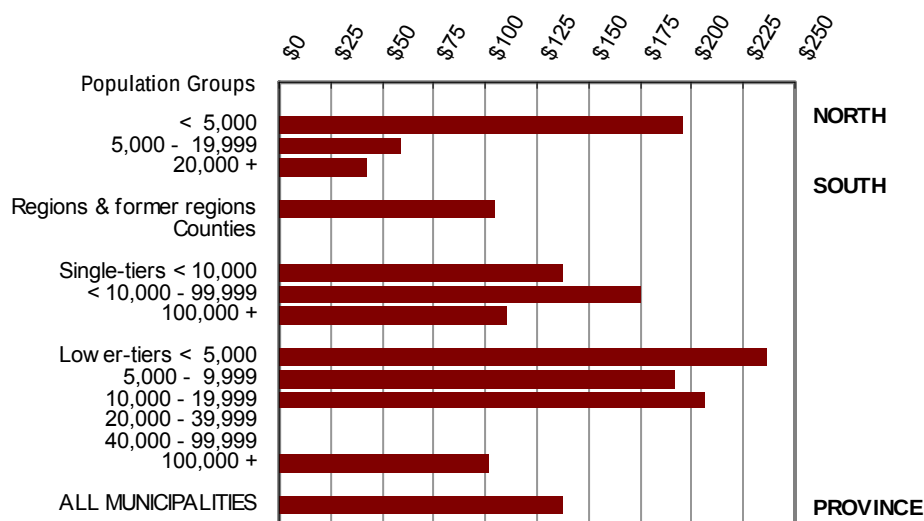
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers.
- In 2008, 10 municipalities did not indicate the type of units reported in the denominator.

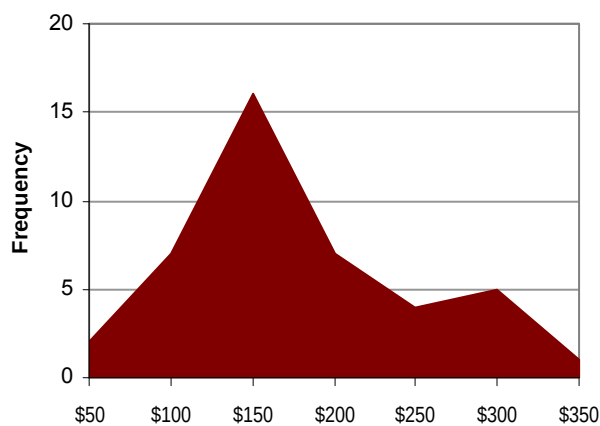
Solid Waste Management: Efficiency

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

**Average Operating Costs for Solid Waste Management
(Collection, Disposal, Diversion) per Tonne, 2008 (Median)**



**Average Operating Costs for Solid Waste
Management per Tonne, 2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range #	Median #	Median #	Median #	Median #
NORTH						
< 5,000	18	94 to 314	175	159	185	158
5,000 – 19,999	5	130 to 269	178	156	166	147
20,000 +	1	111	111	129	119	110
SOUTH						
Regions & Former Regions						
Counties	2	167 to 237	167	155	154	155
Single-tiers						
<10,000	2	137 to 256	137	153	213	96
10,000 – 99,999	1	143	143	133	142	132
100,000 +						
Lower-tiers						
< 5,000	19	101 to 387	173	154	135	127
5,000 – 9,999	24	84 to 197	127	127	117	115
10,000 – 19,999	11	104 to 262	167	129	135	117
20,000 – 39,999	2	114 to 157	114	164	130	135
40,000 – 99,999						
100,000 +						
ALL MUNICIPALITIES	85	84 to 387	167	153	139	133
# Municipalities Reporting			85	95	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.

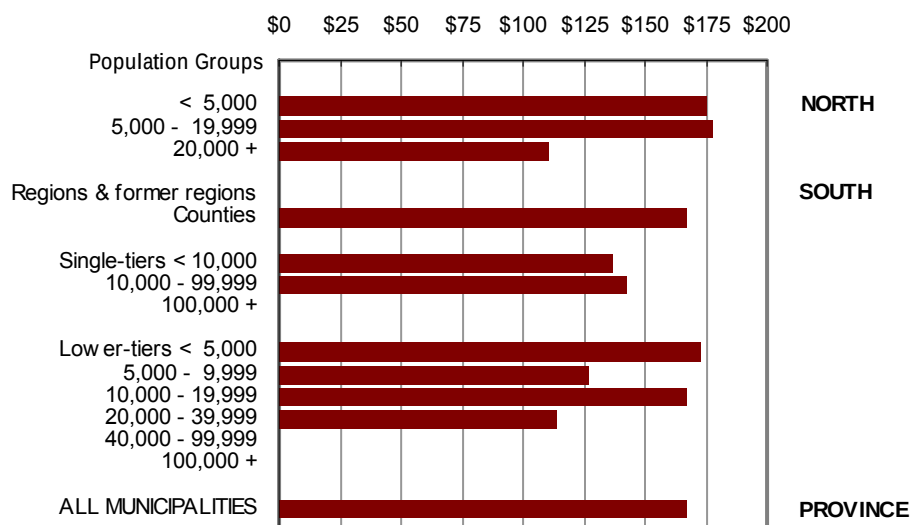
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- In 2007, 10 municipalities did not indicate the type of units reported in the denominator.

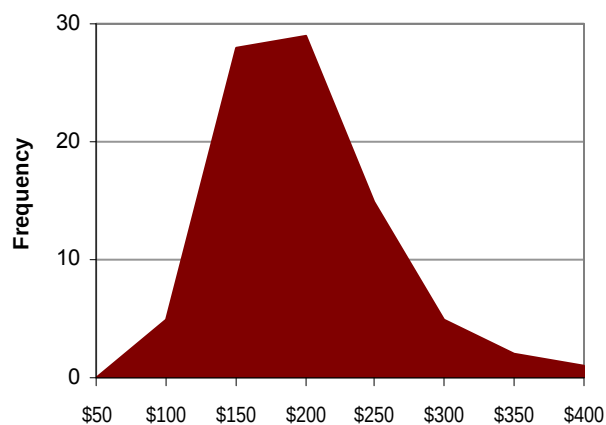
Solid Waste Management: Efficiency

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

**Average Operating Costs for Solid Waste Management
(Collection, Disposal, Diversion) per Household, 2008 (Median)**



**Average Operating Costs for Solid Waste
Management per Household
2008 (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

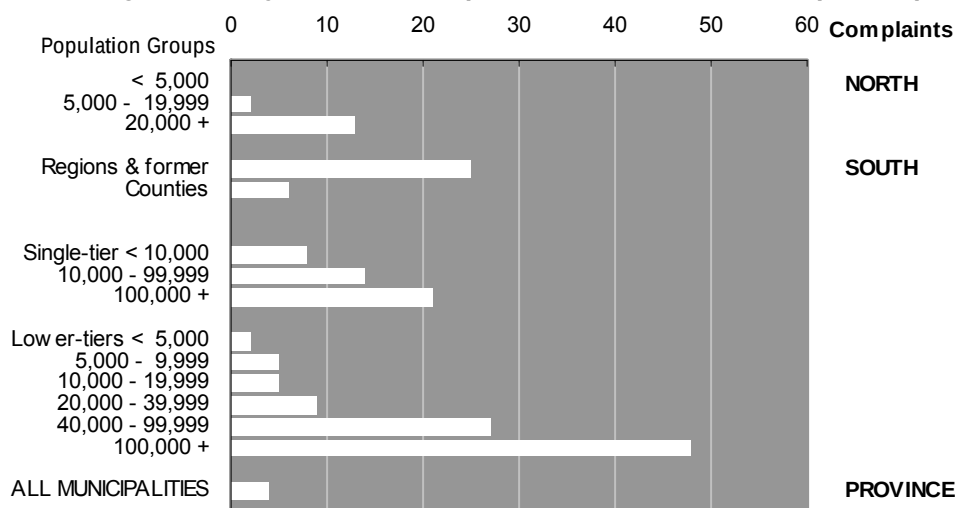
			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	74	0 to 81	0	0	0	0	1
5,000 – 19,999	10	0 to 29	2	4	6	4	5
20,000 +	4	10 to 28	13	13	13	12	12
SOUTH							
Regions & Former Regions	10	9 to 197	25	26	31	23	17
Counties	5	0.1 to 48	6	4	1	2	5
Single-tiers							
< 10,000	4	1 to 44	8	10	6	3	6
10,000 – 99,999	14	0 to 71	14	19	20	18	14
100,000 +	6	3 to 36	21	21	15	25	15
Lower-tiers							
< 5,000	49	0 to 86	2	3	2	2	3
5,000 – 9,999	45	0 to 193	5	6	6	5	5
10,000 – 19,999	26	0 to 347	5	8	9	5	5
20,000 – 39,999	11	1 to 52	9	10	2	8	10
40,000 – 99,999	5	4 to 33	27	40	29	26	22
100,000 +	5	36 to 277	48	61	68	47	61
ALL MUNICIPALITIES	268	0 to 347	4	6	5	5	5
# Municipalities Reporting			268	278	276	296	284

FIR reference: SLC 92 3452 07.

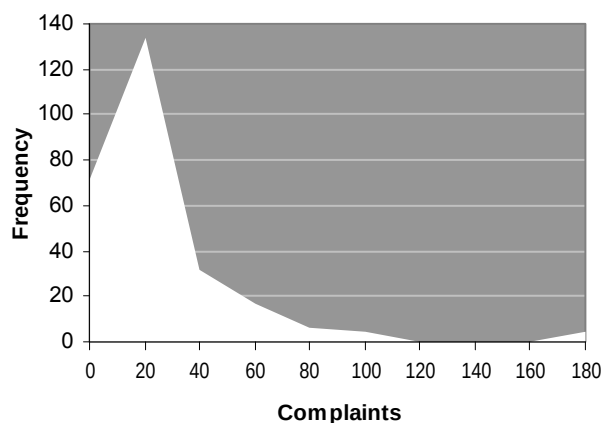
Solid Waste Management: Effectiveness

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, 2008 (Median)



Number of Complaints Received in a Year Concerning the Collection of Garbage and Recycled Materials per 1,000 Households, 2008 (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

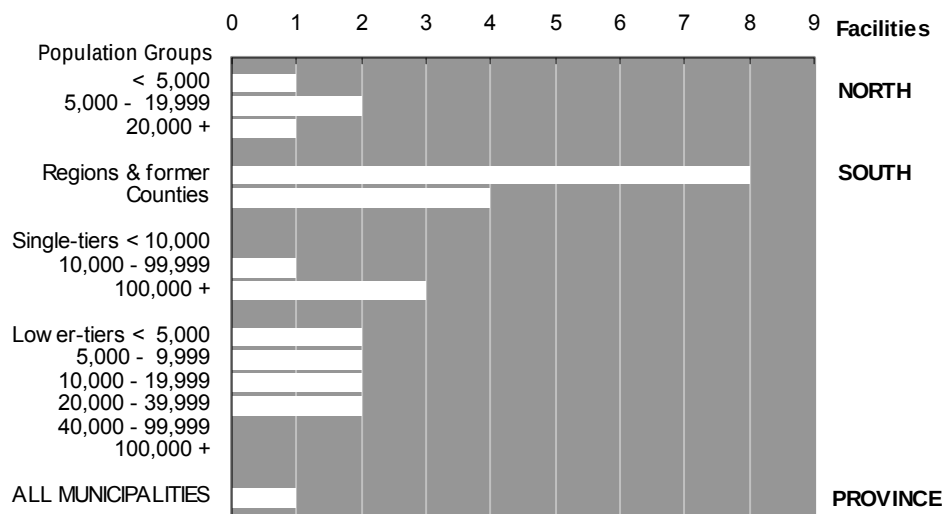
			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	71	0 to 9	1	1	1	1	1
5,000 – 19,999	9	1 to 5	2	1	1	2	1
20,000 +	4	1 to 6	1	1	1	1	1
SOUTH							
Regions & Former Regions	11	1 to 18	8	7	7	7	7
Counties	6	0 to 20	4	6	4	6	6
Single-tiers							
< 10,000	3	0 to 1	0	0	0	0	0
10,000 – 99,999	14	0 to 42	1	1	1	1	1
100,000 +	6	0 to 12	3	5	5	3	3
Lower-tiers							
< 5,000	31	0 to 7	2	2	2	2	2
5,000 – 9,999	37	0 to 7	2	2	2	1	1
10,000 – 19,999	24	0 to 6	2	2	2	2	2
20,000 – 39,999	3	0 to 3	2	1	0	0	0
40,000 – 99,999	2	0	0	0	0	0	0
100,000 +	1	0	0	0	0	0	0
ALL MUNICIPALITIES	222	0 to 42	1	1	1	1	1
# Municipalities Reporting			222	224	221	240	259

FIR reference: SLC 92 3552 07. No conditions.

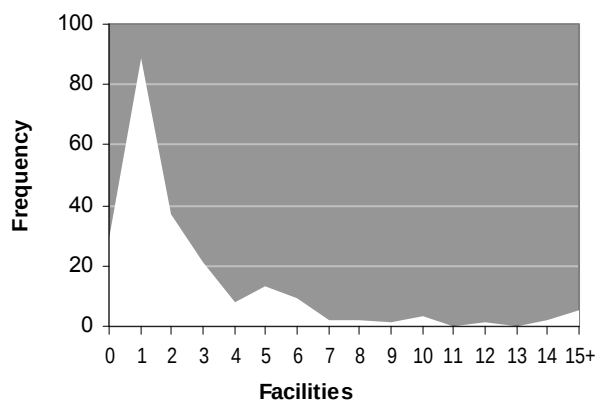
Solid Waste Management: Effectiveness

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
2008 (Median)**



**Total Number of Solid Waste Management Facilities Owned by the Municipality with a Ministry of Environment (MOE) Certificate of Approval
2008 (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.

2008							
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	47	0 to 365	1	1		1	3
5,000 – 19,999	7	0				1	1
20,000 +	2	0					
SOUTH							
Regions & Former Regions	6	0 to 365				1	1
Counties	2	0					
Single-tiers							
< 10,000	1	0					
10,000 – 99,999	11	0		1			1
100,000 +	4	0					
Lower-tiers							
< 5,000	20	0				1	1
5,000 – 9,999	20	0				2	2
10,000 – 19,999	16	0					
20,000 – 39,999	2	0					
40,000 – 99,999	1	0					
100,000 +							
ALL MUNICIPALITIES, 2008	139	0 to 365	1	2	0	6	9
ALL MUNICIPALITIES, 2007	144	0 to 365	2	2	3	3	10
ALL MUNICIPALITIES, 2006	140	0 to 365	1	4	2	2	9
ALL MUNICIPALITIES, 2005	150	0 to 365	1	1	0	5	7
ALL MUNICIPALITIES, 2004	145	0 to 365	5	3	0	3	11

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

A municipality is counted once, even if it has more than one solid waste management site with an MOE compliance order 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.

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

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median	Median	Median	Median	Median
NORTH							
< 5,000	19	1% to 93%	20%	18%	20%	14%	11%
5,000 – 19,999	5	3% to 47%	15%	18%	18%	14%	16%
20,000 +	1	12%	12%	8%	8%	22%	19%
SOUTH							
Regions & Former Regions	5	34% to 51%	47%	43%	45%	39%	32%
Counties	4	30% to 49%	32%	29%	33%	33%	32%
Single-tiers							
<10,000	3	34% to 41%	38%	32%	58%	25%	66%
10,000 – 99,999	6	29% to 52%	40%	45%	37%	18%	34%
100,000 +	3	35% to 46%	46%	45%	44%	36%	37%
Lower-tiers							
< 5,000	13	0% to 58%	23%	27%	28%	24%	21%
5,000 – 9,999	18	13% to 71%	26%	26%	27%	26%	21%
10,000 – 19,999	10	15% to 70%	34%	30%	26%	22%	19%
20,000 – 39,999	2	64% to 76%	64%	41%	31%	37%	27%
40,000 – 99,999				33%	33%		
100,000 +	1	67%	67%	56%	32%		27%
ALL MUNICIPALITIES	90	0% to 93%	31%	29%	29%	24%	24%
# Municipalities Reporting			90	91	89	90	98

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

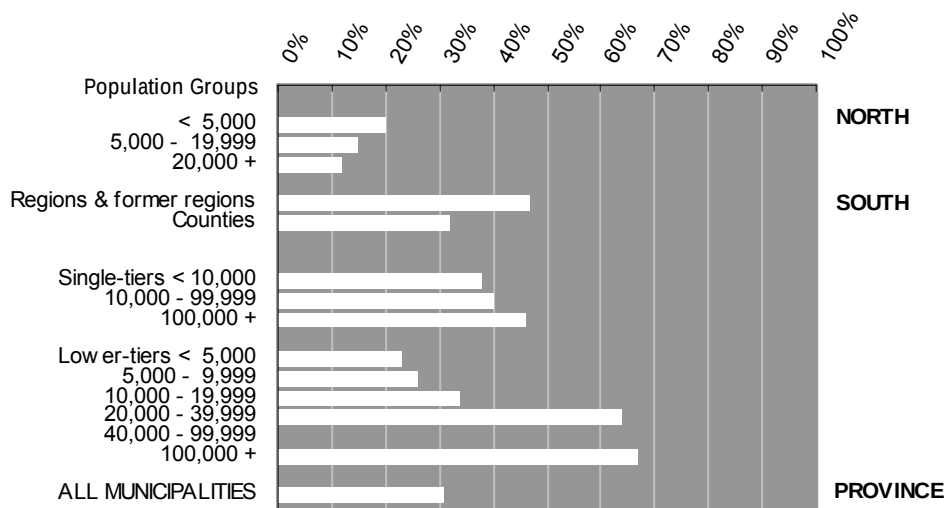
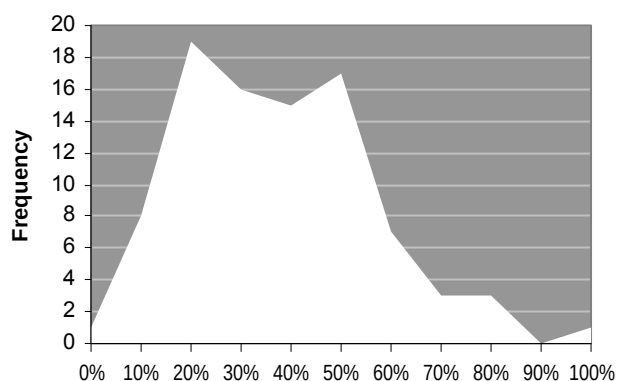
- If both effectiveness measures for diversion were reported, then "Total tonnes of residential solid waste diverted" in the numerator of this measure must be less than "Total tonnes of solid waste diverted from all property classes" in the numerator in of the measure based on combined residential and 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.)

Solid Waste Diversion: Effectiveness

Percentage of residential solid waste diverted.

**Percentage of Residential Solid Waste Diverted
2008 (Median)****Percentage of Residential Solid Waste Diverted
(2008) 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)

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median	Median	Median	Median	Median
NORTH							
< 5,000	15	3% to 72%	22%	12%	19%	21%	20%
5,000 – 19,999	4	3% to 38%	14%	3%	19%	1%	7%
20,000 +	1	12%	12%	9%	8%		13%
SOUTH							
Regions & Former Regions				38%	35%	31%	26%
Counties							30%
Single-tiers							
<10,000							
10,000 – 99,999	4	20% to 57%	30%	24%	52%	44%	51%
100,000 +							31%
Lower-tiers							
< 5,000	20	10% to 54%	30%	26%	25%	25%	15%
5,000 – 9,999	22	10% to 63%	25%	24%	22%	21%	31%
10,000 – 19,999	7	21% to 65%	28%	25%	27%	16%	26%
20,000 – 39,999	2	20% to 27%	20%	18%	20%	16%	30%
40,000 – 99,999	1	34%	34%	33%	34%	32%	
100,000 +							
ALL MUNICIPALITIES	76	3% to 72%	27%	22%	23%	22%	26%
# Municipalities Reporting			76	74	64	62	33

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)

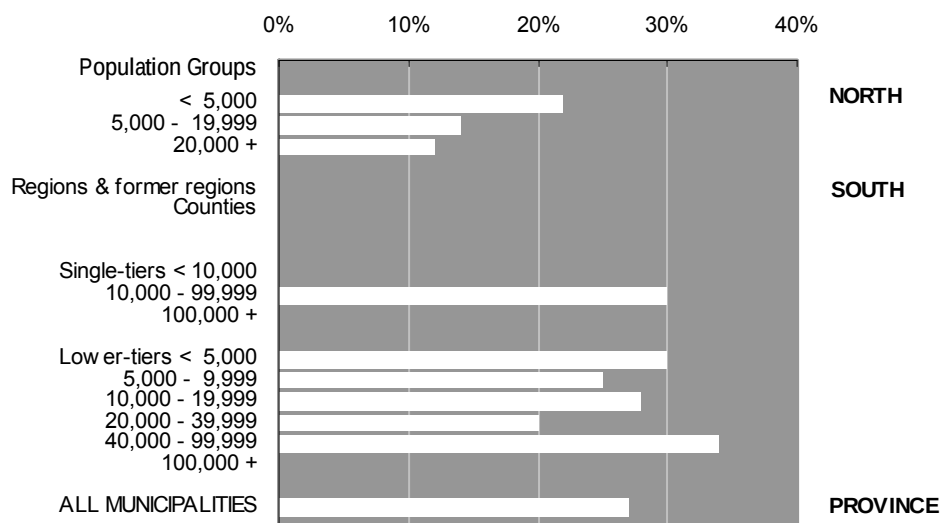
Comparison with efficiency measures

- "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.)

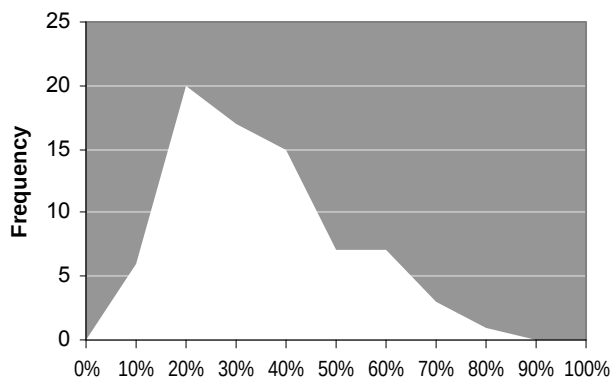
Solid Waste Diversion: Effectiveness

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)
2008 (Median)**



**Percentage of Residential Solid Waste Diverted
(Based on Combined Residential & ICI Tonnage)
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	70	1 to 215	16	11	12	11
5,000 – 19,999	11	8 to 80	41	40	37	40
20,000 +	4	29 to 65	56	42	45	41
SOUTH						
Regions & Former Regions	3	31 to 42	37	33	31	28
Counties						
Single-tiers						
< 10,000	4	30 to 67	34	30	33	31
10,000 – 99,999	14	17 to 70	33	31	30	25
100,000 +	6	22 to 54	30	27	27	31
Lower-tiers						
< 5,000	19	2 to 150	19	21	14	11
5,000 – 9,999	42	0.5 to 96	15	15	12	14
10,000 – 19,999	46	1 to 87	26	26	25	20
20,000 – 39,999	18	7 to 57	24	19	22	20
40,000 – 99,999	12	19 to 53	38	36	36	31
100,000 +	13	23 to 58	41	40	39	37
ALL MUNICIPALITIES	262	0.5 to 215	26	25	24	21
# Municipalities Reporting			262	245	236	257

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 \$1. This excludes municipalities reporting only Program Support as an expenditure.

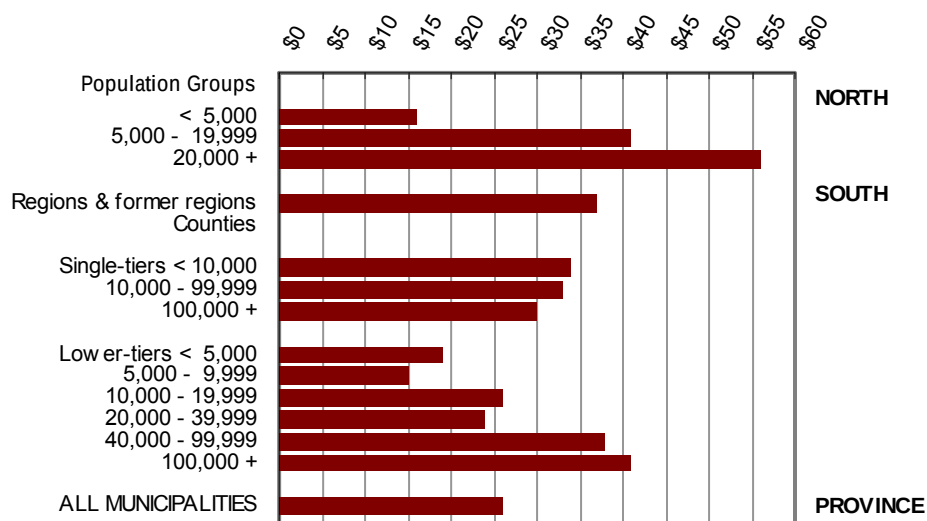
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

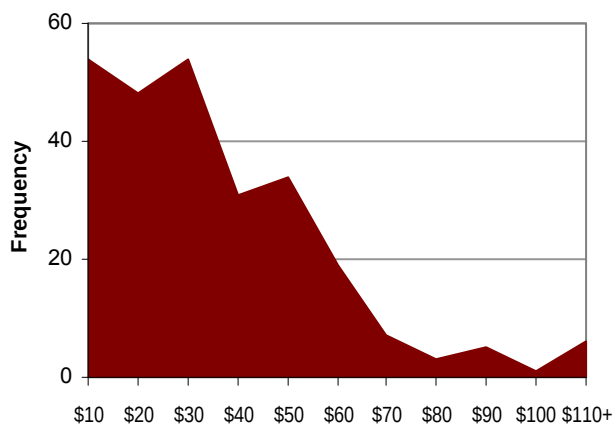
Parks: Efficiency

Operating costs for parks per person.

**Operating Costs for Parks per Person
2008 (Median)**



**Operating Costs for Parks per Person
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	86	0.1 to 434	14	13	13	15
5,000 – 19,999	13	3 to 130	33	28	27	26
20,000 +	4	1 to 26	3	6	7	9
SOUTH						
Regions & Former Regions	3	20 to 114	31	28	27	25
Counties						0.2
Single-tiers						
< 10,000	4	4 to 25	8	10	11	3
10,000 – 99,999	14	3 to 52	15	15	14	13
100,000 +	6	15 to 41	22	20	22	21
Lower-tiers						
< 5,000	25	0.3 to 182	9	5	5	6
5,000 – 9,999	46	0.1 to 146	10	12	11	11
10,000 – 19,999	48	0.05 to 149	12	12	10	10
20,000 – 39,999	18	3 to 35	10	8	5	7
40,000 – 99,999	12	6 to 52	27	25	24	36
100,000 +	13	9 to 64	32	30	32	29
ALL MUNICIPALITIES	292	0.05 to 434	15	14	14	13
# Municipalities Reporting			292	273	265	303

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

Conditions:

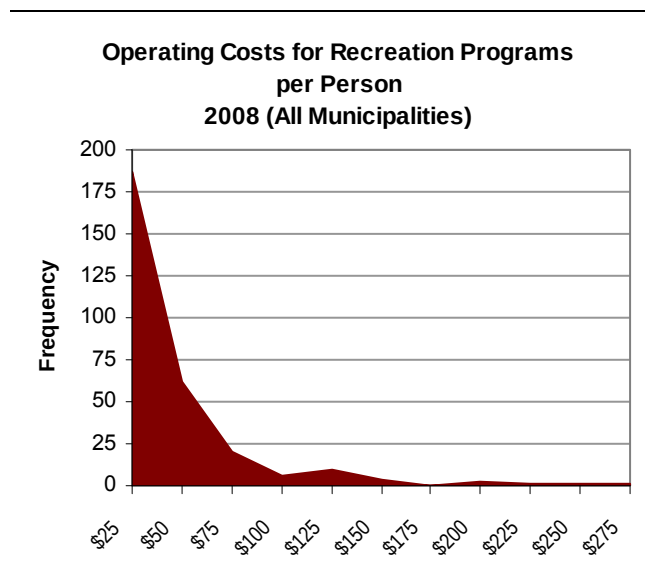
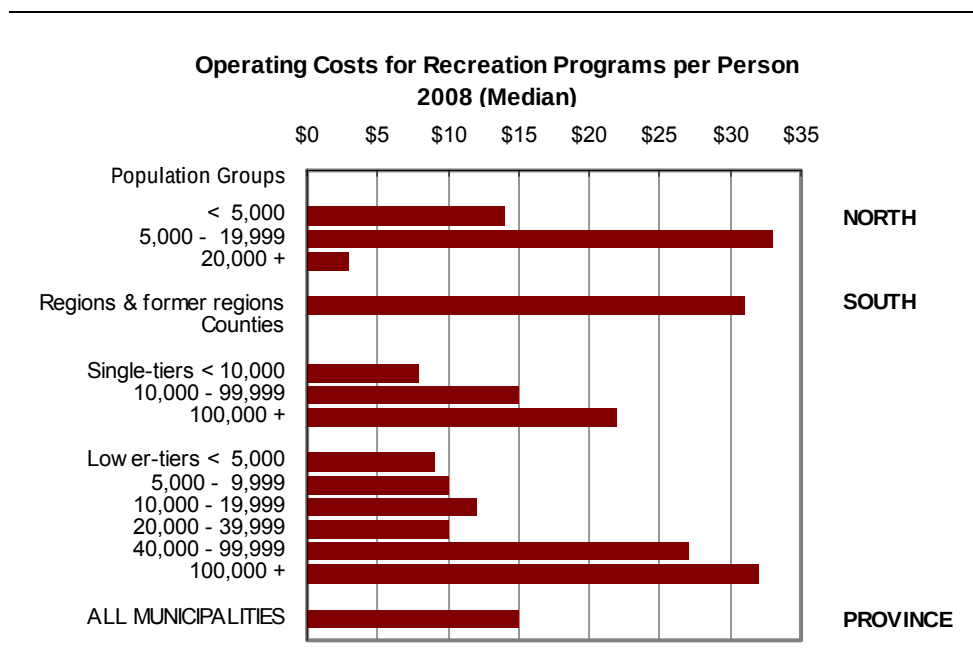
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to \$1. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were 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.

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

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	95	2 to 4,963	92	85	79	74
5,000 – 19,999	13	0.7 to 282	132	114	109	108
20,000 +	3	54 to 92	75	83	70	56
SOUTH						
Regions & Former Regions	3	7 to 78	42	42	47	40
Counties				2		
Single-tiers						
< 10,000	4	94 to 242	98	102	98	88
10,000 – 99,999	14	28 to 106	60	58	56	53
100,000 +	6	35 to 79	58	54	46	44
Lower-tiers						
< 5,000	53	5 to 331	56	52	60	49
5,000 – 9,999	63	0.1 to 243	61	62	64	54
10,000 – 19,999	57	3 to 134	69	70	71	65
20,000 – 39,999	19	28 to 120	63	70	61	57
40,000 – 99,999	12	31 to 102	74	72	67	62
100,000 +	13	41 to 101	55	56	49	50
ALL MUNICIPALITIES	355	0.1 to 4,963	69	69	67	61
# Municipalities Reporting			355	332	311	344

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 \$1. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if Revenue from Other Municipalities in SLC 91 7303 09 equalled or 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.

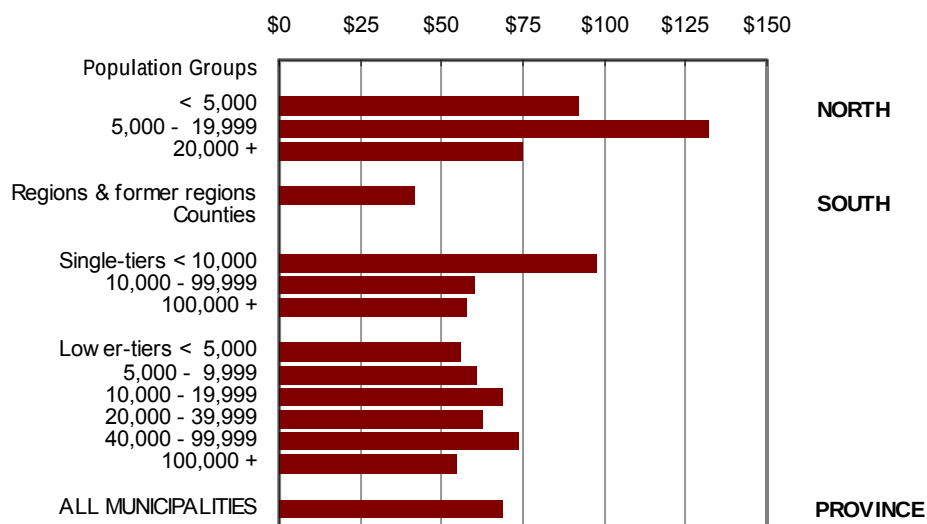
NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- Both population and operating costs affect the result.

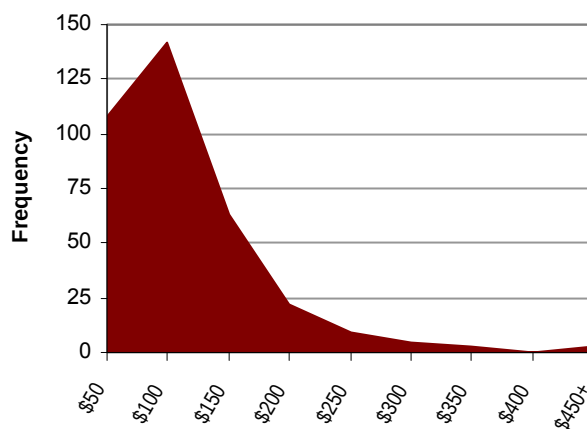
Recreation Facilities: Efficiency

Operating costs for recreation facilities per person.

**Operating Costs for Recreation Facilities per Person
2008 (Median)**



**Operating Costs for Recreation Facilities per Person
2008 (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)

			2008	2007
Population	Reporting #	Range \$	Median \$	Median \$
NORTH				
< 5,000	109	0.2 to 4,963	99	90
5,000 – 19,999	13	35 to 290	177	173
20,000 +	4	4 to 119	70	91
SOUTH				
Regions & Former Regions	3	74 to 121	98	95
Counties				2
Single-tiers				
< 10,000	4	106 to 267	107	105
10,000 – 99,999	14	47 to 158	86	83
100,000 +	6	64 to 107	77	81
Lower-tiers				
< 5,000	56	5 to 402	61	52
5,000 – 9,999	65	10 to 289	66	66
10,000 – 19,999	57	10 to 241	86	89
20,000 – 39,999	19	32 to 134	83	83
40,000 – 99,999	12	37 to 146	112	105
100,000 +	13	61 to 130	90	90
ALL MUNICIPALITIES	375	0.2 to 4,963	87	84
# Municipalities Reporting			375	347

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

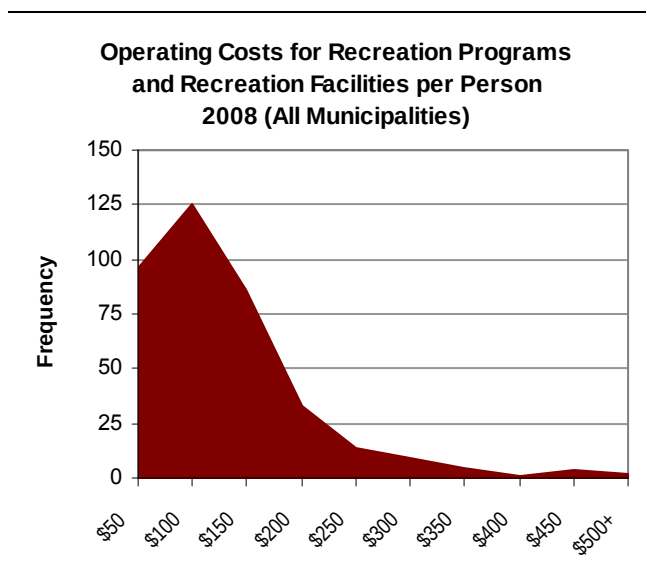
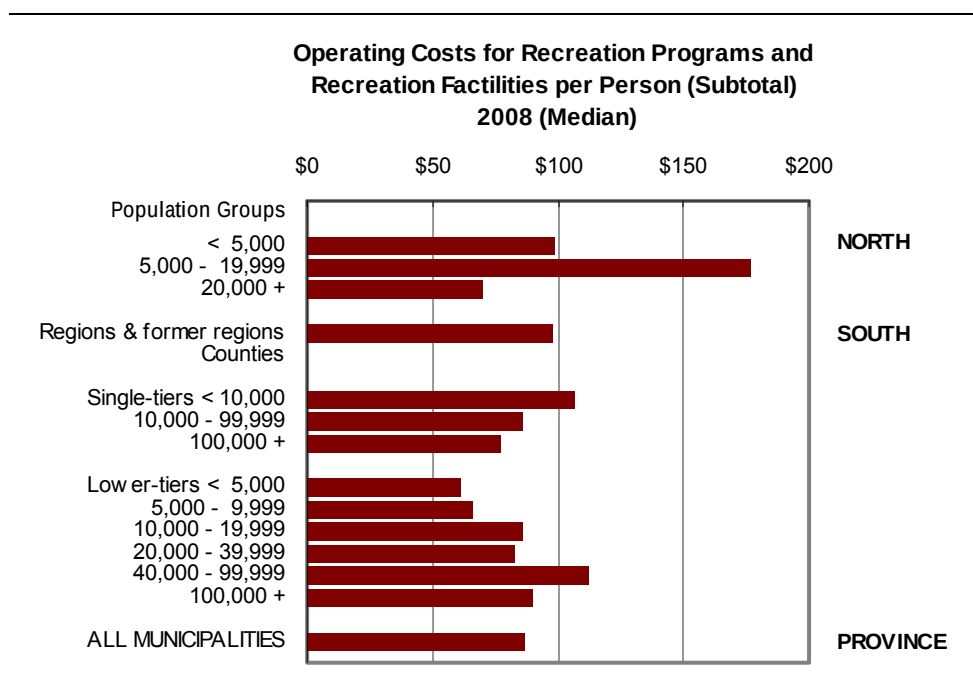
Conditions:

- 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 \$1. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if Revenue from Other Municipalities in SLC 91 7303 09 equalled or 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:

- This measure was introduced in 2007.
- 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)

			2008	2007	2006	2005
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	111	2 to 4,963	120	104	97	89
5,000 – 19,999	13	35 to 351	198	181	180	183
20,000 +	4	33 to 183	126	125	138	112
SOUTH						
Regions & Former Regions	4	2 to 152	110	135	128	121
Counties	2	0.2 to 0.3	0.2	0.2	0.2	0.2
Single-tiers						
< 10,000	4	136 to 333	141	138	135	117
10,000 – 99,999	14	72 to 187	119	108	105	103
100,000 +	6	85 to 148	107	107	98	93
Lower-tiers						
< 5,000	57	5 to 443	65	56	62	52
5,000 – 9,999	65	10 to 315	81	87	87	66
10,000 – 19,999	58	11 to 281	116	111	102	95
20,000 – 39,999	19	57 to 163	111	102	96	90
40,000 – 99,999	12	90 to 196	147	141	136	128
100,000 +	13	90 to 165	136	138	116	118
ALL MUNICIPALITIES	382	0.2 to 4,963	113	107	102	90
# Municipalities Reporting			382	346	340	381

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

Conditions:

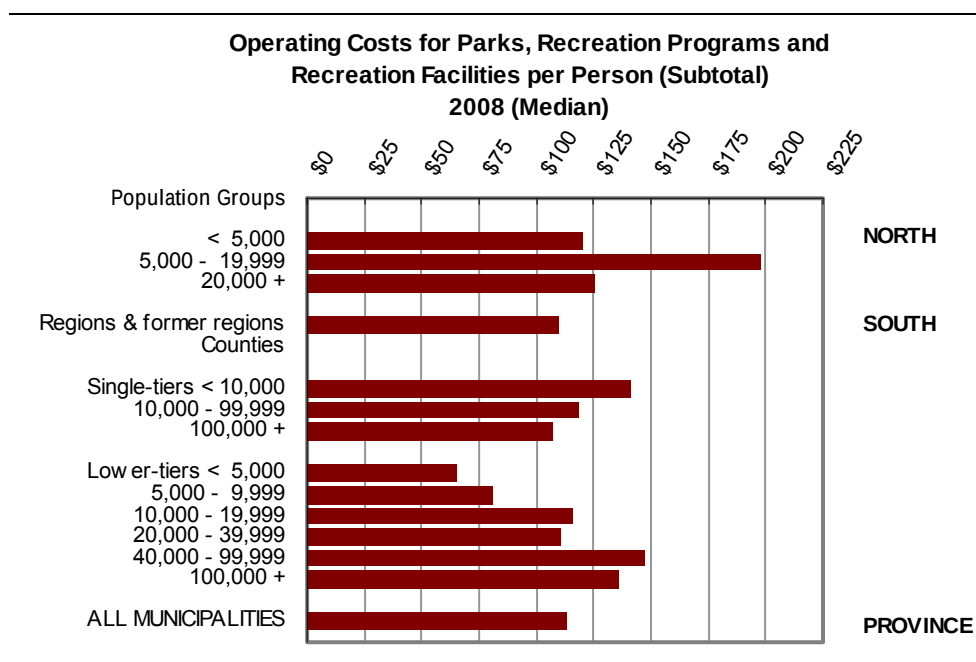
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.

NOTES:

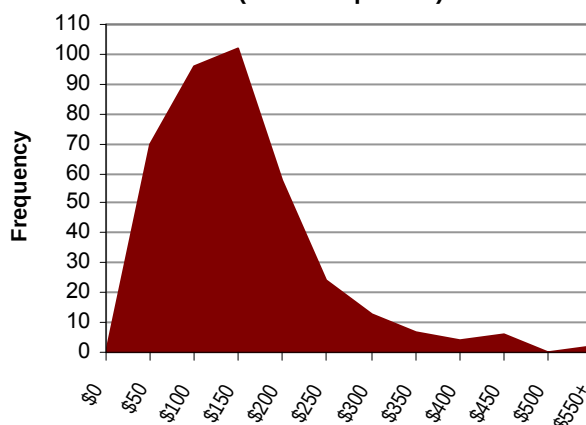
- Although this measure was not an official MPMP measure for 2008 it is included because it shows overall spending for parks, recreation programs and recreation facilities per person.
- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.
- 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)
2008 (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			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	33	1 to 160	8	8	10	6	6
5,000 – 19,999	9	4 to 77	13	13	13	13	9
20,000 +	4	12 to 74	34	12	12	10	10
SOUTH							
Regions & Former Regions	3	49 to 235	169	169	156	52	156
Counties	3	6 to 140	72	6	6	6	6
Single-tiers							
< 10,000	4	4 to 12	5	5	5	5	4
10,000 – 99,999	14	2 to 148	42	25	21	22	40
100,000 +	6	23 to 184	51	51	51	38	38
Lower-tiers							
< 5,000	19	1 to 222	18	10	7	10	12
5,000 – 9,999	34	1 to 91	9	10	10	10	8
10,000 – 19,999	49	1 to 1,200	22	22	20	16	16
20,000 – 39,999	16	4 to 219	16	14	16	9	11
40,000 – 99,999	12	4 to 495	21	23	23	30	17
100,000 +	13	23 to 248	90	90	89	63	60
ALL MUNICIPALITIES	219	1 to 1,200	21	18	18	14	15
# Municipalities Reporting			219	220	213	195	179

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

Condition:

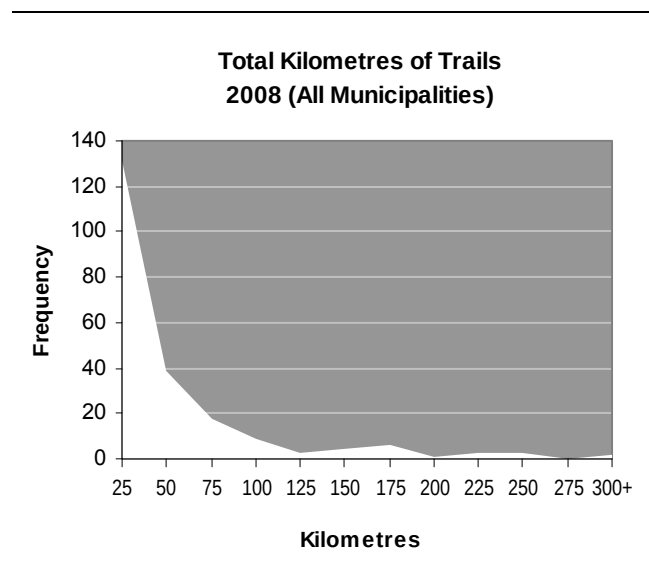
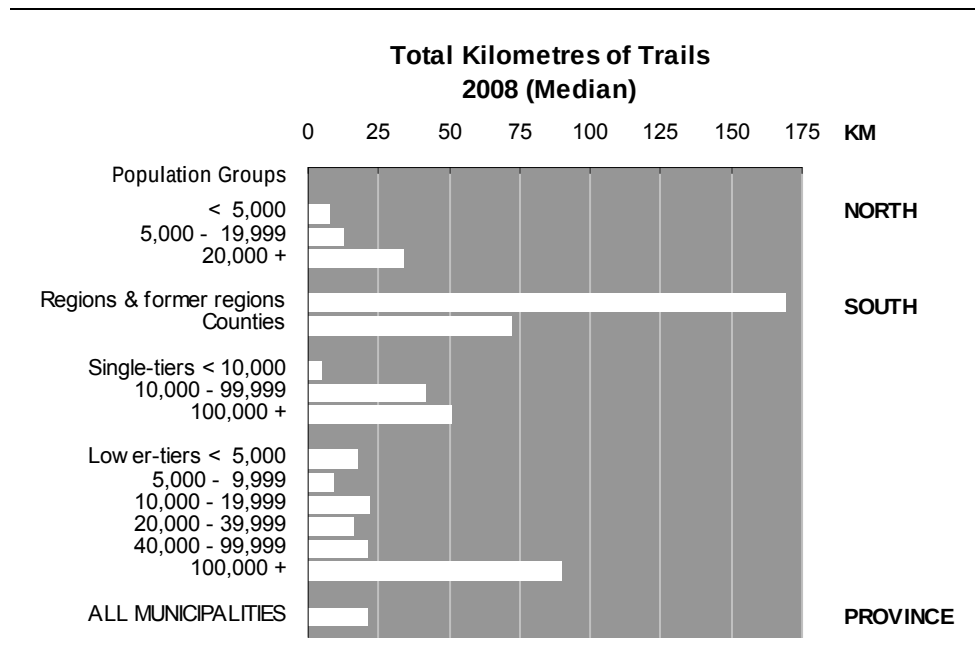
- "Total kilometres of trails" are greater than zero.

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".

Trails: Effectiveness

Total kilometres of trails.



Trails: Effectiveness

Total kilometres of trails per 1,000 persons.

Total kilometres of trails

Total population / 1,000

Total kilometres of trails per 1,000 persons

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	33	0.3 to 229.6	10.3	10.3	10.6	7.4	6.3
5,000 – 19,999	9	0.3 to 9.0	2.1	1.8	1.9	1.9	1.2
20,000 +	4	0.2 to 1.0	0.3	0.2	0.2	0.2	0.2
SOUTH							
Regions & Former Regions	3	0.1 to 1.1	0.3	0.1	0.1	0.1	0.1
Counties	3	0.1 to 1.5	0.9	0.1	0.1	0.1	0.1
Single-tiers							
< 10,000	4	0.6 to 2.6	0.8	0.8	0.8	0.8	0.9
10,000 – 99,999	14	0.2 to 3.3	0.7	0.6	0.6	0.6	1.0
100,000 +	6	0.2 to 0.7	0.4	0.4	0.4	0.3	0.3
Lower-tiers							
< 5,000	19	0.5 to 302.2	5.1	4.0	3.7	2.8	3.6
5,000 – 9,999	34	0.2 to 12.4	1.1	1.2	1.2	1.2	1.0
10,000 – 19,999	49	0.1 to 100.3	1.8	1.6	1.4	1.1	1.1
20,000 – 39,999	16	0.2 to 10.9	0.6	0.5	0.7	0.3	0.4
40,000 – 99,999	12	0.1 to 6.9	0.4	0.4	0.4	0.5	0.4
100,000 +	13	0.2 to 1.0	0.4	0.4	0.4	0.4	0.4
ALL MUNICIPALITIES	219	0.1 to 302.2	1.2	1.2	1.2	1.0	1.0
# Municipalities Reporting			219	220	213	195	179

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

Condition:

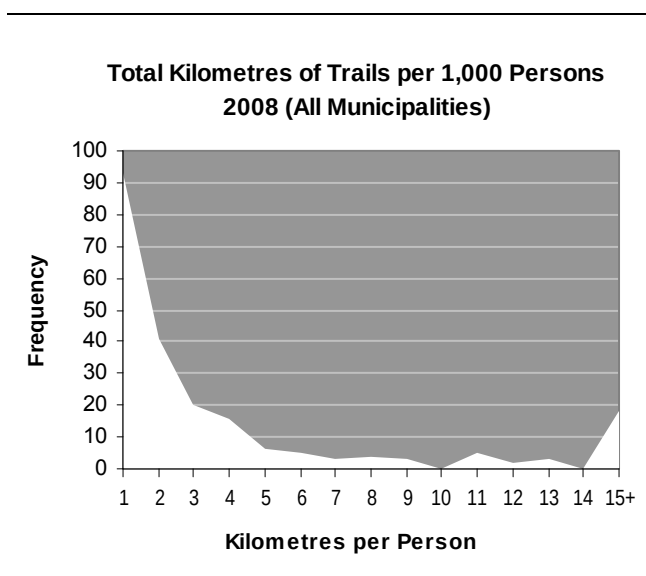
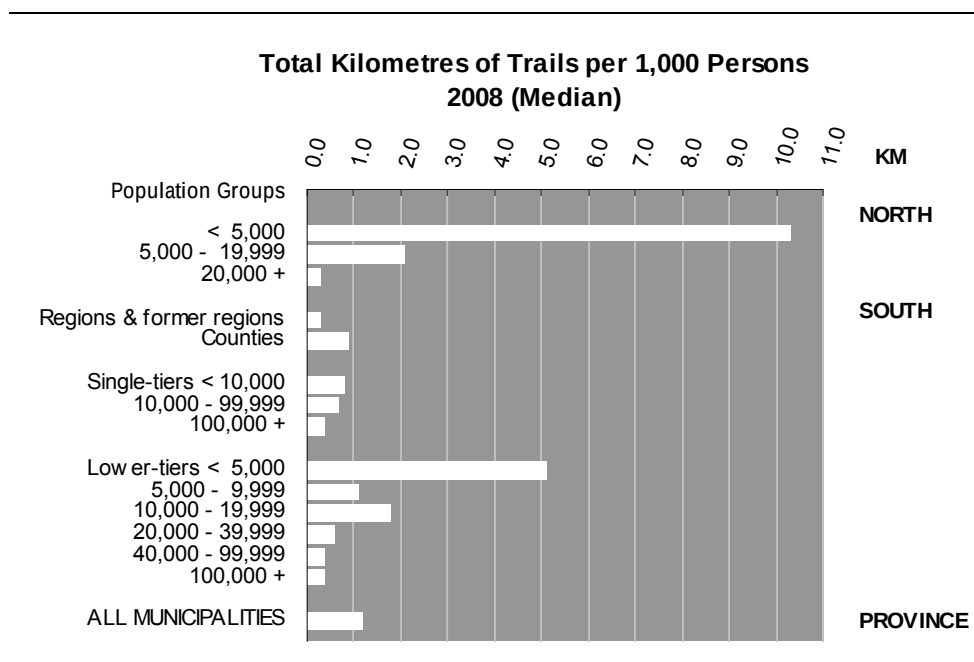
- "Total kilometres of trails" reported in the numerator of this measure in SLC 92 7152 05 were greater than zero.

NOTES:

- Trails consist of trails that are owned by municipalities and trails owned by third parties

Trails: Effectiveness

Total kilometres of trails per 1,000 persons.



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)					
Population	Reporting #	Range	2008 Median #	2007 Median #	2006 Median #
NORTH					
< 5,000	65	1 to 74,196	11	13	12
5,000 – 19,999	10	4 to 606	61	61	40
20,000 +	4	91 to 1,659	315	900	900
SOUTH					
Regions & Former Regions	3	621 to 4,694	2,124	1,797	1,797
Counties	2	605 to 2,002	605	605	605
Single-tiers					
< 10,000	4	10 to 44	30	30	30
10,000 – 99,999	14	60 to 4,143	211	209	185
100,000 +	6	257 to 2,331	479	478	567
Lower-tiers					
< 5,000	34	1 to 48,555	10	10	10
5,000 – 9,999	50	1 to 399	35	30	28
10,000 – 19,999	54	4 to 546	63	63	61
20,000 – 39,999	18	30 to 342	89	93	80
40,000 – 99,999	11	167 to 710	365	280	311
100,000 +	13	402 to 2,732	893	837	827
ALL MUNICIPALITIES	288	1 to 74,196	50	48	49
# Municipalities Reporting			288	285	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.

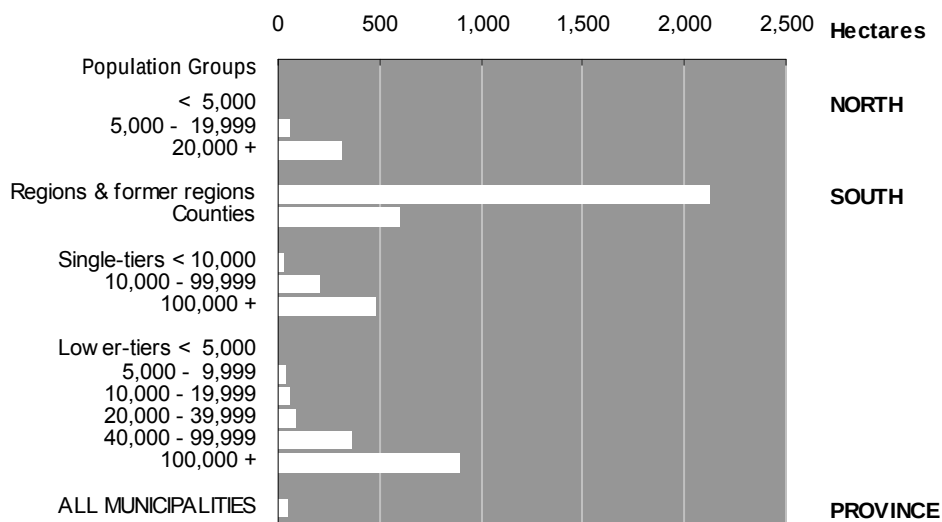
NOTES:

- 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".

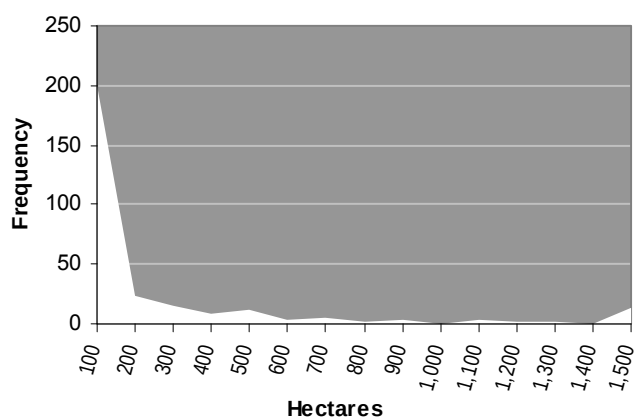
Open Space: Effectiveness

Hectares of open space (municipally owned).

**Hectares of Open Space (Municipally Owned)
2008 (Median)**



**Hectares of Open Space (Municipally Owned)
2008 (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)

			2008	2007	2006
Population	Reporting #	Range	Median #	Median #	Median #
NORTH					
< 5,000	65	0.3 to 27,893	12	15	16
5,000 – 19,999	10	0.8 to 75	6	6	5
20,000 +	4	2.1 to 17	4	15	15
SOUTH					
Regions & Former Regions	3	3.9 to 5	4	3	3
Counties	2	10.6 to 34	11	11	11
Single-tiers					
< 10,000	4	2.1 to 8	5	5	5
10,000 – 99,999	14	2.2 to 56	6	5	5
100,000 +	6	2.4 to 8	4	4	4
Lower-tiers					
< 5,000	34	0.3 to 12,181	4	4	4
5,000 – 9,999	50	0.2 to 62	4	4	4
10,000 – 19,999	54	0.4 to 51	5	5	4
20,000 – 39,999	18	1.0 to 11	3	3	3
40,000 – 99,999	11	2.8 to 11	5	5	5
100,000 +	13	2.5 to 8	4	4	3
ALL MUNICIPALITIES	288	0.2 to 27,893	5	5	5
# Municipalities Reporting			288	285	274

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

Condition:

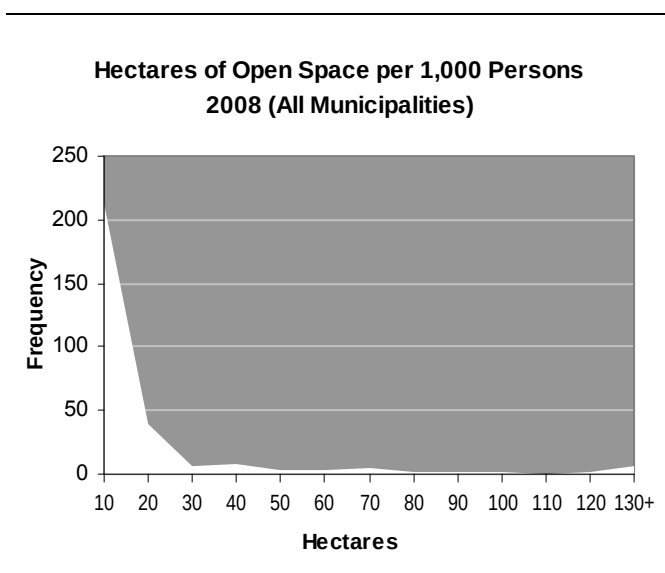
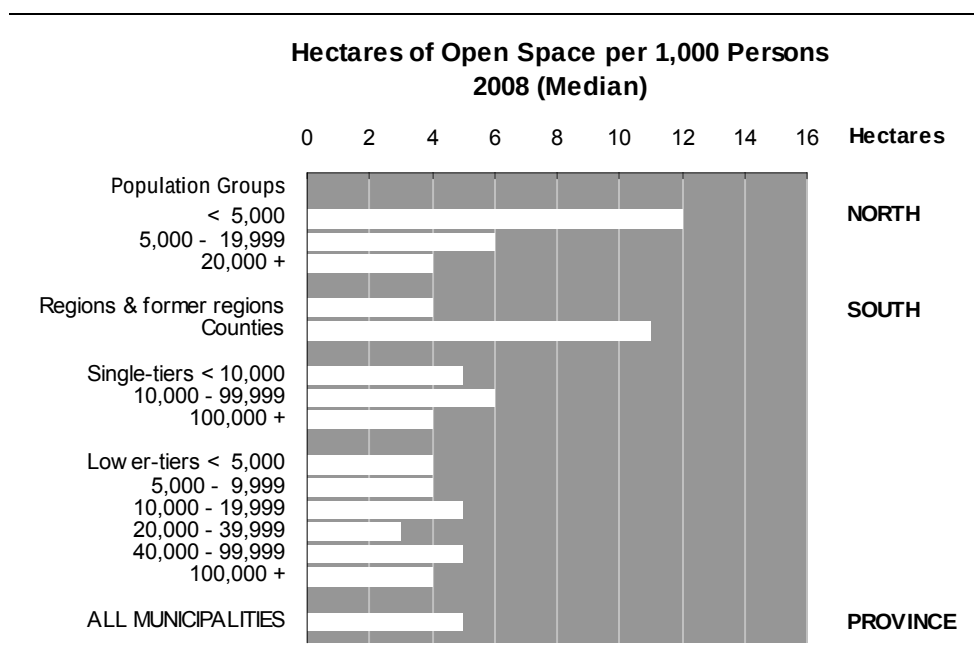
- "Total hectares of open space" reported in the numerator are greater than zero.

NOTES:

- This measure was revised in 2006 to include only municipally owned open space. Therefore, there are no comparisons with previous years.

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	2008 Median #	2007 Median #	2006 Median #	2005 Median #
NORTH						
< 5,000	49	15 to 46,773	1,652	897	1,054	1,133
5,000 – 19,999	9	50 to 49,132	21,685	15,979	15,164	16,813
20,000 +	4	57 to 36,670	16,164	3,833	3,985	282
SOUTH						
Regions & Former Regions	3	5,519 to 12,674	9,034	7,102	15,721	8,650
Counties						
Single-tiers						
< 10,000	4	721 to 6,394	1,086	1,086	1,086	1,074
10,000 – 99,999	13	641 to 40,319	14,592	16,225	16,148	16,973
100,000 +	6	2,928 to 37,066	13,481	12,410	12,063	12,262
Lower-tiers						
< 5,000	23	12 to 34,963	528	1,086	826	884
5,000 – 9,999	46	23 to 47,243	793	1,330	890	748
10,000 – 19,999	42	7 to 25,640	4,360	4,893	4,647	5,724
20,000 – 39,999	19	7 to 28,357	6,712	5,097	2,846	6,280
40,000 – 99,999	11	609 to 35,178	17,385	16,851	20,180	14,487
100,000 +	13	9,890 to 25,556	20,268	18,370	14,943	16,075
ALL MUNICIPALITIES	242	7 to 49,132	3,080	2,928	2,240	3,158
# Municipalities Reporting			242	239	231	227

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 or equal to 20.
- Total participant hours in the numerator in SLC 92 7255 05 are less than the population in SLC 02 0041 01 times 50.

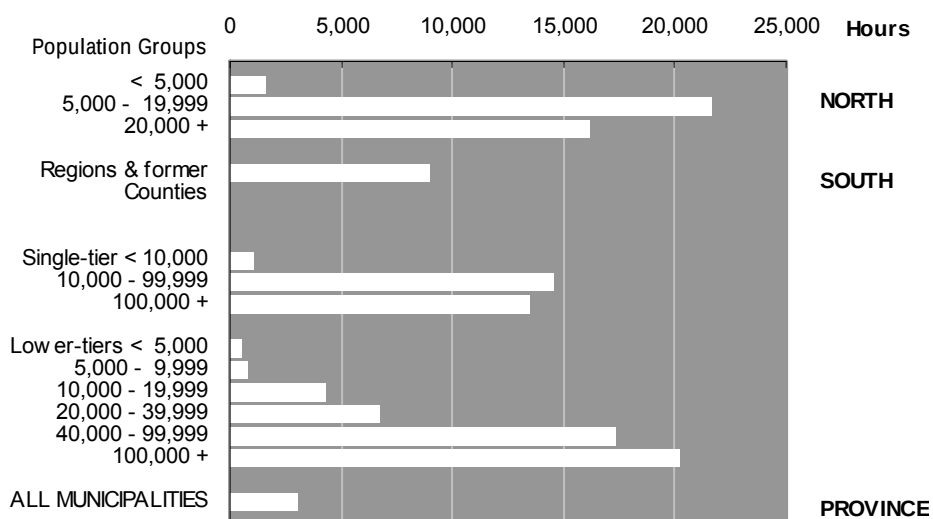
NOTES:

- Results for 2004 are not included because total hours for special events were included. For 2005, special events are not included in the measure.

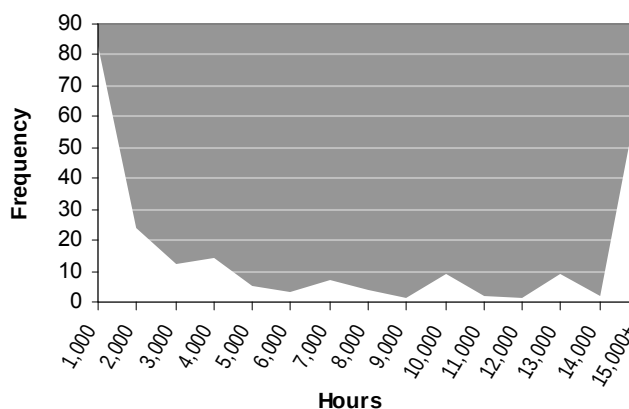
Recreation Programs : Effectiveness

Total participant hours for recreation programs per 1,000 persons

**Total Participant Hours for Recreation Programs per 1,000 Persons
2008 (Median)**



**Total Participant Hours for Recreation Programs
per 1,000 Persons
2008 (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	2008 Median #	2007 Median #	2006 Median #
NORTH					
< 5,000	67	5 to 48,851	1,685	1,643	1,323
5,000 – 19,999	10	5,281 to 52,500	11,298	11,298	11,298
20,000 +	4	12,326 to 333,321	45,314	45,314	56,841
SOUTH					
Regions & Former Regions	3	11,899 to 375,479	135,267	135,267	135,267
Counties					
Single-tiers					
< 10,000	4	2,542 to 10,154	3,057	3,057	3,057
10,000 – 99,999	14	7,665 to 65,500	28,786	28,786	17,512
100,000 +	6	53,582 to 82,207	59,685	47,853	53,582
Lower-tiers					
< 5,000	37	60 to 15,721	2,415	2,356	2,356
5,000 – 9,999	53	54 to 104,295	5,735	5,735	5,873
10,000 – 19,999	52	780 to 500,000	8,701	8,531	7,841
20,000 – 39,999	18	1,940 to 34,225	11,792	11,273	11,273
40,000 – 99,999	12	17,836 to 338,952	33,450	33,450	27,669
100,000 +	13	31,776 to 207,067	61,653	60,491	60,491
ALL MUNICIPALITIES	293	5 to 500,000	6,113	5,873	5,873
# Municipalities Reporting			293	292	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.

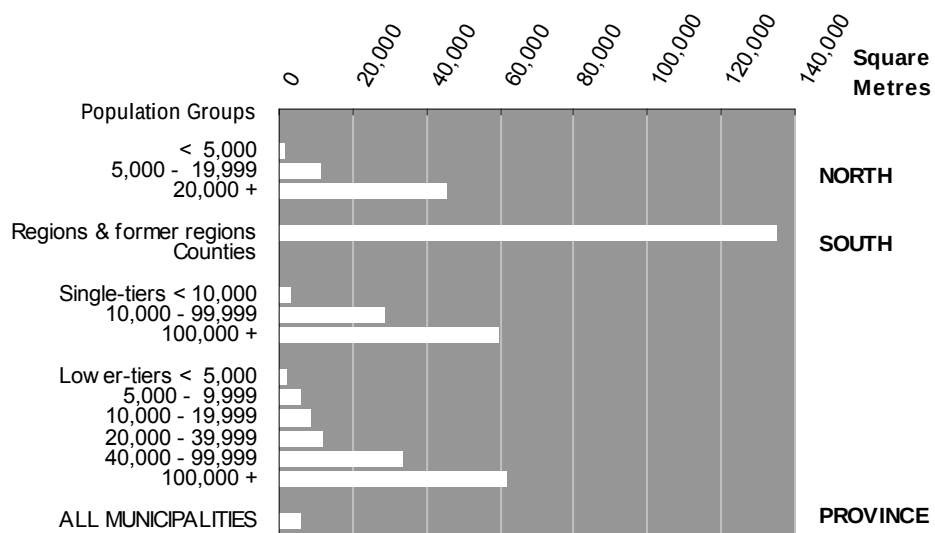
NOTES:

- 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).

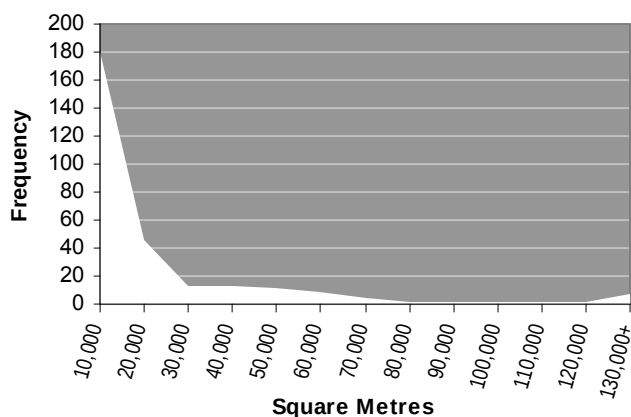
Indoor Recreation Facilities: Effectiveness

Square metres of indoor recreation facilities (municipally owned).

**Square Metres of Indoor Recreation Facilities (Municipally Owned)
2008 (Median)**



**Square Metres of Indoor Recreation Facilities
(Municipally Owned)
2008 (All Municipalities)**



Indoor Recreation Facilities: Effectiveness

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

Square metres of indoor recreation facilities
(municipally owned)

Total population / 1,000

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

			2008	2007	2006
Population	Reporting #	Range	Median #	Median #	Median #
NORTH					
< 5,000	67	7 to 50,000	1,397	1,336	1,349
5,000 – 19,999	10	457 to 9,839	1,187	1,187	1,176
20,000 +	4	228 to 4,432	521	521	521
SOUTH					
Regions & Former Regions	3	261 to 696	418	261	263
Counties					
Single-tiers					
< 10,000	4	608 to 1,535	650	650	650
10,000 – 99,999	14	262 to 1,449	495	495	396
100,000 +	6	229 to 502	446	255	256
Lower-tiers					
< 5,000	37	32 to 3,753	882	819	814
5,000 – 9,999	53	6 to 10,835	749	776	782
10,000 – 19,999	52	67 to 41,799	617	685	601
20,000 – 39,999	18	92 to 1,362	463	433	428
40,000 – 99,999	12	293 to 4,124	437	441	399
100,000 +	13	188 to 504	318	321	291
ALL MUNICIPALITIES	293	6 to 50,000	725	702	717
# Municipalities Reporting			293	292	278

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

Condition:

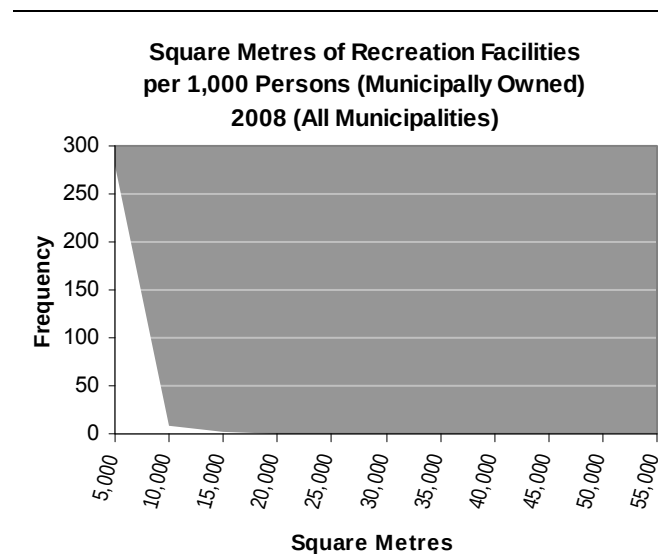
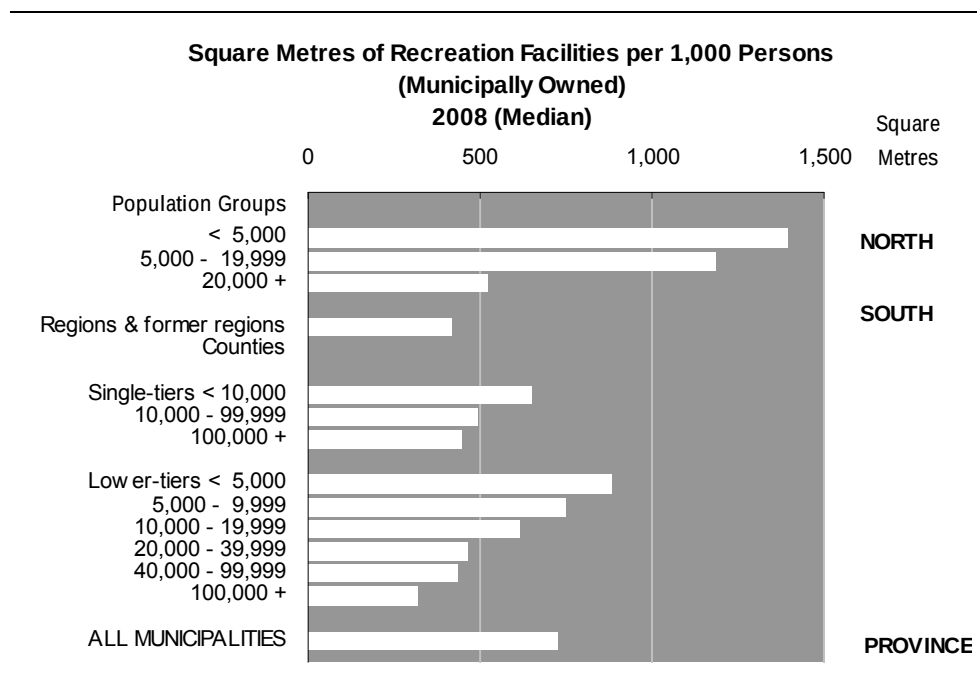
- Square metres of indoor recreation facilities is greater than zero.

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).

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	2008 Median #	2007 Median #	2006 Median #
NORTH					
< 5,000	45	5 to 1,570,500	1,625	1,398	1,782
5,000 – 19,999	7	929 to 705,281	6,836	6,836	6,836
20,000 +	3	2,910 to 911,151	6,573	6,573	2,910
SOUTH					
Regions & Former Regions	2	42,810 to 856,655	42,810	422,429	447,222
Counties					
Single-tiers					
< 10,000	2	1,113 to 300,000	1,113	1,113	1,113
10,000 – 99,999	11	2,015 to 163,816	9,000	14,784	15,332
100,000 +	5	13,612 to 478,011	18,578	18,578	18,578
Lower-tiers					
< 5,000	18	8 to 110,479	2,785	1,980	1,980
5,000 – 9,999	40	13 to 316,800	5,351	5,351	5,130
10,000 – 19,999	35	55 to 1,451,965	5,073	5,073	4,013
20,000 – 39,999	13	5 to 558,466	6,917	2,098	3,458
40,000 – 99,999	10	3,090 to 1,981,683	12,883	12,883	8,061
100,000 +	12	368 to 514,518	22,188	22,188	22,188
ALL MUNICIPALITIES	203	5 to 1,981,683	5,351	4,322	4,271
# Municipalities Reporting			203	204	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.

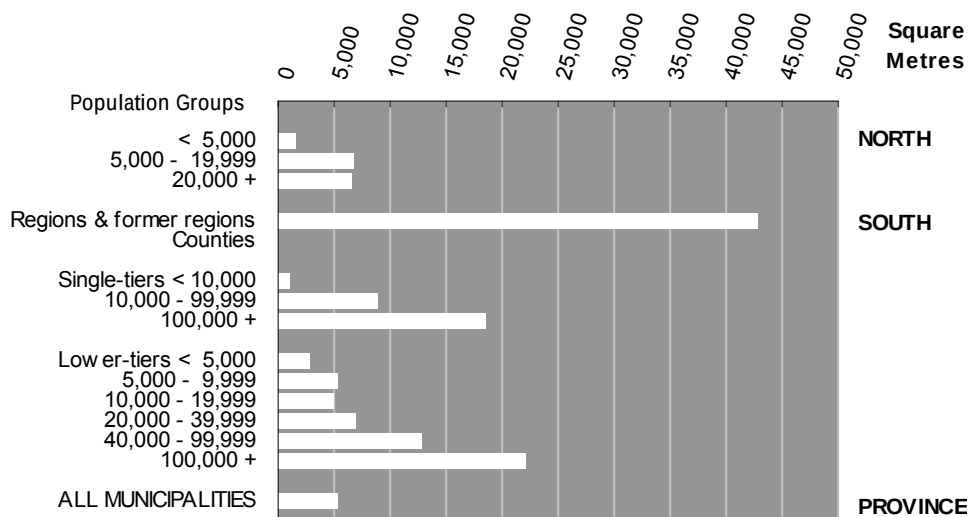
NOTES:

- 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.

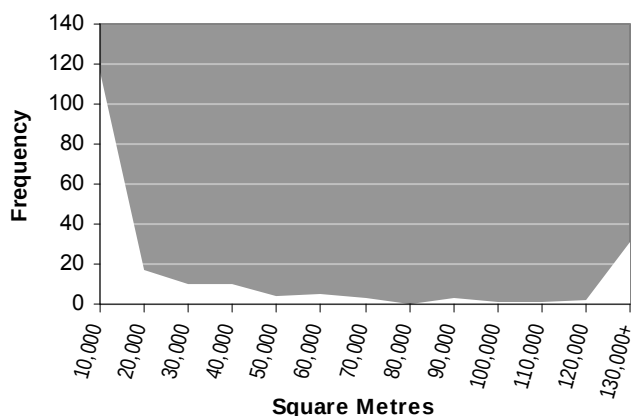
Outdoor Recreation Facility Space: Effectiveness

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

**Square Metres of Outdoor Recreation Facility Space (Municipally Owned)
2008 (Median)**



**Square Metres of Outdoor Recreation Facility Space
(Municipally Owned)
2008 (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	2008 Median #	2007 Median #	2006 Median #
NORTH					
< 5,000	45	6 to 1,314,095	1,930	1,930	1,930
5,000 – 19,999	7	129 to 61,321	510	510	511
20,000 +	3	27 to 21,191	87	88	27
SOUTH					
Regions & Former Regions	2	266 to 1,650	266	266	271
Counties					
Single-tiers					
< 10,000	2	266 to 45,338	266	266	266
10,000 – 99,999	11	42 to 4,537	199	281	285
100,000 +	5	38 to 3,439	172	172	172
Lower-tiers					
< 5,000	18	3 to 27,717	1,192	966	435
5,000 – 9,999	40	2 to 39,237	691	687	651
10,000 – 19,999	35	5 to 92,712	474	341	303
20,000 – 39,999	13	0.2 to 27,879	304	95	165
40,000 – 99,999	10	32 to 24,113	223	211	147
100,000 +	12	3 to 3,898	61	62	63
ALL MUNICIPALITIES	203	0.2 to 1,314,095	559	496	398
# Municipalities Reporting			203	204	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.

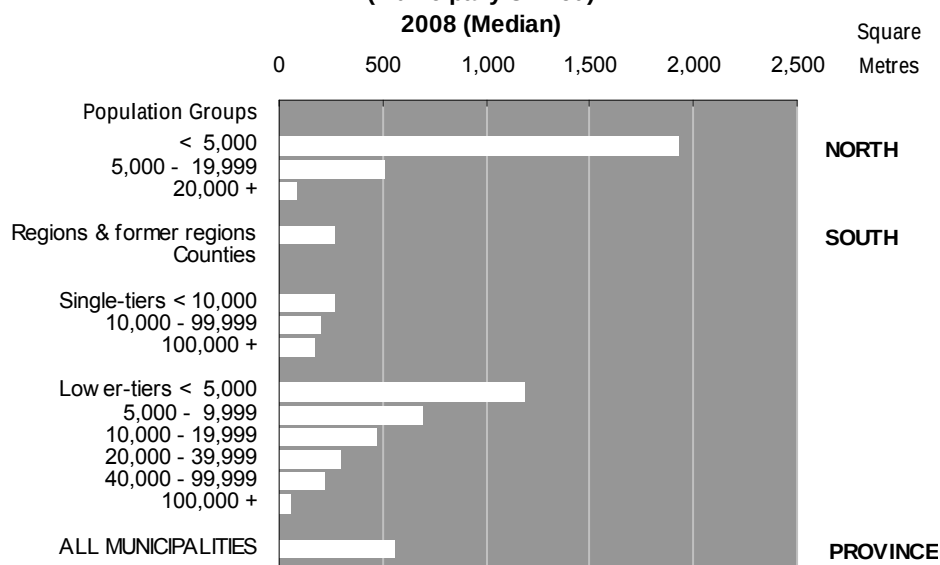
NOTES:

- 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.

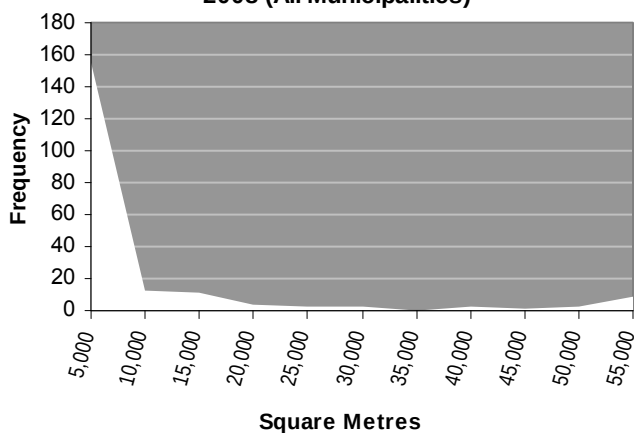
Outdoor Recreation Facility Space: Effectiveness

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)**



**Square Metres of Outdoor Recreation Facility Space
per 1,000 Persons (Municipally Owned)**
2008 (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

			2008	2007	2006	2005
Population	Reporting #	Range	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	107	1 to 165	34	32	30	27
5,000 – 19,999	13	12 to 91	43	38	37	36
20,000 +	4	31 to 48	38	35	35	32
SOUTH						
Regions & Former Regions	3	46 to 58	51	44	45	43
Counties	12	2 to 51	33	37	32	34
Single-tiers						
< 10,000	4	29 to 78	34	33	32	33
10,000 – 99,999	14	21 to 63	41	36	37	32
100,000 +	6	30 to 52	42	43	39	38
Lower-tiers						
< 5,000	39	2 to 136	21	18	19	22
5,000 – 9,999	32	7 to 72	24	23	21	20
10,000 – 19,999	37	4 to 72	32	34	32	30
20,000 – 39,999	11	11 to 58	42	37	37	38
40,000 – 99,999	11	33 to 55	38	36	37	34
100,000 +	11	24 to 54	37	39	39	36
ALL MUNICIPALITIES	304	1 to 165	34	33	33	31
# Municipalities Reporting			304	283	273	267

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

Conditions:

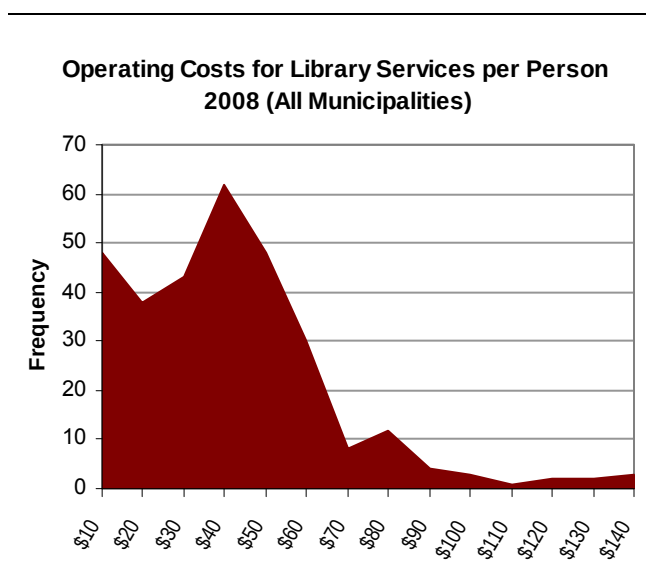
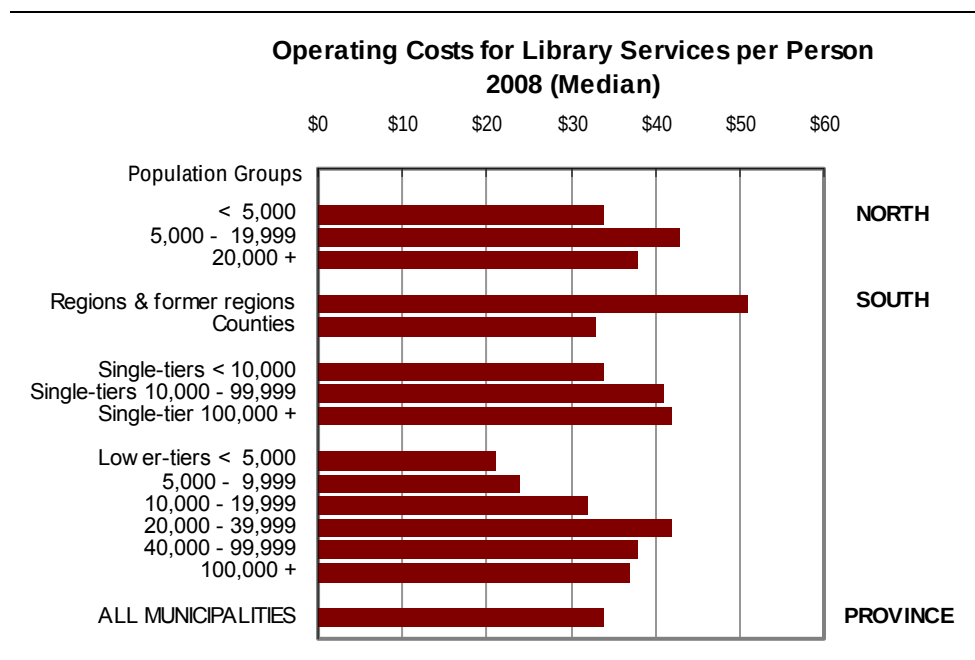
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- Municipalities were excluded if External Transfers were reported as a negative value.
- Lower-tiers served by an upper-tier library board were excluded because the upper-tier has responsibility for the service and reports the measure.

NOTES:

- The formula for the numerator (Operating Costs) was revised in 2005 to include External Transfers; therefore comparison is not possible with previous years.

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

			2008	2007	2006	2005
Population	Reporting #	Range	Median \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	66	0.50 to 58.99	4.26	4.73	4.21	4.13
5,000 – 19,999	10	0.84 to 3.08	1.67	1.82	2.00	2.52
20,000 +	4	0.60 to 2.61	1.96	1.95	1.83	2.04
SOUTH						
Regions & Former Regions	3	2.09 to 2.63	2.17	1.99	2.03	1.83
Counties	10	1.25 to 9.00	2.37	2.37	2.47	2.33
Single-tiers						
< 10,000	4	1.55 to 3.00	2.49	1.92	2.17	1.83
10,000 – 99,999	13	1.20 to 4.00	2.24	2.00	1.88	1.86
100,000 +	6	1.35 to 2.18	1.61	1.85	1.86	1.73
Lower-tiers						
< 5,000	28	0.25 to 41.19	5.06	5.72	4.18	3.14
5,000 – 9,999	26	1.09 to 8.98	3.17	2.84	2.56	2.86
10,000 – 19,999	34	1.10 to 57.48	2.35	2.32	2.13	2.15
20,000 – 39,999	10	1.19 to 51.93	2.41	2.14	2.39	1.94
40,000 – 99,999	11	0.69 to 2.99	2.37	2.30	2.04	1.90
100,000 +	10	0.97 to 2.14	1.59	1.64	1.52	1.48
ALL MUNICIPALITIES	235	0.25 to 58.99	2.73	2.74	2.60	2.43
# Municipalities Reporting			235	228	236	240

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

Conditions:

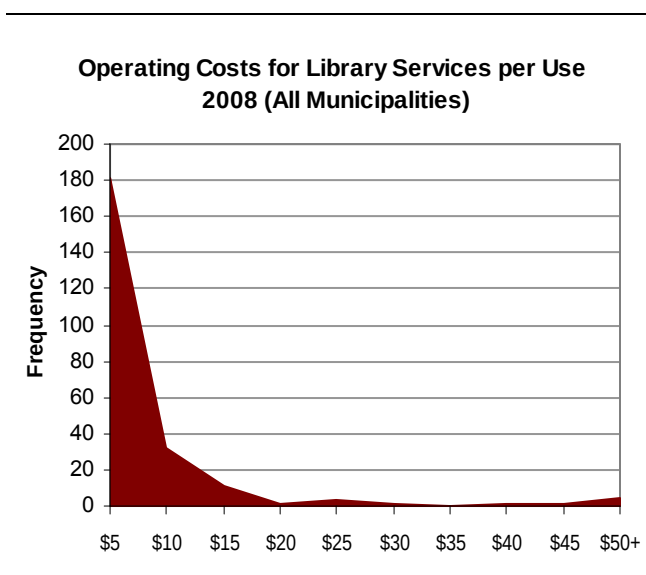
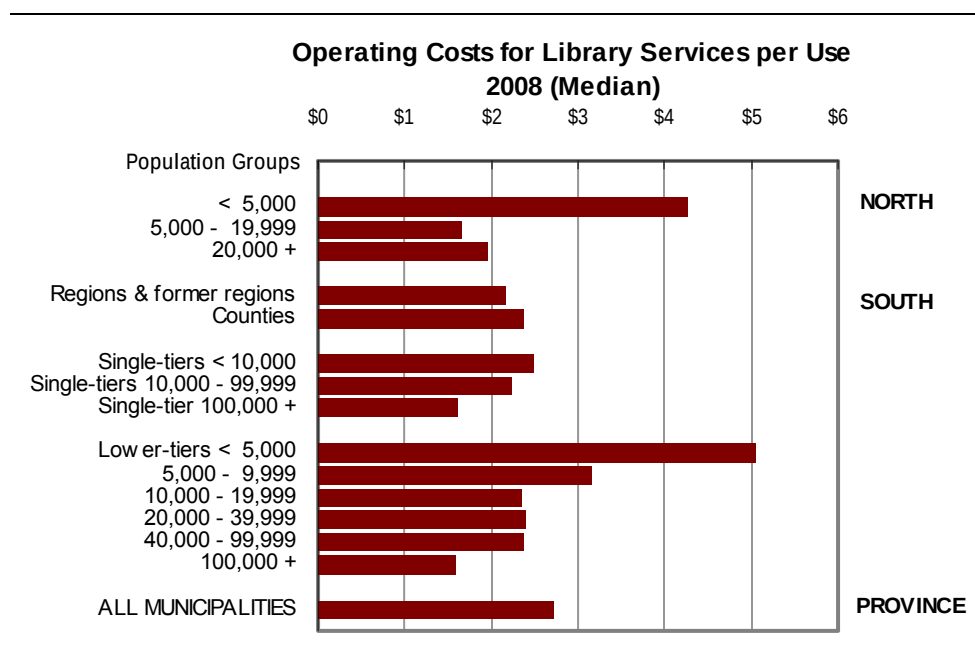
- Municipalities were excluded if the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than or equal to zero. This excludes municipalities reporting only Program Support as an expenditure.
- External Transfers are greater than or equal to zero.
- Lower-tiers served by an upper-tier library board were excluded because the upper-tier has responsibility for the service and reports the measure.
- Total library uses in the denominator 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.

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.

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

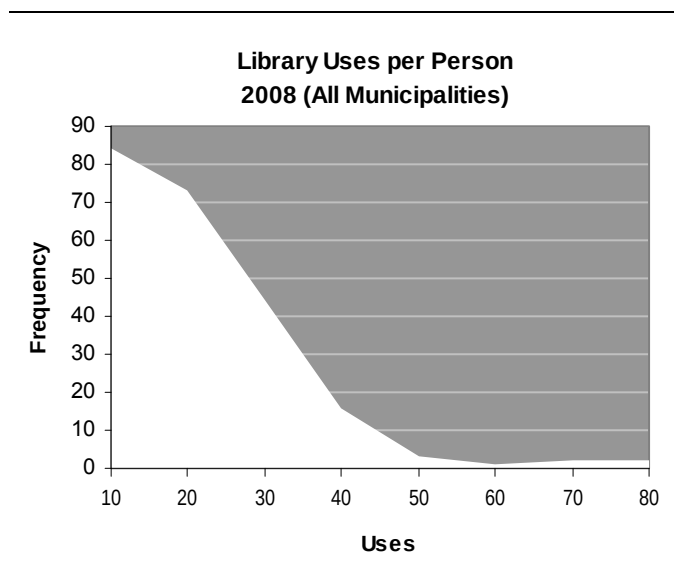
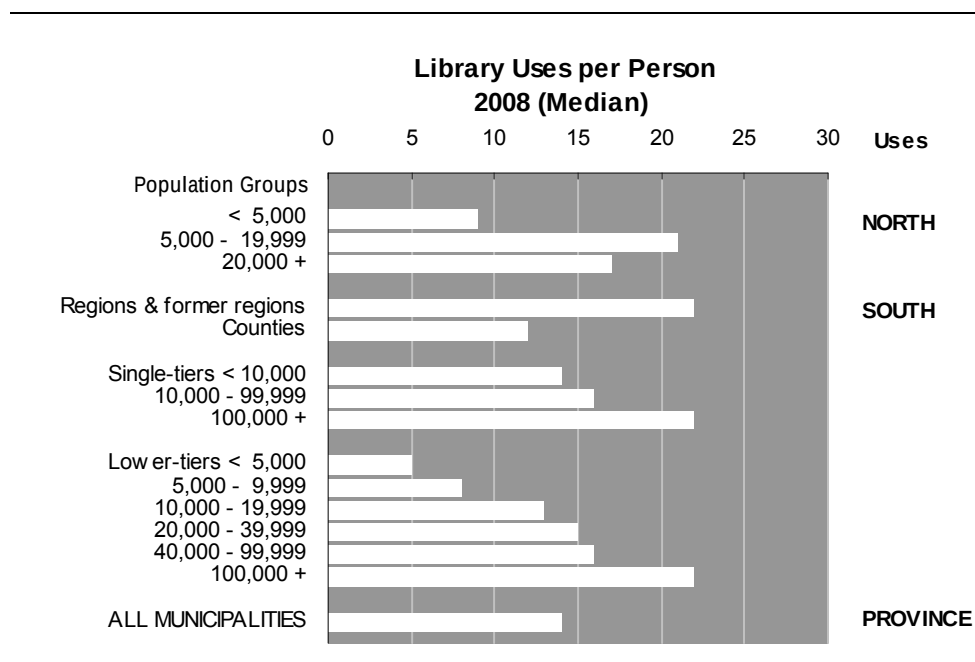
$$\frac{\text{Total Library Uses}}{\text{Total Population}}$$

Library uses per person			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	62	0.1 to 100	9	9	10	10	9
5,000 – 19,999	10	9 to 62	21	21	18	18	10
20,000 +	4	12 to 63	17	18	17	14	17
SOUTH							
Regions & Former Regions	4	19 to 28	22	26	22	23	20
Counties	8	4 to 32	12	13	14	11	16
Single-tiers							
< 10,000	4	13 to 29	14	15	14	18	13
10,000 – 99,999	12	10 to 26	16	18	17	18	14
100,000 +	6	19 to 34	22	24	23	19	20
Lower-tiers							
< 5,000	27	0.3 to 37	5	5	5	6	5
5,000 – 9,999	26	1 to 37	8	9	9	8	8
10,000 – 19,999	32	0.2 to 31	13	13	14	15	16
20,000 – 39,999	8	4 to 42	15	16	18	23	25
40,000 – 99,999	10	12 to 78	16	16	15	14	12
100,000 +	12	19 to 38	22	22	22	21	21
ALL MUNICIPALITIES	225	0.1 to 100	14	13	13	14	13
# Municipalities Reporting			225	217	215	229	217

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 AND SLC 94 7403 02 IS NOT NULL)

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

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	62	0% to 100%	13%	15%	13%	13%	11%
5,000 – 19,999	9	6% to 22%	17%	13%	10%	4%	2%
20,000 +	4	20% to 84%	33%	38%	27%	20%	15%
SOUTH							
Regions & Former Regions	5	19% to 37%	26%	25%	26%	21%	10%
Counties	10	2% to 50%	19%	13%	18%	7%	5%
Single-tiers							
< 10,000	4	3% to 21%	5%	7%	5%	6%	7%
10,000 – 99,999	13	6% to 31%	17%	18%	14%	16%	11%
100,000 +	6	18% to 38%	22%	22%	18%	20%	17%
Lower-tiers							
< 5,000	26	0% to 58%	9%	8%	6%	6%	5%
5,000 – 9,999	27	0% to 100%	10%	7%	7%	7%	7%
10,000 – 19,999	33	0% to 81%	12%	11%	11%	7%	4%
20,000 – 39,999	10	12% to 53%	16%	18%	16%	17%	13%
40,000 – 99,999	11	15% to 75%	26%	20%	17%	14%	15%
100,000 +	13	8% to 35%	22%	23%	18%	20%	15%
ALL MUNICIPALITIES	233	0% to 100%	16%	15%	13%	10%	10%
# Municipalities Reporting			233	235	239	223	152

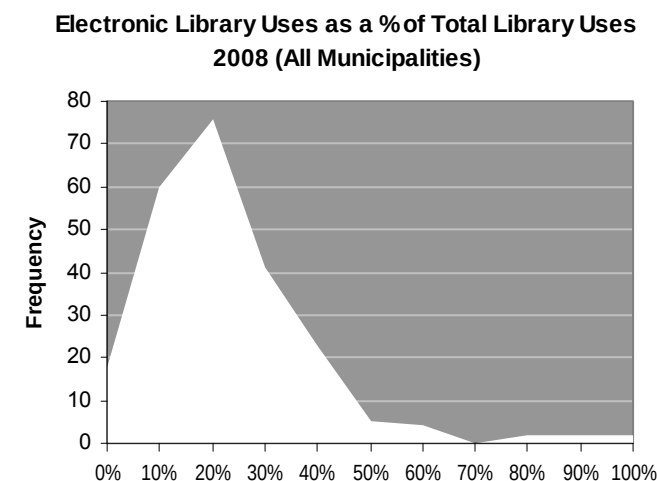
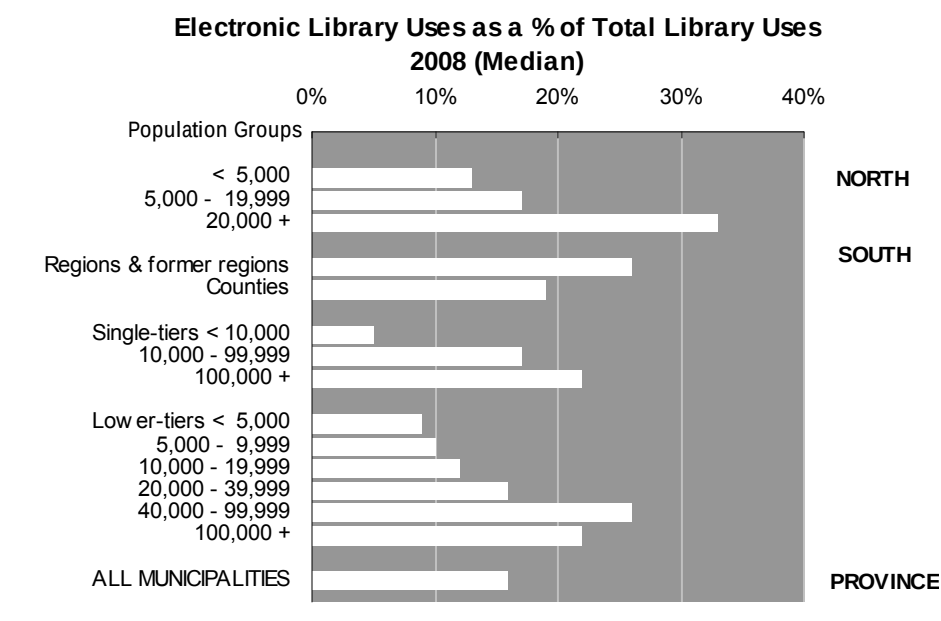
FIR reference: SLC 92 7461 07. The number of municipalities reporting reflects the condition listed below.

Condition:

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

Library Services: Effectiveness

Electronic library uses as a percentage of total library uses.



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

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median	Median	Median	Median	Median
NORTH							
< 5,000	62	0% to 100%	87%	84%	87%	87%	89%
5,000 – 19,999	9	78% to 94%	83%	86%	89%	93%	97%
20,000 +	4	16% to 80%	58%	61%	66%	75%	85%
SOUTH							
Regions & Former Regions	5	63% to 81%	75%	73%	74%	79%	84%
Counties	10	50% to 98%	81%	84%	78%	93%	91%
Single-tiers							
< 10,000	4	79% to 97%	91%	86%	92%	88%	93%
10,000 – 99,999	13	69% to 94%	83%	80%	85%	83%	87%
100,000 +	6	62% to 82%	77%	76%	82%	78%	83%
Lower-tiers							
< 5,000	26	42% to 100%	91%	92%	94%	93%	94%
5,000 – 9,999	27	0% to 100%	90%	93%	93%	92%	93%
10,000 – 19,999	33	19% to 100%	88%	89%	89%	93%	96%
20,000 – 39,999	10	47% to 88%	80%	82%	84%	83%	87%
40,000 – 99,999	11	25% to 85%	74%	80%	83%	84%	85%
100,000 +	13	65% to 92%	78%	77%	82%	80%	83%
ALL MUNICIPALITIES	233	0% to 100%	84%	85%	87%	90%	90%
# Municipalities Reporting			233	235	239	223	152

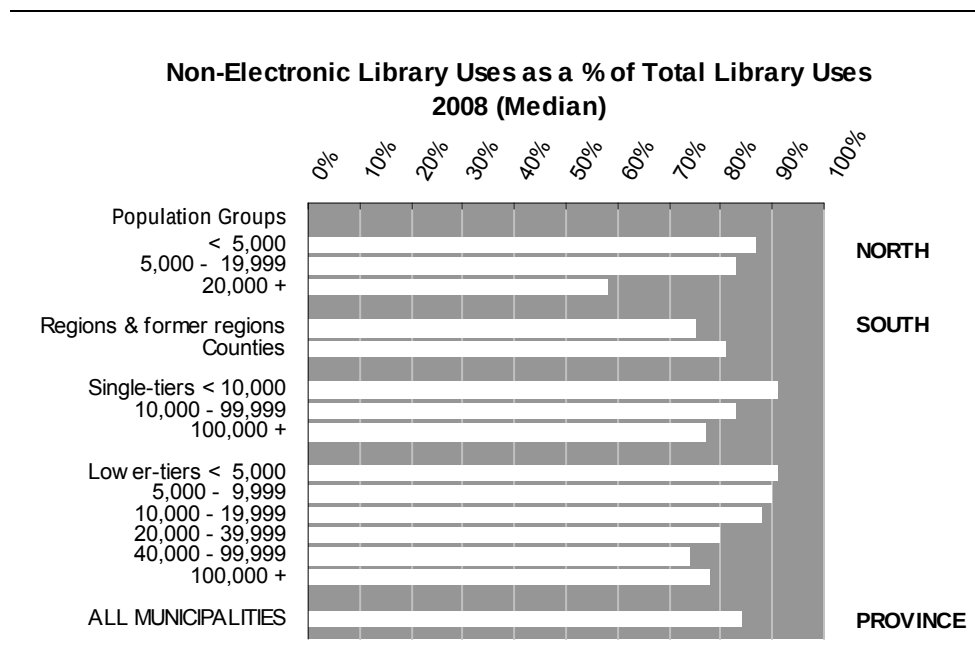
FIR reference: SLC 92 7462 07. The number of municipalities reporting reflects the condition listed below.

Condition:

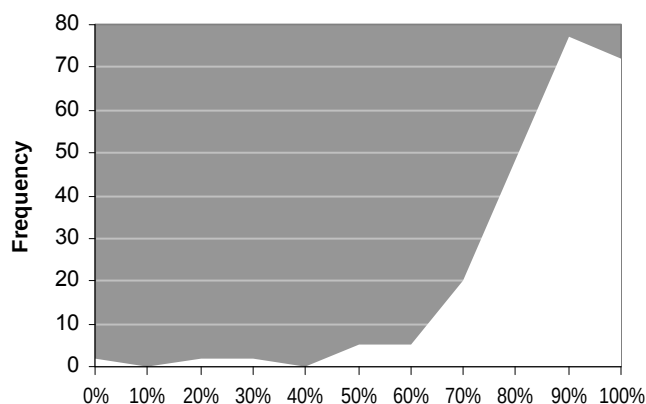
- The sum of electronic and non-electronic library uses does not exceed 100%.

Library Services: Effectiveness

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



**Non-electronic Library Uses as a % of Total Library Uses
2008 (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

			2008	2007
Population	Reporting #	Range	Median	Median
NORTH				
< 5,000	37	0% to 100%	27%	71%
5,000 – 19,999	6	60% to 100%	100%	100%
20,000 +	4	68% to 100%	85%	93%
SOUTH				
Regions & Former Regions	7	83% to 100%	98%	99%
Counties	5	17% to 100%	67%	75%
Single-tiers				
< 10,000	3	100%	100%	100%
10,000 – 99,999	13	41% to 100%	100%	100%
100,000 +	5	97% to 100%	100%	100%
Lower-tiers				
< 5,000	29	0% to 100%	20%	9%
5,000 – 9,999	58	0% to 100%	61%	64%
10,000 – 19,999	51	0% to 100%	87%	91%
20,000 – 39,999	17	44% to 100%	88%	94%
40,000 – 99,999	11	52% to 100%	100%	100%
100,000 +	11	2% to 100%	100%	100%
ALL MUNICIPALITIES	257	0% to 100%	90%	92%
# Municipalities Reporting			257	256

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

Conditions:

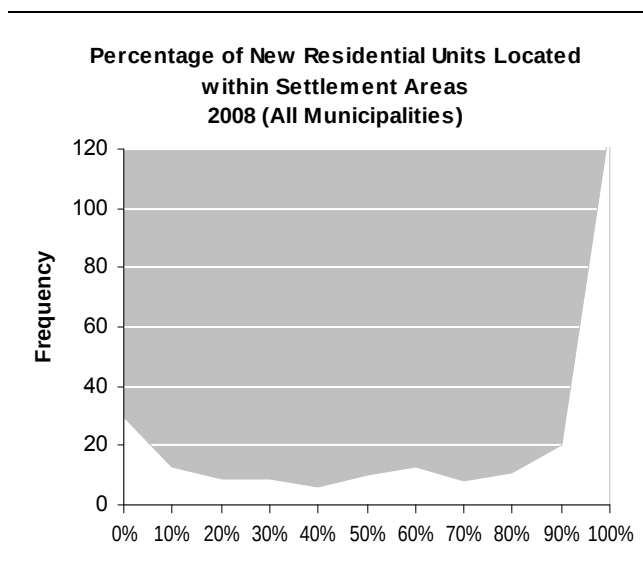
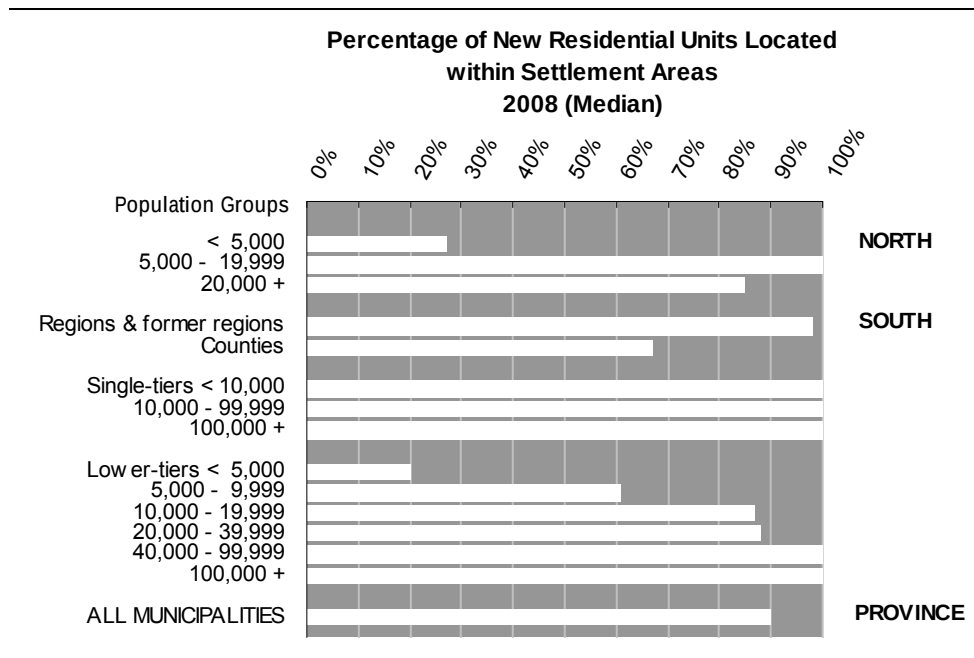
- “Total number of new residential units within the entire municipality” is greater than zero (SLC 92 8170 06 > 0).
- The measure is not greater than 100% (SLC 92 8170 07 ≤ 100).

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.

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.

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median	Median	Median	Median	Median
NORTH							
< 5,000	19	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	100%	100%	100%	100%	100%	100%
Counties	10	100%	100%	100%	100%	100%	100%
Single-tiers							
< 10,000	1	100%	100%	68%	100%	100%	100%
10,000 – 99,999	9	0% to 100%	100%	100%	100%	100%	100%
100,000 +	2	100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	19	100%	100%	100%	100%	100%	100%
5,000 – 9,999	39	99% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	45	100%	100%	100%	100%	100%	100%
20,000 – 39,999	16	97% to 100%	100%	100%	100%	100%	100%
40,000 – 99,999	10	100%	100%	100%	100%	100%	100%
100,000 +	9	97% to 100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	192	0% to 100%	100%	100%	100%	100%	100%
# Municipalities Reporting			192	192	186	193	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)

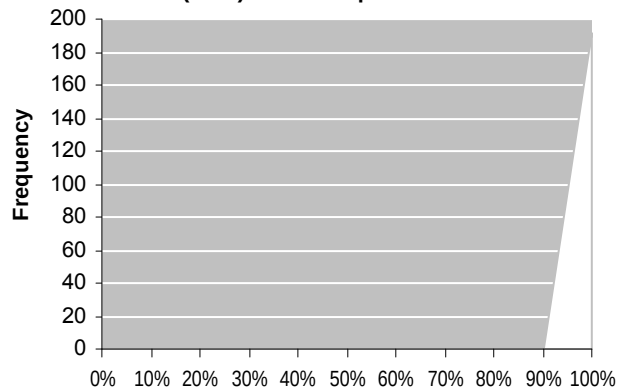
NOTES:

- No bar graph is included because the median result for all groups was 100% in 2008.

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.
(2008) 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.

			2008	2007	2006	2005	2004
Population	Reporting #	Range	Median	Median	Median	Median	Median
NORTH							
< 5,000	17	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%	98%	99%	99%
Counties	9	99% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	1	57%	57%	57%	85%	85%	96%
10,000 – 99,999	8	0% to 100%	100%	100%	100%	100%	100%
100,000 +	2	100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	18	65% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	37	0% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	42	85% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	16	95% to 100%	100%	100%	100%	100%	100%
40,000 – 99,999	10	83% to 100%	99%	100%	100%	100%	100%
100,000 +	10	0% to 100%	97%	100%	100%	100%	100%
ALL MUNICIPALITIES	183	0% to 100%	100%	100%	100%	100%	100%
# Municipalities Reporting			183	179	176	185	189

FIR reference: SLC 92 8164 07. The number of municipalities reporting reflects the conditions listed below.

Conditions:

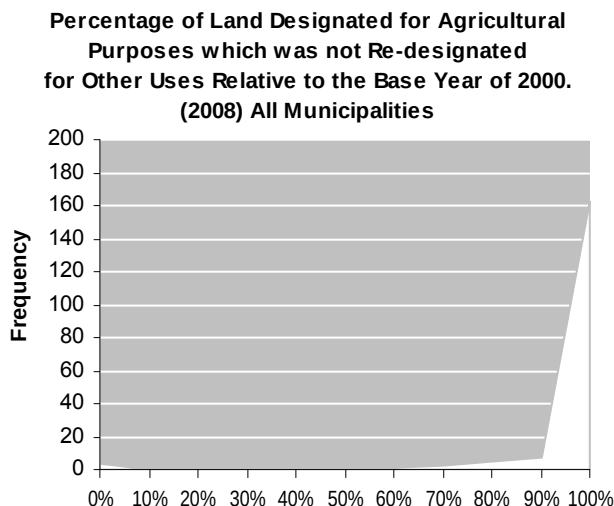
- Hectares of land designated for agricultural purposes as of January 1, 2000 are greater than 0 (SLC 92 8164 06 > 0).
- Measure is less than 100.5% (SLC 92 8164 07 < 100.5).

NOTES:

- No bar graph is included because the median result for all but four groups was 100% in 2008.

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

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	19	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 400	0	0	38	56	0
Counties	9	0 to 120	20	2	0	13	27
Single-tiers							
< 10,000	1	0	0	77	0	0	0
10,000 – 99,999	9	0 to 229	0	0	0	0	0
100,000 +	2	0 to 1	0	0	0	0	4
Lower-tiers							
< 5,000	19	0 to 3	0	0	0	0	0
5,000 – 9,999	39	0 to 272	0	0	0	0	0
10,000 – 19,999	45	0 to 148	0	0	0	0	0
20,000 – 39,999	16	0 to 303	0	0	0	0	0
40,000 – 99,999	10	0 to 61	0	0	0	0	0
100,000 +	9	0 to 83	0	0	0	0	0
ALL MUNICIPALITIES	190	0 to 400	0	0	0	0	0
# Municipalities Reporting			190	190	181	190	194

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)

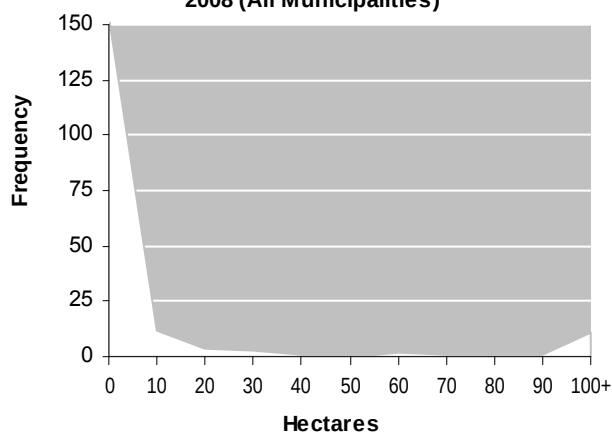
NOTES:

- 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.

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.
2008 (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

			2008	2007	2006	2005	2004
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	17	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	30
SOUTH							
Regions & Former Regions	9	0 to 3,375	1,169	1,114	895	1,064	186
Counties	8	0 to 2,213	175	150	37	71	61
Single-tiers							
< 10,000	1	120	120	120	43	43	9
10,000 – 99,999	8	0 to 2,533	80	85	19	19	19
100,000 +	2	0 to 27	0	27	110	110	99
Lower-tiers							
< 5,000	17	0 to 1,600	0	0	0	0	0
5,000 – 9,999	35	0 to 8,012	1	0	0	0	0
10,000 – 19,999	40	0 to 2,132	1	5	4	7	7
20,000 – 39,999	16	0 to 913	15	2	2	0	0
40,000 – 99,999	10	0 to 3,922	15	6	6	0	4
100,000 +	10	0 to 2,438	4	0	0	0	0
ALL MUNICIPALITIES	177	0 to 8,012	5	1	1	0	0
# Municipalities Reporting			177	174	170	180	186

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)

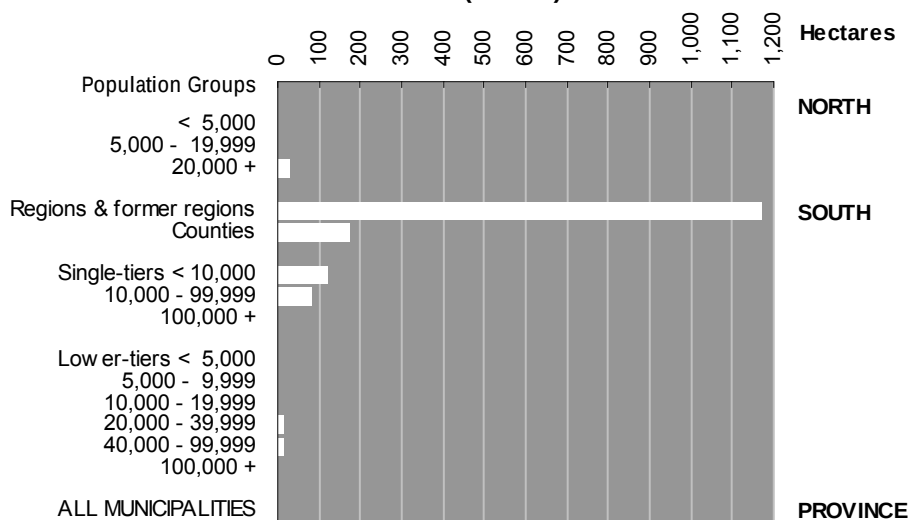
NOTES:

- 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.

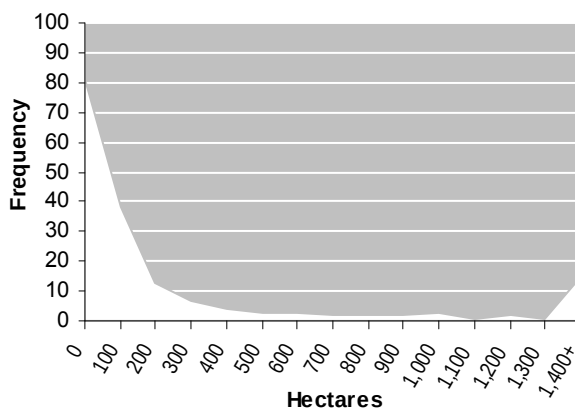
Preservation of Agricultural Land: Effectiveness

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.
2008 (Median)**



**Number of Hectares of Land Originally Designated for Agricultural Purposes which was Re-designated for Other Uses Since January 1, 2000.
2008 (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.

2008 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2008 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

2008 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2008 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

2008 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2008 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

2008 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2008 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 2008 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 2007 was used.

NORTH

Population	Municipality	2008 Population
< 5,000	Alberton Tp	958
	Armour Tp	1,241
	Armstrong Tp	1,155
	Assignack Tp	914
	¹ Atikokan Tp	3,172
	Baldwin Tp	570
	Barrie Island Tp	40
	Billings Tp	539
	Black River - Matheson Tp	2,518
	Blind River T	3,651
	Bonfield Tp	2,009
	Brethour Tp	117
	Bruce Mines T	584
	Burk's Falls V	893
	Burpee and Mills Tp	330
	Callander M	3,579
	Calvin Tp	545
	Carling Tp	1,025
	Casey Tp	385
	Central Manitoulin Tp	1,782
	Chamberlain Tp	310
	Chapleau Tp	2,354
	Chapple Tp	711
	Charlton/Dack M	613
	Chisholm Tp	1,210
	Cobalt T	1,108
	Cockburn Island Tp	2
	Coleman Tp	531
	Conmee Tp	728
	Dawson Tp	513
	Dorion Tp	358
	Dubreuilville Tp	773
	Ear Falls Tp	893
	East Ferris Tp	4,431
	Emo Tp	1,125
	Englehart T	1,494
	Evanturel Tp	548

¹ Population from AMCTO's 2008 *Ontario Municipal Directory*.

NORTH		
Population	Municipality	2008 Population
< 5,000	Fauquier-Strickland Tp	621
	French River M	2,660
	Gauthier Tp	131
	Gillies Tp	540
	Gordon Tp	473
	Gore Bay T	799
	² Greenstone M	4,906
	Harley Tp	551
	Harris Tp	519
	Hilliard Tp	190
	Hilton Beach V	173
	Hilton Tp	252
	Hornepayne Tp	1,200
	Hudson Tp	462
	Huron Shores M	1,696
	Ignace Tp	1,363
	³ Iroquois Falls T	4,298
	James Tp	414
	Jocelyn Tp	264
	Johnson Tp	701
	Joly Tp	237
	Kearney T	798
	Kerns Tp	325
	Killarney M	405
	La Vallee Tp	968
	Laird Tp	1,109
	Lake of The Woods Tp	308
	Larder Lake Tp	735
	Latchford T	436
	Macdonald Meredith et al Tp	1,550
	Machar Tp	782
	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	2,114
	Mattawan Tp	150
	Mattice - Val Cote Tp	790

² In 2007 and 2008, the population of the Municipality of Greenstone dropped below 5,000 placing it in the group of northern municipalities with populations under 5,000 for those years.

³ Prior to 2008, Iroquois Falls reported a population over 5,000, placing it in the population group for 5,000 to 9,999 for 2004 through 2007.

NORTH		
Population	Municipality	2008 Population
< 5,000	McDougall Tp	2,493
	McGarry Tp	828
	McKellar Tp	930
	McMurrich-Monteith Tp	655
	Moonbeam Tp	1,112
	Moosonee T	3,000
	Morley Tp	500
	Nairn and Hyman Tp	421
	Neebing M	2,184
	Nipigon Tp	1,661
	Nipissing Tp	1,578
	Northeastern Manitoulin & The Isl. T	2,711
	O'Connor Tp	720
	Opasatika Tp	280
	Papineau-Cameron Tp	1,060
	Perry Tp	1,869
	Pickle Lake Tp	398
	Plummer Additional Tp	671
	Powassan M	3,309
	Prince Tp	971
	Rainy River T	741
	Red Lake M	4,526
	Red Rock Tp	1,063
	Ryerson Tp	591
	Sables-Spanish Rivers Tp	2,910
	Schreiber Tp	901
	Seguin Tp	3,421
	Shuniah M	2,913
	Sioux Narrows-Nestor Falls Tp	672
	⁴ Smooth Rock Falls T	1,672
	South Algonquin Tp	1,125
	South River V	1,069
	⁵ Spanish T	740
	St. Joseph Tp	1,195
	St.-Charles M	1,226
	Strong Tp	1,327
	Sundridge V	875
	Tarbutt and Tarbutt Additional Tp	428
	Tehkummah Tp	382
	Temagami M	938
	Terrace Bay Tp	1,586
	The Archipelago Tp	548
	The North Shore Tp	486

⁴ Population from AMCTO's 2008 Ontario Municipal Directory.

⁵ In 2004, the Township of Schedden changed its name to the Town of Spanish.

NORTH		
Population	Municipality	2008 Population
< 5,000	Thessalon T	1,305
	Thornloe V	86
	Val Rita-Harty Tp	964
	⁶ Wawa M	3,204
	⁷ White River Tp	889
	Whitestone M	1,030
5,000 to 19,999	Cochrane T	5,008
	Dryden C	7,232
	Elliot Lake C	11,549
	Espanola T	5,527
	Fort Frances T	8,103
	Hearst T	5,133
	Kapuskasing T	8,326
	Kenora C	13,414
	Kirkland Lake T	8,250
	Oliver Paipoonge M	5,862
	Parry Sound T	5,251
	Sioux Lookout M	5,336
	⁸ Temiskaming Shores C	10,442
	West Nipissing M	13,410
20,000+	North Bay C	53,966
	Sault Ste. Marie C	75,200
	Thunder Bay C	109,140
	Timmins C	42,997

⁶ In 2004, the Township of Michopicotén changed in name to the Municipality of Wawa.

⁷ Population from AMCTO's 2008 Ontario Municipal Directory.

⁸ 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	2008 Population
Regions & Former Regions	Durham R	611,900
	Greater Sudbury C	160,700
	Halton R	467,200
	Hamilton C	519,109
	Muskoka D	61,191
	Niagara R	442,121
	Ottawa C	898,150
	Oxford Co	93,929
	Peel R	1,263,000
	Toronto C	2,738,600
	Waterloo R	533,700
	York R	1,011,360
Counties	Bruce Co	62,745
	Dufferin Co	54,436
	Elgin Co	44,975
	Essex Co	176,642
	Frontenac Co	26,658
	Grey Co	92,411
	Haliburton Co	16,526
	Hastings Co	51,915
	Huron Co	57,131
	Lambton Co	128,204
	Lanark Co	55,008
	Leeds and Grenville United Co	61,650
	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 United Co	79,792
	Renfrew Co	78,463
	Simcoe Co	238,815
	Stormont, Dundas and Glengarry United Co	59,447
	Wellington Co	92,120

SOUTH		
Single-tiers	Municipality	2008 Population
< 10,000	⁹ Gananoque ST	4,760
	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	31,449
	Brantford C	92,317
	Brockville C	19,128
	Cornwall C	45,965
	Haldimand County	45,212
	Kawartha Lakes C	74,561
	¹⁰ Norfolk County	62,750
	Orillia C	31,129
	Pembroke C	12,955
	Peterborough C	76,000
	Prince Edward County C	22,494
	Quinte West C	42,697
	St. Thomas C	36,110
	Stratford C	31,641
100,000+	Barrie C	139,000
	Chatham-Kent M	108,177
	Guelph C	119,000
	Kingston C	118,453
	London C	358,838
	Windsor C	205,343

⁹ Population from AMCTO's 2008 Ontario Municipal Directory.

¹⁰ Norfolk County is a single-tier municipality and is grouped with single-tier municipalities with populations between 10,000 and 99,999.

SOUTH		
Lower-tiers	Municipality	2008 Population
<5,000	Addington Highlands Tp	2,011
	Adelaide-Metcalf Tp	3,150
	Admaston/Bromley Tp	2,713
	Algonquin Highlands Tp	1,820
	Amaranth Tp	3,462
	Asphodel-Norwood Tp	3,767
	Athens Tp	2,809
	Bancroft T	3,838
	Bonnechere Valley Tp	3,280
	Brooke-Alvinston M	2,661
	Brudenell, Lyndoch and Raglan Tp	1,533
	Carlow/Mayo Tp	950
	Casselman V	3,166
	Central Frontenac Tp	3,943
	Centre Hastings M	4,390
	Dawn-Euphemia Tp	2,078
	Deep River T	4,550
	Deseronto T	1,824
	Dutton-Dunwich M	3,511
	¹¹ Dysart et al Tp	4,824
	East Garafraxa Tp	2,234
	East Hawkesbury Tp	3,289
	East Luther Grand Valley Tp	2,526
	Enniskillen Tp	2,995
	Faraday Tp	1,578
	Front of Yonge Tp	2,803
	Frontenac Islands Tp	1,639
	Georgian Bay Tp	1,781
	Greater Madawaska Tp	2,205
	Hastings Highlands M	3,614
	Havelock-Belmont-Methuen Tp	4,637
	Head, Clara and Maria Tp	207
	Highlands East M	2,947
	Horton Tp	2,501
	Howick Tp	3,880
	Killaloe, Hagarty and Richards Tp	2,336
	Lake of Bays Tp	2,560
	Laurentian Hills T	2,789

¹¹ For 2006 only, the Township of Dysart et al reported population of just over 5,000 putting in the population group of 5,000 to 9,999 for that year.

SOUTH		
Lower-tiers	Municipality	2008 Population
<5,000	Limerick Tp	364
	Lucan Biddulph Tp	3,986
	Madawaska Valley Tp	4,148
	Madoc Tp	1,905
	Marmora and Lake M	3,511
	Melancthon Tp	2,475
	Merrickville-Wolford V	2,812
	Montague Tp	3,179
	Morris-Turnberry M	3,379
	Mulmur Tp	3,018
	Newbury V	439
	North Algona-Wilberforce Tp	2,640
	North Frontenac Tp	1,904
	North Huron Tp	4,833
	North Kawartha Tp	2,342
	Northern Bruce Peninsula M	3,850
	Oil Springs V	717
	Perth South Tp	4,307
	Point Edward V	1,968
	Southwold Tp	4,349
	Stirling-Rawdon Tp	4,906
	Tudor and Cashel Tp	682
	Tyendinaga Tp	4,070
	Warwick Tp	3,945
	Westport V	594
	Wollaston Tp	730

SOUTH		
Lower-tiers	Municipality	2008 Population
5,000 to 9,999	Alfred and Plantagenet Tp	8,074
	Alnwick-Haldimand Tp	6,435
	Arnprior T	7,158
	Arran-Elderslie M	6,747
	Ashfield-Colborne-Wawanosh Tp	5,011
	Augusta Tp	7,510
	Aylmer T	7,069
	Bayham M	6,727
	Beckwith Tp	6,132
	Blandford - Blenheim Tp	6,754
	Bluewater M	6,578
	Brockton M	9,351
	Carleton Place T	9,626
	¹² Cavan Monaghan Tp	8,828
	Central Huron M	7,122
	Champlain Tp	8,857
	Chatsworth Tp	6,390
	Cramahe Tp	5,435
	Douro-Dummer Tp	6,954
	Drummond-North Elmsley Tp	6,669
	East Zorra - Tavistock Tp	7,000
	Edwardsburgh/Cardinal Tp	6,689
	Elizabethtown-Kitley Tp	9,631
	¹³ Galway-Cavendish and Harvey Tp	5,431
	Goderich T	7,253
	Grey Highlands M	9,750
	Hanover T	7,147
	Huron East M	9,233
	Huron-Kinloss Tp	6,515
	¹⁴ Lanark Highlands Tp	5,180
	Laurentian Valley Tp	8,438
	Leeds and the Thousand Islands Tp	8,759
	Malahide Tp	7,394
	Mapleton Tp	9,851
	McNab-Braeside Tp	7,222
	¹⁵ Minden Hills Tp	5,555
	Minto T	9,100
	Mono T	7,623
	Muskoka Lakes Tp	6,467
	North Dumfries Tp	8,302

¹² In 2007, the Township of Cavan-Millbrook-North Monaghan was renamed the Township of Cavan-Monaghan.

¹³ Prior to 2006, the Township of Galway-Cavendish and Harvey reported population under 5,000.

¹⁴ Prior to 2006, the Township of Lanark Highlands reported population under 5,000.

¹⁵ Prior to 2008, the Township of Minden Hills reported a population under 5,000.

SOUTH		
Lower-tiers	Municipality	2008 Population
5,000 to 9,999	North Middlesex M	6,297
	North Stormont Tp	6,266
	Norwich Tp	9,231
	Otonabee-South Monaghan Tp	6,344
	Penetanguishene T	9,354
	Perth T	6,233
	¹⁶ Petrolia T	5,222
	Plympton-Wyoming T	7,459
	Puslinch Tp	5,986
	Ramara Tp	8,631
	Renfrew T	7,846
	Rideau Lakes	9,209
	¹⁷ Shelburne T	5,546
	South Bruce M	5,727
	¹⁸ South Dundas Tp	9,533
	¹⁹ South Huron M	9,982
	South-West Oxford Tp	6,877
	Southgate Tp	7,167
	Southwest Middlesex M	5,860
	Stone Mills Tp	6,937
	Tay Valley Tp	5,778
	The Blue Mountains T	6,825
	The South Bruce Peninsula T	7,331
	Tweed M	5,153
	Wainfleet Tp	6,601
	West Elgin M	5,481
	West Perth M	8,635
	Whitewater Region Tp	6,532
	Zorra Tp	7,601

¹⁶ Prior to 2007, the Town of Petrolia reported a population under 5,000.

¹⁷ In 2004, the Town of Shelburne reported a population under 5,000.

¹⁸ In 2004 and 2005, the Municipality of South Dundas reported a population of 10,000 putting it in the population group of 10,000 to 19,999 for those years. For 2006 through 2008, South Dundas reported a population below 10,000 putting it in the population group of 5,000 to 9,999.

¹⁹ In 2005 and 2006, the Municipality of South Huron reported a population of just over 10,000 putting it in the population group of 10,000 to 19,999 for those years. In 2004, 2007 and 2008, the municipality reported a population just under 10,000 putting it in the population group of 5,000 to 9,999 for those years.

SOUTH		
Lower-tiers	Municipality	2008 Population
10,000 to 19,999		
	²⁰ Adjala-Tosorontio Tp	10,695
	Bracebridge T	15,652
	²¹ Brighton M	10,253
	Brock Tp	11,517
	Central Elgin M	12,015
	Clearview Tp	14,800
	²² Cobourg T	17,210
	Collingwood T	17,503
	Erin T	10,068
	Essa Tp	16,961
	²³ Georgian Bluffs Tp	11,274
	Gravenhurst T	11,046
	Greater Napanee T	15,400
	Guelph/Eramosa Tp	12,066
	Hamilton Tp	10,972
	Hawkesbury T	10,869
	Huntsville T	18,280
	Ingersoll T	11,960
	Kincardine M	10,692
	²⁴ King Tp	19,487
	Lambton Shores M	11,150
	Lincoln T	19,663
	Loyalist Tp	15,062
	²⁵ Meaford M	10,948
	Middlesex Centre M	16,000
	Midland T	17,200
	Mississippi Mills T	11,734
	Niagara-on-the-Lake T	14,587
	North Dundas Tp	11,962
	North Glengarry Tp	10,163
	North Grenville M	13,130
	North Perth T	12,254

²⁰ In 2005 only, the Township of Adjala-Tosorontio reported a population just under 10,000 placing it in the population group of 5,000 to 9,999 for that year.

²¹ Prior to 2006, the Municipality of Brighton reported a population of between 5,000 and 9,999.

²² Population from 2007 FIR used.

²³ Prior to 2007, the Township of Georgian Bluffs reported a population of between 5,000 and 9,999.

²⁴ For 2004 through 2006, The Township of King reported a population just above 20,000 putting it the population group of 20,000 to 39,999 for those years. For 2007 and 2008, the Township reported a population just below 20,000 putting it in the population group of 10,000 to 19,999 for those years.

²⁵ For 2004 and 2006, the Municipality of Meaford reported a population of just under 10,000, putting it in the population group of 5,000 to 9,999 for those years. For 2005, 2007 and 2008, the Municipality reported a population of just over 10,000 putting it in the population group of 10,000 to 19,999 for those years.

SOUTH		
Lower-tiers	Municipality	2008 Population
10,000 to 19,999	Pelham T	16,155
	Perth East Tp	11,201
	Petawawa T	15,661
	Port Colborne C	18,003
	Port Hope M	16,390
	Russell Tp	13,385
	Saugeen Shores T	11,720
	Severn Tp	11,104
	Smith-Ennismore-Lakefield Tp	17,413
	South Frontenac Tp	15,675
	South Glengarry Tp	12,067
	South Stormont Tp	12,520
	Springwater Tp	18,655
	St. Clair Tp	14,649
	²⁶ Strathroy-Caradoc Tp	19,977
	²⁷ Tay Tp	10,261
	Thames Centre M	12,332
	The Nation M	11,078
	Thorold C	18,224
	Tillsonburg T	14,822
	²⁸ Tiny Tp	10,784
	Trent Hills M	12,247
	Uxbridge Tp	19,169
	Wasaga Beach T	16,384
	²⁹ Wellesley Tp	10,484
	Wellington North Tp	10,225
	West Grey M	12,193
	West Lincoln Tp	13,167
	Wilmot Tp	18,731
	³⁰ Woolwich Tp	19,658

²⁶ In 2004 and 2005, the Township of Strathroy-Caradoc reported a population just above 20,000 putting it in the population group of 20,000 to 39,999 for those years. From 2006 on, the population falls below 20,000 putting the Township in the population group of 10,000 to 19,999.

²⁷ Prior to 2007, the Township of Tay reported a population of just under 10,000 putting it in the population group of 5,000 to 9,999.

²⁸ Prior to 2006, the Township of Tiny reported a population just under 10,000 putting it in the population group of 5,000 to 9,999 for 2004 and 2005.

²⁹ In 2004 and 2007, the Township of Wellesley reported a population just under 10,000 putting it in the population group of 5,000 to 9,999. For 2005, 2006 and 2008, the Township reported a population of over 10,000 putting it in the population group of 10,000 to 19,999 for those years.

³⁰ In 2006 only, the Township of Woolwich reported a population just over 20,000 putting it in the population group of 20,000 to 39,999 for that year.

SOUTH

Lower-tiers	Municipality	2008 Population
20,000 to 39,999	Amherstburg T	21,748
	Bradford-West Gwillimbury T	24,500
	Centre Wellington Tp	26,049
	Clarence-Rockland C	22,000
	³¹ East Gwillimbury T	23,724
	³² Essex T	20,032
	Fort Erie T	29,925
	Grimsby T	23,937
	³³ Innisfil T	31,175
	³⁴ Kingsville T	21,000
	LaSalle T	27,835
	Lakeshore T	33,841
	Leamington M	28,833
	New Tecumseth T	31,551
	³⁵ Orangeville T	28,178
	³⁶ Oro-Medonte Tp	20,031
	³⁷ Owen Sound C	21,753
	Scugog Tp	21,439
	Tecumseh T	24,224
	Whitchurch - Stouffville T	30,000
	Woodstock C	32,127
40,000 to 99,999	Ajax T	97,277
	Aurora T	51,925
	Caledon T	57,900
	Clarington M	85,900
	Georgina T	46,845
	Halton Hills T	57,700
	Milton T	75,000
	Newmarket T	82,127
	Niagara Falls C	82,184
	Pickering C	92,801
	Sarnia C	71,420
	Welland C	50,331

³¹ Prior to 2007, the Town of East Gwillimbury reported a population just under 20,000 putting it in the population group of 10,000 to 19,999.

³² In 2007 only, the Town of Essex reported a population of just under 20,000 putting it in the population group of 10,000 to 19,999 for that year.

³³ Population from AMCTO's 2008 Ontario Municipal Directory.

³⁴ Prior to 2006, the Town of Kingsville reported a population just under 20,000 putting it in the population group of 10,000 to 19,999.

³⁵ Population from 2007 FIR.

³⁶ Prior to 2006, the Township of Oro-Medonte reported a population between 10,000 and 19,999.

³⁷ Prior to 2008, the City of Owen Sound reported a population just under 20,000 putting it in the population group of 10,000 to 19,999.

SOUTH		
Lower-tiers 100,000+	Municipality	2008 Population
	Brampton C	487,230
	Burlington C	170,100
	Cambridge C	126,000
	Kitchener C	220,600
	Markham T	300,000
	Mississauga C	717,250
	Oakville T	173,600
	Oshawa C	151,369
	Richmond Hill T	185,217
	St. Catharines C	131,989
	Vaughan C	270,405
	Waterloo C	120,000
	Whitby T	121,300

List of Web Sites

The following web sites contain useful supplementary information.

Ministry of Municipal Affairs and Housing (MMAH)

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)

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 works with and for municipal governments. The Association’s traditional activities include inter-government relations and policy development, information gathering and disseminating on all issues affecting municipalities. The Association owns the Municipal Information and Data Analysis System (MIDAS) which provides Ontario municipalities with free access to MPMP and other FIR data.

www.amo.on.ca

For a list of “Ontario Municipal Home Pages”, click on the following link:

<http://www.amo.on.ca/YLG/ylg/ontario.html>

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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Sommaire des résultats pour 2006 et 2007*

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Summary of 2008 Results