

Municipal Performance Measurement Program



Municipal *Performance* Measurement Program

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Ministry of Municipal Affairs and Housing



This report summarizes Municipal Performance Measurement Program (MPMP) results contained in the 2009 and 2010 Financial Information Returns. The report includes results for efficiency measure for 2009 and 2010 and results for most effectiveness measures from 2006 to 2010. 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.

Contents

Part I: Municipal Performance Measurement Program (MPMP)

Foreword	MPMP 1
Program	MPMP 4
Advisory Committee	MPMP 5
Municipalities Report Results to Public	MPMP 5
Benefits	MPMP 5
<i>Table 1: Benefits of Municipal Performance Measurement Program</i>	MPMP 6
Best Practices	MPMP 7
Measuring Both Efficiency and Effectiveness.....	MPMP 7
<i>Table 2: How to Tell Efficiency & Effectiveness Measures Apart</i>	MPMP 8
Who Reports a Measure	MPMP 9
Presenting Results	MPMP 9
How to Find Your Municipality's Group	MPMP 10
<i>Table 3: Municipal Groups Used in 2009 and 2010</i>	
Summary Report	MPMP 10
Measures Refer to a One Year Time Period	MPMP 11
<i>Table 4: Check List for Comparisons</i>	MPMP 12
Making Comparisons	MPMP 14
Statistics.....	MPMP 15
Range	MPMP 15
Median	MPMP 15
Evaluating Results	MPMP 15
Number of Municipalities Reporting the Measure.....	MPMP 16
Frequency Distribution	MPMP 16
<i>Figure 1: Example of Frequency Distribution</i>	MPMP 17
Graphs, Tables and Explanations	MPMP 18

Sifting Through the Raw Data.....	MPMP 18
Following Up Performance Measurement Results	MPMP 18
Trend Over Time	MPMP 18
Differences in Aggregate Statistics between 2010 and Previous Years	MPMP 19
Factors that Affect Year Over Year Results	MPMP 19
Comparing Municipal Performance to Summary Statistics.....	MPMP 20
Efficiency Measures are Broad Brush Measures	MPMP 20
Results: What Do they Mean?.....	MPMP 20
Trade-Offs between Efficiency and Effectiveness	MPMP 21
Setting Municipal Performance Targets	MPMP 21
In-depth—Reporting Data to the Province	MPMP 22
Edit Rules.....	MPMP 22
Local Quality Assurance Issues	MPMP 23
In-depth—Efficiency Measures	MPMP 24
Efficiency Measures Based on Operating Costs	MPMP 24
Efficiency Measures Based on Total Costs	MPMP 25
Costs are Reported on a Gross Basis.....	MPMP 25
Exception: Netting Out Revenue Received for Fire Services Provided Outside Municipal Boundaries.....	MPMP 26
Exception: Netting Out “Other Revenue” from the Sale of Resources Related to Garbage Disposal and Recycling.....	MPMP 26
In-depth—Indirect Costs	MPMP 27
Standardizing the Allocation of Indirect Costs	MPMP 27
<i>Table 5: Methods Used to Allocate Program Support Expenses, 2010</i>	MPMP 29
Methods Used to Report Indirect Costs	MPMP 30
Status of the Reporting of Indirect Costs: Use of Lines and Columns in <i>Consolidated Statement of Operations: Expenses</i> (Schedule 40).....	MPMP 31
<i>Table 6: Status of the Reporting of Indirect Costs in the Consolidated Statement of Operations: Expenses (Schedule 40), 2009 and 2010</i>	MPMP 33

In-depth—Municipal Government Structure	MPMP	35
Counties	MPMP	35
Regional Municipalities	MPMP	35
Single-Tiers in Southern Ontario	MPMP	36
Northern Ontario	MPMP	36
Consolidated Municipal Service Management	MPMP	36
Municipal Roles and Responsibilities	MPMP	37
Local Boards	MPMP	39
Consolidating Financial Activities of the Local Board	MPMP	39

Part II: Summary of 2009 and 2010 Results

Explanation of Table of Results and Graphs

How to Read a Table of Results.....	DATA	3
How to Read a Bar Graph	DATA	4
How to Read the Graph of a Frequency Distribution.....	DATA	5

General Government

Governance and corporate management as a percentage of total municipal costs.....	DATA	6-12

Protection

Fire	DATA	13-29
Costs for fire services per \$1,000 of property assessment.....	DATA	13
Number of residential fire related civilian injuries per 1,000 persons	DATA	18
Number of residential fire related civilian injuries averaged over five years per 1,000 persons.	DATA	20
Number of residential fire related civilian fatalities per 1,000 persons	DATA	22
Number of residential fire related civilian fatalities averaged over five years per 1,000 persons	DATA	24
Number of residential structural fires per 1,000 households	DATA	27

Police	DATA 30-44
Costs for police services per household.....	DATA 30
Violent crime rate per 1,000 persons	DATA 35
Property crime rate per 1,000 persons.....	DATA 37
Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic)	DATA 39
Number of youths charged per 1,000 youths	DATA 43

Transportation

Roadways	DATA 45-55
Costs for paved (hard top) roads per lane kilometre.....	DATA 45
Costs for unpaved (loose top) roads per lane kilometre.....	DATA 48
Percentage of paved lane kilometres where the condition is rated as good to very good	DATA 53
Bridges and Culverts	DATA 56-62
Costs for bridges and culverts per square metre of surface area	DATA 56
Percentage of bridges and culverts where the condition is rated as good to very good.....	DATA 60
Roadways – Winter Control.....	DATA 63-70
Costs for winter control maintenance of roadways per lane kilometre	DATA 63
Percentage of winter events where the response met or exceeded locally determined municipal road maintenance standards	DATA 68
Conventional Transit	DATA 71-77
Costs for conventional transit per regular service passenger trip	DATA 71
Number of conventional transit passenger trips per person in the service area in a year	DATA 74

Environment

Wastewater DATA 78-98

Costs for the collection of wastewater per kilometre of wastewater main..... DATA 78

Costs for the treatment and disposal of wastewater per megalitre DATA 83

Costs for the collection, treatment and disposal of wastewater per megalitre (Integrated system) DATA 88

Number of wastewater main backups per 100 kilometres of wastewater main in a year..... DATA 93

Percentage of wastewater estimated to have by-passed treatment..... DATA 97

Storm Water..... DATA 99-106

Costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system..... DATA 99

Costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system..... DATA 102

Drinking Water..... DATA 107-125

Costs for the treatment of drinking water per megalitre DATA 107

Costs for the distribution of drinking water per kilometre of water distribution pipe..... DATA 111

Costs for the treatment and distribution of drinking water per megalitre (Integrated System)..... DATA 115

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 DATA 120

Number of breaks in water mains per 100 kilometres of water distribution pipe in a year..... DATA 123

Solid Waste	DATA 126-175
Costs for garbage collection per tonne.....	DATA 126
Costs for garbage collection per household	DATA 129
Costs for garbage disposal per tonne	DATA 134
Costs for garbage disposal per household.....	DATA 135
Costs for solid waste diversion (recycling) per tonne	DATA 142
Costs for solid waste diversion (recycling) per household	DATA 145
Average costs for solid waste management (collection, disposal and diversion) per tonne	DATA 150
Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.....	DATA 159
Total number of solid waste management sites owned by the municipality with a Ministry of Environment Certificate of Approval	DATA 163
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.....	DATA 164
Percentage of residential solid waste diverted	DATA 168
Percentage of residential solid waste diverted (based on combined residential and ICI tonnage).....	DATA 171
Parks and Recreation	DATA 176-218
Costs for parks per person	DATA 176
Costs for recreation programs per person.....	DATA 180
Costs for recreation facilities per person	DATA 184
Costs for recreation programs and recreation facilities per person (Subtotal)	DATA 188
Costs for parks, recreation programs and recreation facilities per person (Subtotal).....	DATA 192
Total kilometres of trails	DATA 196
Total kilometres of trails per 1,000 persons.....	DATA 198
Hectares of open space (municipally owned).....	DATA 201
Hectares of open space per 1,000 persons (municipally owned)	DATA 203
Total participant hours for recreation programs per 1,000 persons	DATA 206

Square metres of indoor recreation facilities (municipally owned)	DATA 209
Square metres of indoor recreation facilities per 1,000 persons (municipally owned)	DATA 211
Square metres of outdoor recreation facility space (municipally owned)	DATA 214
Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).....	DATA 216
Library Services.....	DATA 219-36
Costs for library services per person	DATA 219
Costs for library services per use	DATA 224
Library uses per person.....	DATA 229
Electronic library uses as a percentage of total library uses.....	DATA 232
Non-electronic library uses as a percentage of total library uses	DATA 234
Land Use Planning	DATA 237-250
Percentage of new residential units located within settlement areas.....	DATA 237
Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year	DATA 240
Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000	DATA 242
Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year.....	DATA 245
Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.....	DATA 248

Part III: Appendices

2010 Ontario Municipal Performance Measures	APPENDIX 1
Municipalities by Group	APPENDIX 7
List of Web Sites	APPENDIX 23

Part I:

Municipal Performance Measurement Program (MPMP)

Foreword

We are pleased to provide you with Municipal Performance Measurement Program (MPMP) results for the 2009 and 2010 reporting years, the tenth and eleventh years of the program.

Municipal Performance Measurement Program: Summary of 2009 and 2010 Results provides a context for evaluating MPMP results and is for municipal administrators, elected officials and the public. MPMP data are used by many municipalities in budget discussions because trend data provide information on progress towards service objectives and on how operating costs relate to service level decisions.

The MPMP is a performance measurement and reporting system that promotes local government transparency and accountability. It also serves as a management tool for municipalities, for evaluating the efficiency and effectiveness of municipal service delivery.

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

What this Report Includes

This report includes results for MPMP efficiency and effectiveness measures for all MPMP service areas. To provide a context for effectiveness measures, results for 2006 to 2010 are included. In the few cases where formulas changed, results for comparable years are displayed. Since total costs measures were introduced in the 2009 FIR, results for efficiency measures are provided for 2009 and 2010 only.

New MPMP Measures

New effectiveness measures for fire services and measures for bridges and culverts, which were introduced in the 2009 FIR, are included in this report.

In addition, the report includes results for new efficiency measures based on total costs per unit, plus original efficiency measures based on operating costs per unit. Changes to the 2009 FIR make it possible to collect data on total costs, including the reporting of tangible capital assets and amortization. The addition of the total costs per unit measures should provide a more complete picture of the cost of providing MPMP reportable services.

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 aggregate results for a group of similar municipalities.

The evaluation of raw data is the starting point for building the tables and graphs in this report. Errors and outlying data are identified 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.

MPMP schedules submitted by individual municipalities from 2001 to 2010 are posted on the FIR homepage at: csconramp.mah.gov.on.ca/fir/Welcome.htm see Schedules 90 to 95 in the FIR. We encourage members of the public to view results on municipal websites and contact their municipality for further information about MPMP results.

Using MPMP to Improve Municipal Services

To assist in MPMP data analysis beyond that provided in this report, municipalities have enhanced access to results through the Municipal Information Data and Analysis System (MIDAS). MIDAS is a web-based tool for municipalities, maintained by the Association of Municipalities of Ontario (AMO) and made available to all municipalities for free. Using MIDAS, a municipality can perform year-over-year comparisons of their MPMP and FIR data and generate comparisons with other municipalities of their choice. Municipalities may email AMO at MIDASadmin@amo.on.ca to receive a MIDAS password.

MPMP enhances discussions on municipal service delivery and prompts 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 AMO, OMKN includes best practices in MPMP service areas, including, roads, transit, water, wastewater and waste management. OMKN can be accessed at: www.omkn.ca

Through MPMP the Ministry is building a culture of performance measurement, results-based accountability and service improvement in Ontario's municipalities. The Ministry highly values the initiative municipalities are taking to move forward this culture of efficiency and effectiveness through initiatives such as the Ontario CAOs' Municipal Benchmarking Initiative (OMBI). To learn more about OMBI visit their website: www.ombi.ca

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 in 2010:

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

What performance measurement encourages:

- **Accountability.**
 - o Reporting to the public improves municipal government accountability to taxpayers.
- **Communication.**
 - o Encourages discussion between taxpayers and council.
 - o Encourages discussions between municipalities.
- **Priority setting.**
 - o Performance measures can assist council in setting priorities and allocating tax dollars to services in the municipal budget.
- **Monitoring the municipal budget.**
 - o Performance measures help monitor whether budgeted costs and expected service levels are met.
- **Focus.**
 - o 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.**
 - o Improvements in performance can occur simply by setting clear, measurable targets.
- **Best practices.**
 - o 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.**
 - o 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 operating costs of treating drinking water. Starting with the 2009 reporting year, total costs per unit are also measured. These standard measurements apply 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.
 - Total costs for paved roads per lane kilometre.
 - Operating costs for solid waste diversion (recycling) per tonne or per household.
 - Total 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 MPMP Summary of
2009 and 2010 Results*

Municipal Groups	Number of Municipalities
North	
< 5,000	126
5,000 – 19,999	13
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	67
5,000 – 9,999	65
10,000 – 19,999	63
20,000 – 39,999	21
40,000 – 99,999	11
100,000+	14
All Municipalities	444

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 *MPMP: Summary of 2009 and 2010 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 - 7.

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 lines 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. ✓ Reporting of Amortization. ✓ Changes in capitalization thresholds occurring in 2009 which determine when an expenditure is capitalized and when it is expensed.
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 2009 and 2010 Results*, municipal groups are based on the population reported by municipalities 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 reporting is defined as the number of municipalities which meet the conditions for the measure. Conditions are designed to exclude outlying values and errors in calculation. The conditions used to evaluate data are described in the results table for each measure.

As an example, municipalities which report \$0 for the sum of core expenses are excluded. Core expenses are defined as Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses and External Transfers.

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.

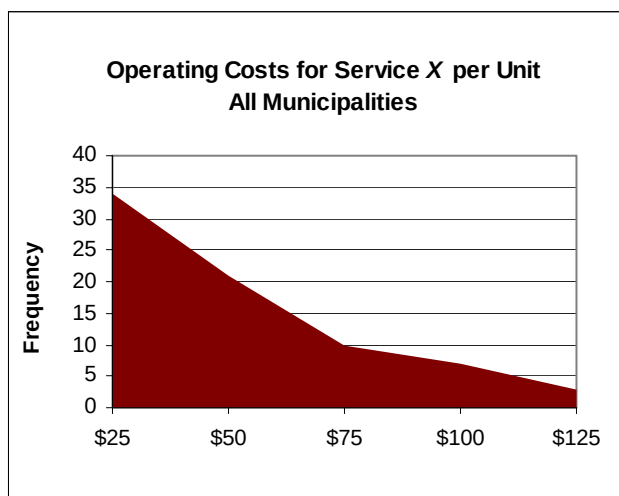
Frequency Distribution

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 of this report, the discussion of each measure includes 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

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.

Most effectiveness measures use the same formulas and definitions for 2006 and 2010. This means municipalities can track their own performance over this time period.

In this report, results for efficiency measures are provided only for 2009 and 2010. In 2009, municipalities began reporting tangible capital assets and amortization. Many municipalities changed capitalization thresholds at this time, limiting comparability with previous years.

Also, unfunded liabilities are no longer reported in a separate column in the *Consolidated Statement of Operations: Expenses* (Schedule 40), but included in other expense categories, such as Salaries, Wages and Employee Benefits.

Differences in Aggregate Statistics between 2009 and 2010 and Previous Years

For each year included in this report, summary statistics were extracted from the Ministry database, the Municipal Access and Retrieval System (MARS). Since this is a live database, additional municipalities may have reported results for past years or municipalities may have made revisions to earlier Financial Information Returns. These changes will affect summary statistics.

The conditions used to eliminate outlying values are identical for each year in *MPMP: Summary of 2009 and 2010 Results*.

Factors that Affect Year Over Year Results

- Changes in the method of allocating Program Support. The General Government category of Program Support consists of expenses for services used by all municipal departments. These represent indirect costs that should be allocated to other functions.
- Changes in how a municipality defines a specific service. For example, if a municipality historically included winter control expenses with roadways expenses in the *Consolidated Statement of Operations: Expenses* (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.

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 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, MPMP: Summary of 2009 and 2010 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 the data for each year included in the report. The database queries were rerun for all years included in the 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

Efficiency Measures Based on Operating Costs

In the Municipal Performance Measurement Program, efficiency measures are usually expressed as cost per unit.

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

This change provided an opportunity to capture capital costs through amortization in MPMP measures. Starting with 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 are defined as Operating Costs plus Amortization and Interest on Long Term Debt, less Revenue from Other Municipalities for Tangible Capital Assets.

Operating costs are defined as:

The sum of:

- ✓ Salaries, Wages and Employee Benefits.
- ✓ Materials.
- ✓ Contracted Services.
- ✓ Rents and Financial Expenses.
- ✓ External Transfers (to individuals and organizations).
- ✓ Interfunctional Adjustments (transfers between departments).
- ✓ Allocation of Program Support.

Less:

- ✓ Revenue from Other Municipalities.

If a municipality provides contractual service to another municipality, the revenue received from the other municipality is netted out. The assumption is that the revenue received equals the additional expense of providing the contractual service. By netting out revenue received from other municipalities, the numerator represents the cost of providing service to municipal residents only.

Since the denominator represents units pertaining only to the reporting municipality, the numerator and denominator are consistent.

Efficiency Measures Based on Total Costs

As of the 2010 FIR, Total Costs are defined as:

The sum of:

- ✓ Operating Costs as defined by MPMP
- ✓ Amortization
- ✓ Interest on Long Term Debt

Less:

- ✓ Revenue from Other Municipalities for Tangible Capital Assets

Since the 2010 formula introduced the netting of Revenue from Other Municipalities for Tangible Capital Assets, results for the 2010 Total Costs measures are not comparable to the 2009 results. Therefore, the 2009 results for Total Costs measures are not included in the report.

MPMP Costs are Reported on a Gross Basis

In the FIR, costs are reported on a gross basis. Expenses and revenues are reported in separate schedules. MPMP is also based on the concept of gross costs. 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 and funding change over time. Also, unconditional grants cannot be matched to a specific service. Therefore, grants are not netted from expenses.

As mentioned above, only revenue received from other municipalities are netted from operating costs. In the Total Costs measures, only Revenue from Other Municipalities for Tangible Capital Assets are netted from Total 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 “Other Revenue” from the Sale of Resources Related to Garbage Disposal and Recycling

The working group of municipal staff experts that reviews the solid waste measures felt that solid waste contracts within the municipal sector have 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, Other Revenue is netted from Operating Costs. Other Revenue is narrowly defined as revenue from the sale of resources and 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.

Revenue from Other Municipalities and Revenue from Other Municipalities for Tangible Capital Assets are not netted out for the solid waste measures.

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.

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.

Comparability is enhanced if municipalities report indirect costs classified as Program Support on the Program Support line. The general government measure, sums expenses for governance and corporate management, and calculates the percentage of total municipal costs. If a municipality reports all indirect costs on the line for Corporate Management, it will have lower operating costs per unit for all measures other than the General Government measure. However, since the General Government measure is based on the sum of Governance and Corporate Management costs, the General Government efficiency measures will be higher than results for municipalities that report Program Support expenses on the Program Support line.

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. This is known simply as the OMBI Method. These concepts were accepted and are used in completing the *Consolidated Statement of Operations: Expenses* (Schedule 40) in the FIR.

Municipalities with a population under 100,000 use a simpler method called Percentage of Total Expenses. As the name suggests, indirect costs are allocated to each service area based on its percentage of total municipal costs.

Table 5: Methods Used to Allocate Program Support Expenses, 2010

Methods Used to Allocate Program Support Expenses, 2010			
	Municipalities with Populations under 100,000 #	Municipalities with Populations of 100,000+ #	
Percentage of Total Expenses*	147	5	
Modified Percentage of Total Expenditures	61	5	
OMBI Method	3	20	
Modified OMBI Method	0	1	
Other Method	16	1	
No selection made (NULL)	2	1	
TOTAL	229	33	262
Conditions: ■ Municipalities allocated Program Support expenses using the column for the Allocation of Program Support and, ■ The amount allocated was more than \$0. NOTES: ■ Municipalities must indicate the method used to allocate Program Support in Schedule 94 (<i>Performance Measurement: Questions</i>) of the FIR. ■ Municipalities with populations under 100,000 are to allocate indirect costs based on the Percentage of Total Expenses for each functional area in Schedule 40. ■ Municipalities with populations of 100,000 or more are required to use the OMBI Method to allocate Program Support expenses. This method divides Program Support costs into 23 categories and uses different drivers to measure the consumption of each category. Program Support costs are allocated to functions based on the percentage of total consumption for each Program Support category. ■ Municipalities selecting "Other Method" as an allocation method were asked to describe the method used. They cited the following allocation drivers: hours, estimated hours, number of employees, number of FTEs, workload, departmental expenses, estimated administrative support, households, modified OMBI, actual expenses, budgeted expenses. ■ Some municipalities using "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. *In the 2009 and 2010, the phrase used is "Percentage of Total Expenditures", although the costs are considered to be expenses.			

Methods Used to Report Indirect Costs

We find that municipalities have adopted a mixed approach to the allocation of indirect costs reported on the General Government lines of the *Consolidated Statement of Operations: Expenses* (Schedule 40) in the FIR.

Indirect costs which should be allocated to municipal departments are termed Program Support costs and consist of the sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Services and Interfunctional Adjustments (interdepartmental transfers). These costs are automatically summed and entered in the column for the Allocation of Program Support (SLC 40 0260 13) as a negative value. Note that amounts allocated to municipal functions are reported as positive values.

The method used to allocate Program Support costs varies by population.

Municipalities with populations under 100,000 are to allocate Program Support costs to other functions based on each function's expenses as a Percentage of Total Expenses.

Municipalities with populations over 100,000 are to use the OMBI Method of allocation. This method divides Program Support costs into 23 categories and identifies specific units (drivers) to measure the consumption of each category. Program Support costs are allocated to functions based on the percentage of each Program Support category consumed. For example, expenses for printing and graphics are measured by the percentage of impressions ordered by each functional area.

Table 5: Methods Used to Allocate Program Support Expenses, 2010, summarizes the methods municipalities used to allocate Program Support expenses reported on the line and the column for the Allocation of Program Support. Although a variety of methods were used to allocate indirect costs, a majority of municipalities used the allocation method recommended for their population size.

**Status of the Reporting of Indirect Costs:
Use of Lines and Columns in
Consolidated Statement of Operations: Expenses (Schedule 40)**

Table 6, Status of the Reporting of Indirect Costs in the Consolidated Statement of Operations: Expenses in 2009 and 2010, summarizes how municipalities reported indirect costs.

In 2010, 89 of the 360 municipalities examined did not allocate indirect costs. These municipalities did not report expenses on the General Government line for Program Support and did not use the column for the Allocation of Program Support. In addition, these municipalities did not use the column for Interfunctional Adjustments to allocate any General Government expenses. Note, however, that the Interfunctional Adjustments column is intended solely for the reporting of transfers between departments.

Of the municipalities allocating indirect costs in 2010, 262 reported indirect costs using the line for Program Support and the column for the Allocation of Program Support. Of this number, 161 exclusively used the column for the Allocation of Program Support per the FIR instructions.

Reporting indirect costs using the Program Support line and the column for the Allocation of Program Support has a number of advantages:

- The amount to be allocated is transparent and equals the sum of expenses for Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and Interfunctional Adjustments that are reported on the Program Support line.
- The column for the Allocation of Program Support is used only to allocate Program Support. Program Support consists of those indirect costs which OMBI identified as expenses that should be allocated to municipal functions.

Using the Interfunctional Adjustments column to report indirect costs lacks transparency:

- The Interfunctional Adjustments column is intended to report only interdepartmental transfers.
- When the Interfunctional Adjustments column is used to both allocate indirect costs and record interdepartmental transfers, there is no transparency in the reporting of indirect costs because the indirect costs allocated to other functions cannot be isolated.

- The nature of the expenses reported in the Interfunctional Adjustments column is unknown.
- Municipalities must indicate the allocation method used for allocating Program Support expenses reported in the line and column for Program Support. However, when the Interfunctional Adjustments column is used, the allocation method selected is not tracked. It is expected that municipalities, including large municipalities, may be using a simple allocation method based on one or two cost drivers.

In 2010, 9 municipalities used only the Interfunctional Adjustments column to allocate the General Government expenses to other functions.

In 2010, 101 municipalities used both the line and column for the Allocation of Program Support and the column for Interfunctional Adjustments for allocation purposes.

In conclusion, the 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 any indirect costs reported on the General Government lines using the column for the Allocation of Program Support and/or the column for Interfunctional Adjustments.

For the most consistent and transparent reporting, indirect costs allocated to other services should be reported on a single General Government line: Program Support. The amount to be allocated is automatically calculated by summing five types of expenses (see above). This makes it possible to identify the origin of indirect costs.

For transparency, the column used for Interfunctional Adjustments should be used solely for interdepartmental transfers and should not include indirect costs.

The allocation method used is also a key factor contributing to the comparability of results.

Table 6: Status of the Reporting of Indirect Costs in the Consolidated Statement of Operations: Expenses (Schedule 40) in 2009 and 2010

STATUS OF THE REPORTING OF INDIRECT COSTS IN THE STATEMENT OF OPERATIONS: EXPENSES (Schedule 40) 2009 and 2010		
	2010	2009
1.0 Municipalities that did not allocate indirect costs.	89	93
■ These municipalities did not use the column for the Allocation of Program Support or Interfunctional Adjustments to allocate indirect costs. ■ None reported expenses on the Program Support line for General Government. (SLC 40 0260 13 = 0) ■ None used the Interfunctional Adjustments column to allocate indirect costs. (SLC 40 0240 12 >= 0 AND SLC 40 0250 12 >= 0. Note that a negative value on a general government line (Governance, Corporate Management, Program Support) indicates the amounts are allocated to other functions.		

NOTES:

- The General Government lines in Schedule 40 are: Governance, Corporate Management, and Program Support.
- Indirect costs that are allocated to other services should be reported on the line for Program Support. Indirect costs that are not easily allocated to other services are reported on the line for Corporate Management.
- The amount to be allocated is automatically entered as a negative value in the column for the Allocation of Program Support on the line for Program Support. (SLC 40 0260 13).
- 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 negative one.
- Indirect costs allocated to other functions are reported as positive values in the same column. Therefore, the total for the Program Support columns equals zero.
- Some municipalities also use the Interfunctional Adjustments column to allocate one or more General Government lines.

Municipalities that Allocated Program Support		2010	2009
2.0	Municipalities reporting Program Support in the column for the Allocation of Program Support ■ SLC 40 0260 13 < -1	262	270
2.1	Municipalities using only the line and column for the Allocation of Program Support to allocate indirect costs. ■ These municipalities reported expenses on the line for Program Support in the General Government category and allocated the expenses to other functions using the column for the Allocation of Program Support. (SLC 40 0260 13 = 0), (SLC 40 0240 12 >= 0 AND SLC 40 0250 12 >= 0, AND SLC 40 0260 12 >= 0)	161	169
2.2	Municipalities reporting Program Support in the column for Program Support that also used the Interfunctional Adjustments column for allocation. ■ (SLC 40 0260 13 < -1 and, ■ (SLC 40 0240 12 < 0 OR SLC 40 0250 12 < 0 OR SLC 40 0260 12 < 0.	101	101
3.0	Municipalities that Allocated Indirect Costs Using Interfunctional Adjustments column only. ■ These municipalities reported negative values in the column for Interfunctional Adjustments on the line for Governance and/or Corporate Management. (SLC 40 0240 12 < 0 OR SLC 40 0250 12 < 0. ■ These municipalities did not report expenses for Program Support. (SLC 40 0260 13 = 0 AND SLC 40 0240 >= 0, AND SLC 40 0250 13 >= 0)	9	7
SUBTOTAL (2.0 + 3.0)		271	277
4.0	Types of General Government Expenditures Allocated		
	■ Municipalities allocating Program Support	262	270
	■ Municipalities allocating Corporate Management	81	77
	■ Municipalities allocating Governance	17	15

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 2010, 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 2009 and 2010 Results

Part II: Summary of 2009 and 2010 Results

How To Read a Table of Results

Text description of measures.

“Range” refers to minimum and maximum results for each group.

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

Formulas for “Operating Costs” & “Total Costs” for Paved Roads were re-defined in 2010, so results for 2009 are not comparable and are not shown.

Municipal groups are defined by geography, municipal type and population.

For each group, results are shown for the “Operating Costs per Unit” measure & new “Total Costs per Unit” measure.

“# Reporting” means the number of municipalities reporting after conditions are applied to eliminate outliers and errors in calculation.

Where to find measure in “Financial Information Return” by 8 digit Schedule, Line, Column (SLC) reference.

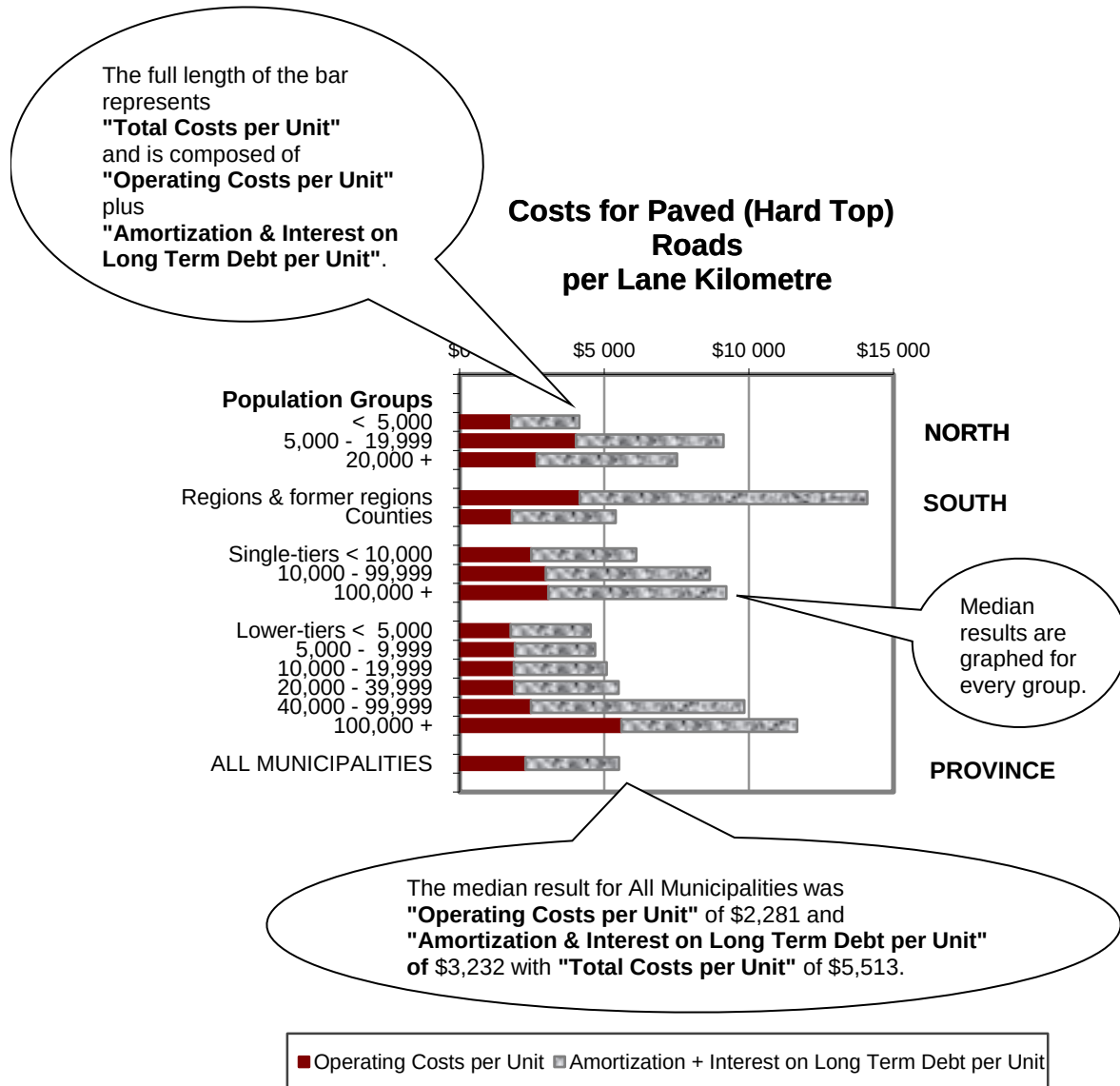
RESULTS		Operating costs for paved roads per lane kilometre			2010	2009
		Total costs for paved roads per lane kilometre			Median	Median
Population		Reporting #	Range \$		Median \$	Median \$
NORTH						
< 5,000	Operating Costs	60	131 to 39,553		1,789	
	Total Costs	60	229 to 43,565		4,142	
5,000 – 19,999	Operating Costs	10	2,242 to 16,593		4,026	
	Total Costs	10	2,847 to 20,281		9,128	
20,000 +	Operating Costs	4	1,698 to 5,317		2,669	
	Total Costs	4	4,949 to 11,876		7,521	
SOUTH						
Regions & Former Regions	Operating Costs	11	1,201 to 27,961		4,156	
	Total Costs	11	5,171 to 36,638		14,099	
Counties	Operating Costs	19	79 to 10,712		1,812	
	Total Costs	19	2,300 to 4,926		5,401	
Single-tiers						
<10,000	Operating Costs	4	1,517 to 11,207		2,480	
	Total Costs	4	4,747 to 22,109		6,111	
10,000 – 99,999	Operating Costs	12	910 to 7,782		2,982	
	Total Costs	12	1,421 to 21,500		8,656	
100,000 +	Operating Costs	6	829 to 6,682		3,073	
	Total Costs	6	3,536 to 11,913		9,224	
Lower-tiers						
< 5,000	Operating Costs	48	194 to 11,661		1,767	
	Total Costs	48	901 to 14,825		4,535	
5,000 – 9,999	Operating Costs	52	169 to 18,423		1,915	
	Total Costs	52	-2,068 to 38,841		4,689	
10,000 – 19,999	Operating Costs	47	193 to 19,559		1,881	
	Total Costs	47	149 to 24,560		5,088	
20,000 – 39,999	Operating Costs	19	361 to 14,010		1,891	
	Total Costs	19	-1,321 to 27,315		5,501	
40,000 – 99,999	Operating Costs	10	924 to 13,086		2,471	
	Total Costs	10	3,764 to 19,405		9,846	
100,000 +	Operating Costs	13	405 to 20,476		5,599	
	Total Costs	13	405 to 26,553		11,673	
ALL MUNICIPALITIES						
	Operating Costs	315	79 to 39,553		2,281	
	Total Costs	315	-2,068 to 43,565		5,513	
# Reporting						
	Operating Costs				315	
	Total Costs				315	

FIR Reference: SLC 91 1204 35 (Measure based on Operating Costs).

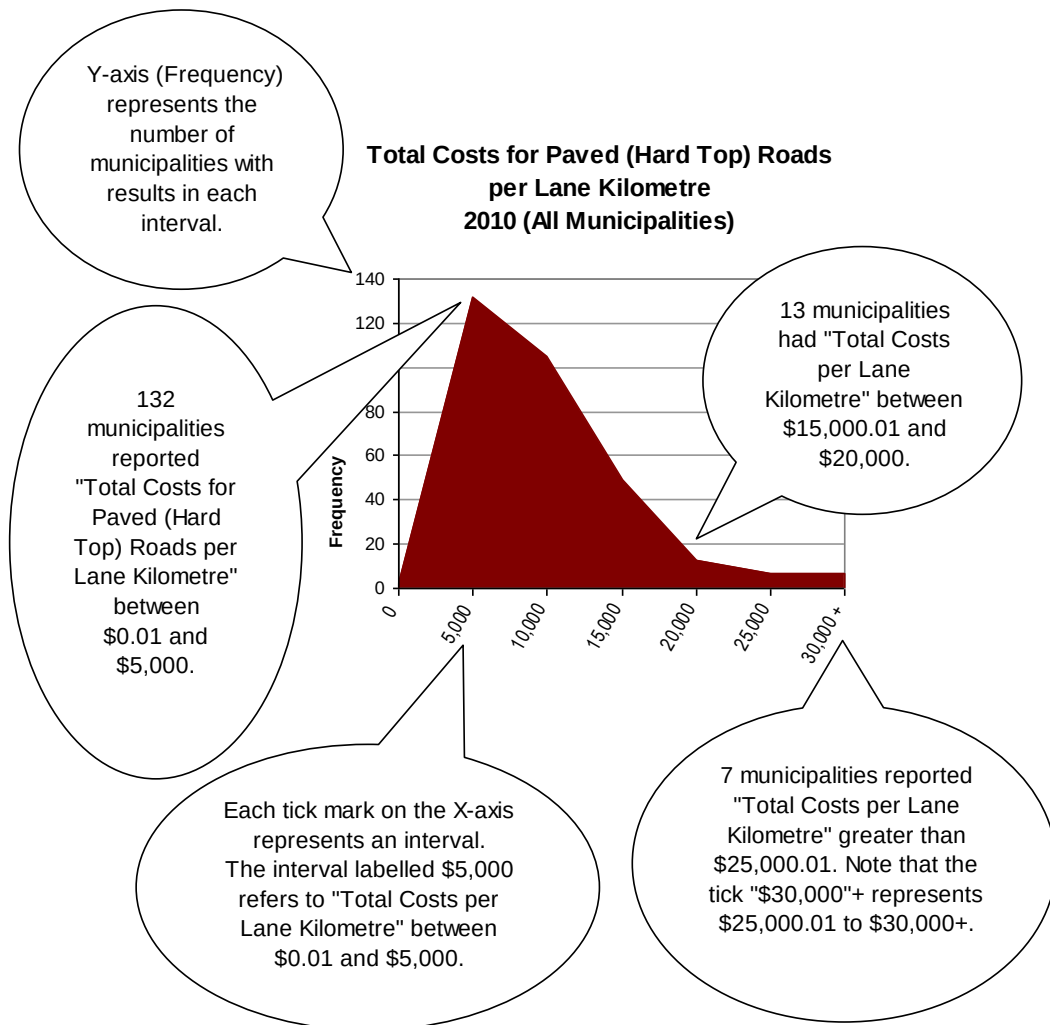
SLC 91 1204 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

How To Read a Bar Graph



How To Read the Graph of a Frequency Distribution

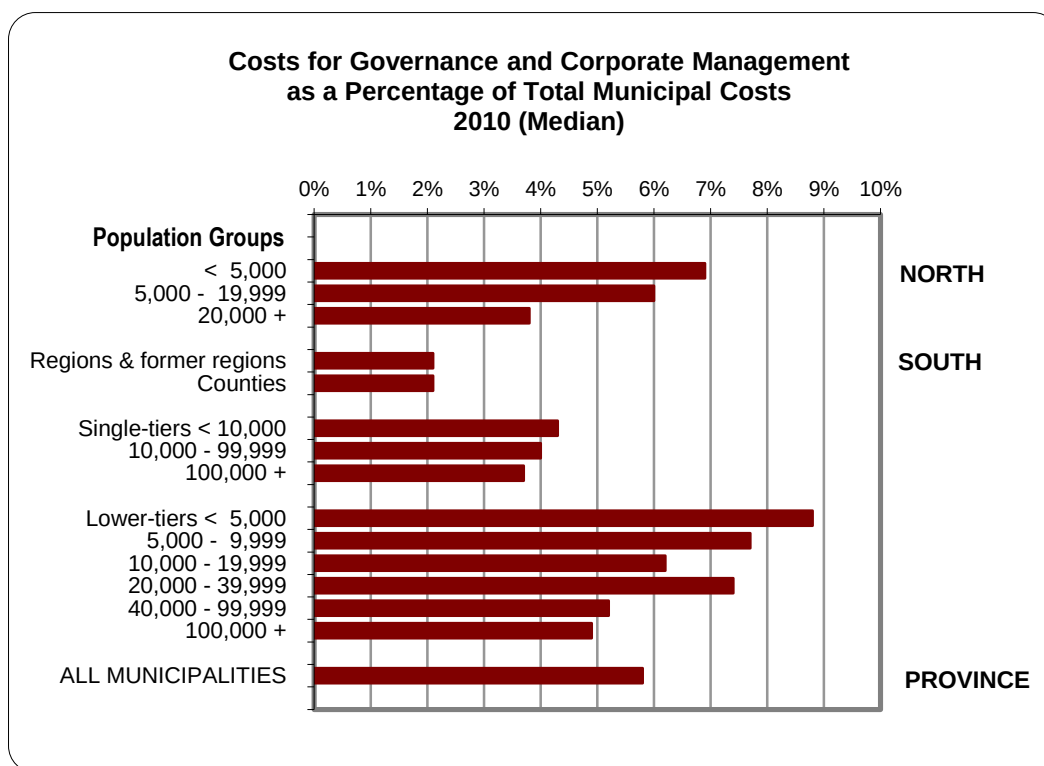


Government: Efficiency

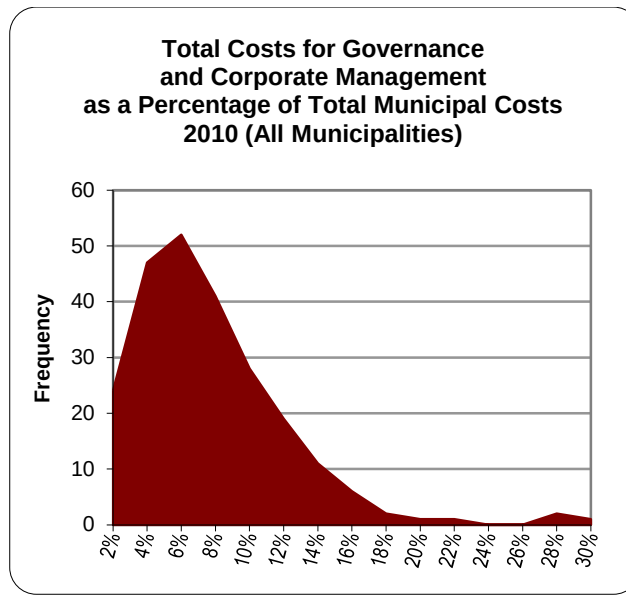
Governance and corporate management as a percentage of total municipal operating costs.

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

$$\frac{\text{Costs for governance and corporate management}}{\text{Total Municipal Operating Costs (or Total Municipal Costs)}} \times 100$$



The bar graph displays only the results for the Total Costs measure. Results for the Total Costs measure are generally lower than results for the Operating Costs measure. This occurs because the denominator for the Total Costs measure (Total Municipal Costs) is relatively larger than the denominator for the Operating Costs measure (Total Municipal Operating Costs).



RESULTS

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

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

				2010	2009
Population		Reporting #	Range %	Median %	Median %
NORTH					
< 5,000	Operating Costs	43	1.7% to 30.9%	8.0%	8.8%
	Total Costs	43	1.4% to 26.7%	6.9%	
5,000 - 19,999	Operating Costs	7	2.6% to 9.0%	6.5%	4.5%
	Total Costs	7	2.3% to 8.2%	6.0%	
20,000 +	Operating Costs	4	3.2% to 4.7%	4.0%	3.7%
	Total Costs	4	3.1% to 4.6%	3.8%	
SOUTH					
Regions & Former Regions	Operating Costs	8	1.7% to 3.9%	1.9%	2.6%
	Total Costs	8	1.5% to 3.7%	2.1%	
Counties	Operating Costs	17	0.4% to 8.7%	2.3%	2.0%
	Total Costs	17	0.5% to 7.4%	2.1%	
Single-tiers					
<10,000	Operating Costs	4	3.7% to 8.0%	5.0%	4.7%
	Total Costs	4	3.6% to 7.4%	4.3%	
10,000 – 99,999	Operating Costs	9	0.7% to 7.3%	4.0%	2.4%
	Total Costs	9	0.6% to 6.3%	4.0%	
100,000 +	Operating Costs	4	3.6% to 5.1%	4.0%	4.0%
	Total Costs	4	3.4% to 4.7%	3.7%	
Lower-tiers					
< 5,000	Operating Costs	31	1.5% to 33.8%	9.6%	7.5%
	Total Costs	31	1.1% to 30.0%	8.8%	
5,000 – 9,999	Operating Costs	28	1.8% to 16.8%	8.9%	8.6%
	Total Costs	28	1.7% to 13.6%	7.7%	
10,000 – 19,999	Operating Costs	41	1.0% to 19.4%	7.5%	8.3%
	Total Costs	41	0.7% to 15.4%	6.2%	
20,000 – 39,999	Operating Costs	17	1.8% to 17.9%	8.2%	6.7%
	Total Costs	17	1.4% to 14.7%	7.4%	
40,000 – 99,999	Operating Costs	10	1.5% to 11.7%	7.4%	7.0%
	Total Costs	10	1.1% to 9.9%	5.2%	
100,000 +	Operating Costs	12	3.0% to 13.2%	5.4%	6.4%
	Total Costs	12	2.7% to 27.2%	4.9%	
ALL MUNICIPALITIES	Operating Costs	235	0.4% to 33.8%	7.0%	6.8%
	Total Costs	235	0.5% to 30.0%	5.8%	
# Reporting	Operating Costs			235	235
	Total Costs			235	235

FIR Reference:

SLC 91 0206 35 (Measure based on Operating Costs). SLC 91 0206 45 (Measure based on Total Costs).

CONDITIONS

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

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

NOTES

Results for the General Government Total Costs measure are expressed as a percentage and are generally lower than results for the Operating Costs measure.

For all other efficiency measures, the denominator units are identical for the Operating Costs and Total Costs measures. However, for the General Government measures, the denominators differ. The denominator, Total Municipal Costs, may be relatively larger than the denominator, Total Municipal Operating Costs. This tends to produce a lower percentage result for the General Government Total Costs measure.

The number of municipalities reporting reflects the conditions listed below:

Conditions related to reporting payments to Municipal Property Assessment Corporation (MPAC):

- SLC 40 0250 04 $\geq$ SLC 42 5210 01
 - Payments to MPAC (SLC 42 5210 01) must be included in Schedule 40, Consolidated Statement of Operations: Expenses, as Contracted Services on the line for Corporate Management in SLC 40 0250 04.
 - If MPAC expenses are reported on the line for Program Support (line 0260), costs will be understated because MPAC payments are included in the amount to be allocated in SLC 40 0260 13 which is expressed as a negative value.

Conditions related to reporting of indirect costs and Interfunctional Adjustments (interdepartmental transfers)

Municipalities were excluded if:

- SLC 40 0260 13 = \$0. This indicates that no expenses were entered on the line for Program Support for Salaries, Wages & Employee Benefits; Materials; Contracted Services; Interfunctional Adjustments or External Transfers.
- Note that line 0260 is used exclusively to record indirect costs that will be allocated to other areas.
- Negative amounts were entered for Governance or Corporate Management in the column for the Allocation of Program Support. SLC 40 0240 13 < 0 or SLC 30 0250 13 < 0 .
- Negative values indicate that the amounts are being allocated to other functions. Only Program Support in SLC 40 0260 13 should be negative. Values for column 13 in all other rows should be positive, indicating that Program Support has been allocated to these services.
 - Note that Program Support may be allocated to both Governance and Corporate Management; in these cases the amounts will be positive in column 13.

Conditions are continued on the next page.

FIR reference: SLC 91 0206 35 and SLC 91 0206 45.

CONDITIONS (Continued)

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

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

Additional conditions related to reporting of indirect costs and Interfunctional Adjustments (interdepartmental transfers)

- Municipalities were excluded if the numerator in SLC 91 0206 30 was less than or equal to zero. This could occur if:
- \$0 is entered on lines 0240 and 0250 for Operating Cost expenses.
 - Negative values were entered in SLC 40 0240 13 (Governance line) in column 13 (Allocation of Program Support)
 - Negative values were entered in SLC 40 0250 13 (Corporate Management line) in column 13 (Allocation of Program Support)
 - Negative values were entered in SLC 40 0240 12 (Governance line) in column 12 (Interfunctional Adjustments).
 - Negative values were entered in SLC 40 0250 12 (Corporate Management line) in column 12 (Interfunctional Adjustments).
- 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.
 - $SLC\ 40\ 0260\ 13 = (SLC\ 40\ 0250\ 13 * -1)$

This would occur if a municipality did not allocate Program Support to other services.

FIR reference: SLC 91 0206 35 and SLC 91 0206 45.

General Government: Efficiency

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

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

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.
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 in the column for the Allocation of Program Support, the measure will be understated. Conditions are used to exclude these results. ○ For purposes of this Summary Report, municipalities were excluded if indirect costs for Governance in SLC 40 0250 13 were reported as negative amounts or if indirect costs for Corporate Management in SLC 40 0250 13 were reported as 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 expenses 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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

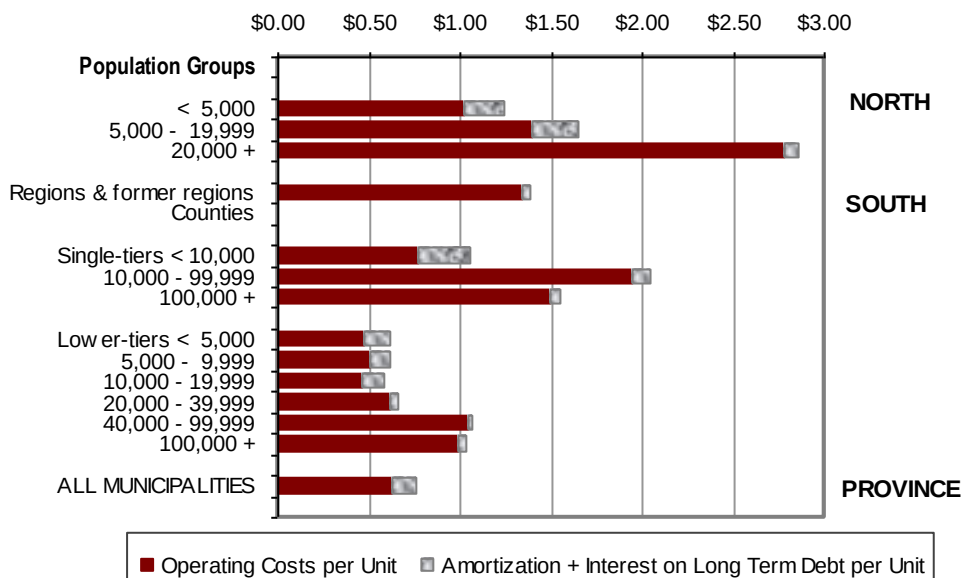
Fire Services: Efficiency

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

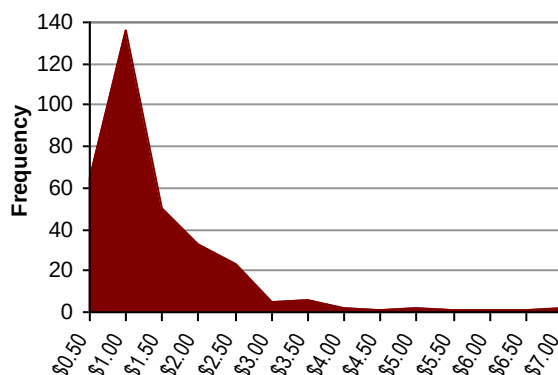
Total costs for fire services per \$1,000 of property assessment.

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

**Costs for Fire Services per \$1,000 of Property Assessment
2010 (Median)**



**Total Costs for Fire Services
per \$1,000 of Property Assessment
2010 (All Municipalities)**



RESULTS		Operating costs for fire services per \$1,000 of property assessment. Total costs for fire services per \$1,000 of property assessment.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	83	0.05 to 6.51	1.02	0.95
	Total Costs	83	0.06 to 6.73	1.24	
5,000 – 19,999	Operating Costs	11	0.75 to 6.63	1.40	1.55
	Total Costs	11	0.94 to 6.82	1.65	
20,000 +	Operating Costs	4	2.24 to 3.62	2.78	2.84
	Total Costs	4	2.37 to 3.70	2.86	
SOUTH					
Regions & Former Regions	Operating Costs	4	1.01 to 1.76	1.34	1.39
	Total Costs	4	1.03 to 1.88	1.39	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	4	0.29 to 1.71	0.77	0.86
	Total Costs	4	0.39 to 1.87	1.05	
10,000 – 99,999	Operating Costs	13	0.52 to 3.33	1.95	1.88
	Total Costs	13	0.65 to 3.43	2.04	
100,000 +	Operating Costs	6	1.38 to 2.35	1.49	1.59
	Total Costs	6	1.46 to 2.40	1.55	
Lower-tiers					
< 5,000	Operating Costs	53	0.00* to 4.37	0.47	0.48
	Total Costs	53	0.05 to 4.52	0.61	
5,000 – 9,999	Operating Costs	54	0.16 to 2.34	0.50	0.50
	Total Costs	54	0.21 to 2.42	0.61	
10,000 – 19,999	Operating Costs	52	0.21 to 1.97	0.46	0.48
	Total Costs	52	0.28 to 2.35	0.58	
20,000 – 39,999	Operating Costs	20	0.40 to 2.22	0.61	0.59
	Total Costs	20	0.49 to 2.31	0.66	
40,000 – 99,999	Operating Costs	10	0.56 to 2.16	1.04	1.16
	Total Costs	10	0.62 to 2.25	1.07	
100,000 +	Operating Costs	14	0.64 to 1.94	0.99	1.04
	Total Costs	14	0.64 to 1.99	1.03	
ALL MUNICIPALITIES	Operating Costs	328	0.00* to 6.63	0.63	0.65
	Total Costs	328	0.05 to 6.82	0.76	
# Reporting	Operating Costs			328	341
	Total Costs			328	

FIR Reference:

SLC 91 1103 35 (Measure based on Operating Costs). SLC 91 1103 45 (Measure based on Total Costs).

NOTES

*The value shown as 0.00 is a small number which rounds to 0.00.

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

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 expense.
- Municipalities were excluded if the denominator did not equal "Total Property Assessment" in SLC 90 9902 01/ \$1,000. (The denominator is a carry forward that can be overwritten so that upper-tiers which do not report can delete the denominator.)

NOTES

The formula for the Total Costs per Unit measure changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

Fire service is a single-tier and lower-tier responsibility.

Municipalities reporting the measure in the "Regions and Former Regions" group are single-tier municipalities which were formerly regions.

Additional statistics for municipalities meeting the above conditions in 2010:

- 306 municipalities reported Amortization.
- 205 of 213 municipalities reporting Contracted Services, also reported Amortization.
- 91 municipalities reported Interest on Long Term Debt.

FIR Reference:

SLC 91 1103 35 (Measure based on Operating Costs). SLC 91 1103 45 (Measure based on Total Costs).

Fire Services: Efficiency

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

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

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 wild land 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.

**Results
for Total
Costs
Measure**

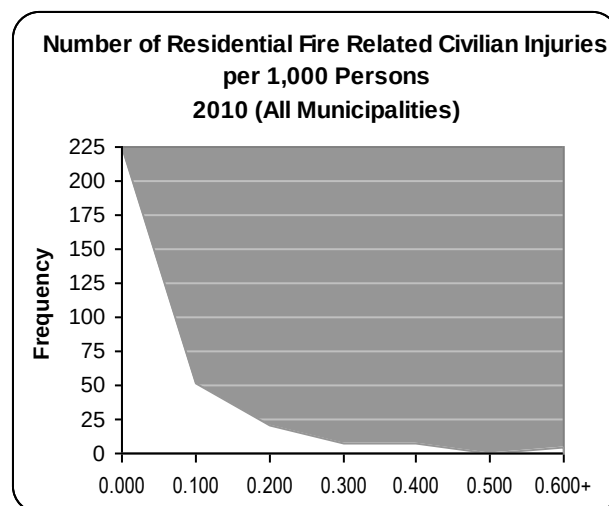
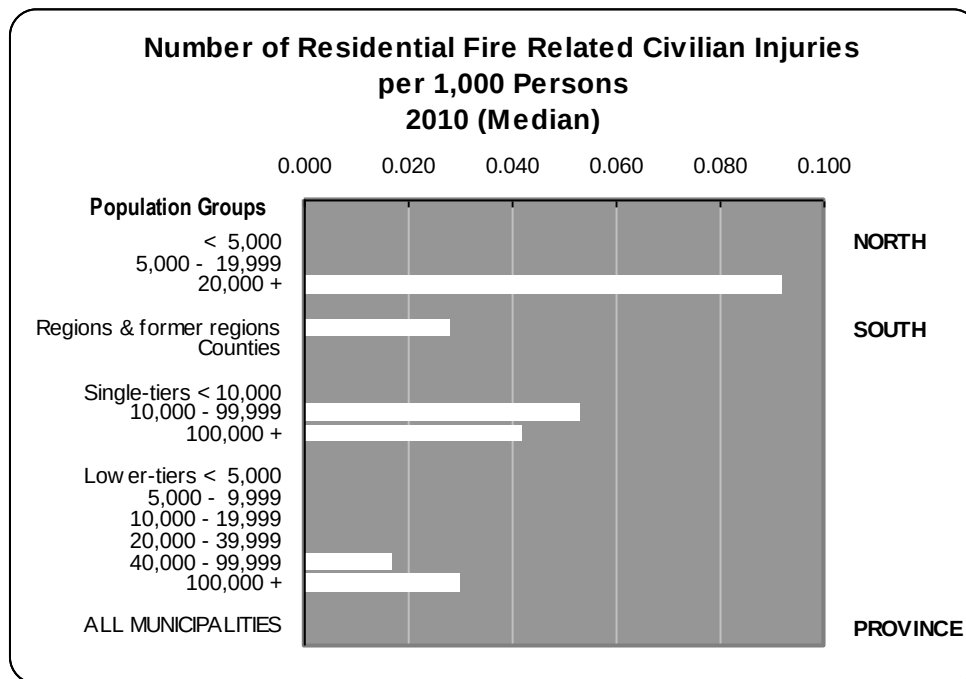
Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Fire Services: Effectiveness

Number of residential fire related civilian injuries per 1,000 persons.

$$\frac{\text{Total number of residential fire related civilian injuries}}{\text{Population} / 1,000}$$



RESULTS Number of residential fire related civilian injuries per 1,000 persons.				
			2010	2009
Population	Reporting #	Range #	Median #	Median #
NORTH				
< 5,000	80	0.000 to 12.547	0.000	0.000
5,000 – 19,999	10	0.000 to 0.373	0.000	0.000
20,000 +	4	0.074 to 0.116	0.092	0.053
SOUTH				
Regions & Former Regions	4	0.020 to 0.078	0.028	0.044
Counties				
Single-tiers				
<10,000	4	0.000 to 0.114	0.000	0.000
10,000 – 99,999	13	0.000 to 0.246	0.053	0.080
100,000 +	6	0.028 to 0.087	0.042	0.042
Lower-tiers				
< 5,000	49	0.000 to 0.519	0.000	0.000
5,000 – 9,999	52	0.000 to 0.155	0.000	0.000
10,000 – 19,999	50	0.000 to 0.305	0.000	0.000
20,000 – 39,999	19	0.000 to 0.140	0.000	0.000
40,000 – 99,999	9	0.000 to 0.219	0.017	0.046
100,000 +	14	0.000 to 0.118	0.030	0.016
ALL MUNICIPALITIES	314	0.000 to 12.547	0.000	0.000
# Reporting			314	308

FIR Reference: SLC 92 1151 07

Conditions:

- Municipality is not an upper-tier.
- Number of residential civilian related injuries is less than 500. This condition is intended to identify data input errors.

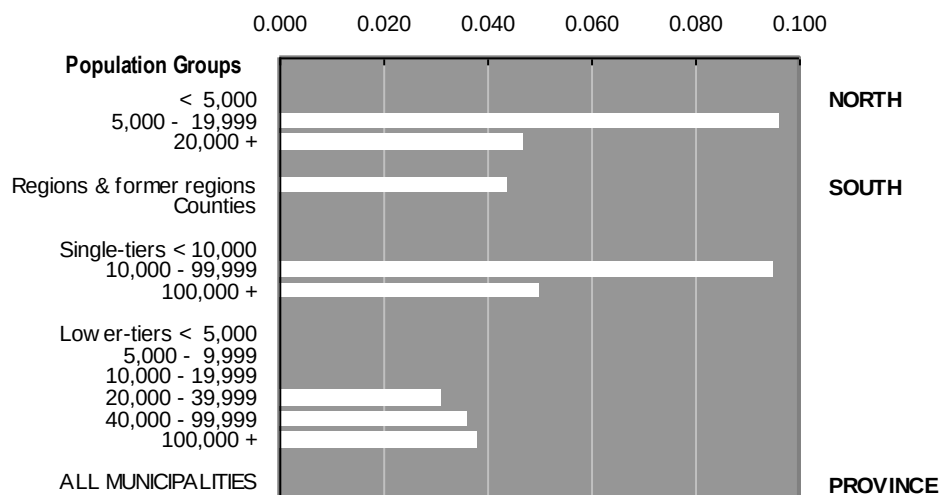
Fire Services: Effectiveness

Number of residential fire related civilian injuries averaged over five years per 1,000 persons.

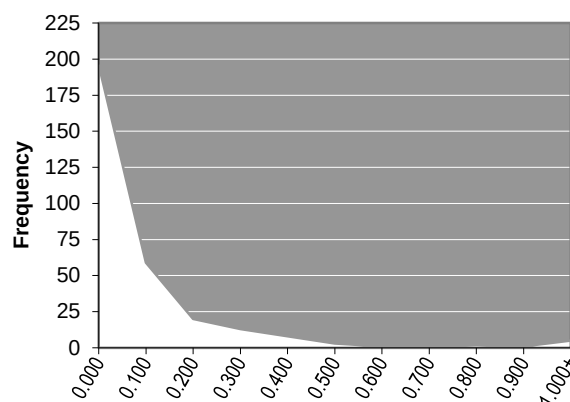
Total number of residential fire related civilian injuries for
(2006 + 2007 + 2008 + 2009 + 2010) / 5

Population / 1,000

Number of Residential Fire Related Civilian Injuries Averaged Over Five Years per 1,000 Persons 2010 (Median)



Number of Residential Fire Related Civilian Injuries Averaged Over Five Years per 1,000 Persons 2010 (All Municipalities)



RESULTS		Number of residential fire related civilian injuries averaged over five years per 1,000 persons.		
			2010	2009
Population	Reporting #	Range #	Median #	Median #
NORTH				
< 5,000	78	0.000 to 1.193	0.000	0.000
5,000 – 19,999	10	0.000 to 0.375	0.096	0.139
20,000 +	4	0.037 to 0.092	0.047	0.119
SOUTH				
Regions & Former Regions	4	0.028 to 0.083	0.044	0.048
Counties				
Single-tiers				
<10,000	4	0.000 to 0.114	0.000	0.000
10,000 – 99,999	13	0.047 to 0.249	0.095	0.105
100,000 +	6	0.018 to 0.244	0.050	0.044
Lower-tiers				
< 5,000	49	0.000 to 4.762	0.000	0.000
5,000 – 9,999	52	0.000 to 0.382	0.000	0.000
10,000 – 19,999	49	0.000 to 0.933	0.000	0.000
20,000 – 39,999	19	0.017 to 0.230	0.031	0.000
40,000 – 99,999	8	0.017 to 0.119	0.036	0.061
100,000 +	13	0.003 to 0.078	0.038	0.034
ALL MUNICIPALITIES	309	0.000 to 4.762	0.000	0.000
# Reporting			309	307

FIR Reference: SLC 92 1152 07

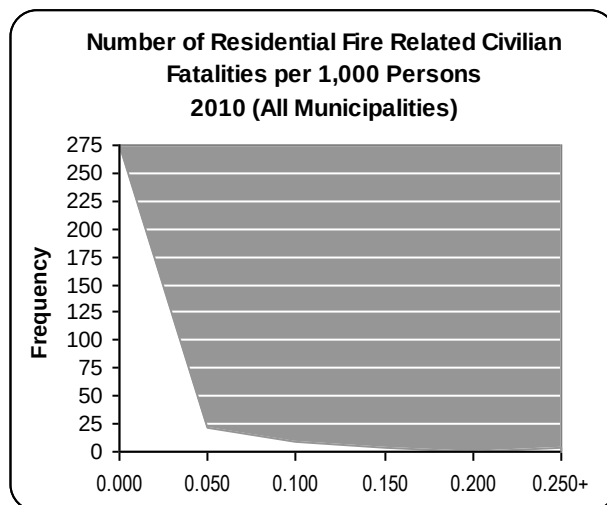
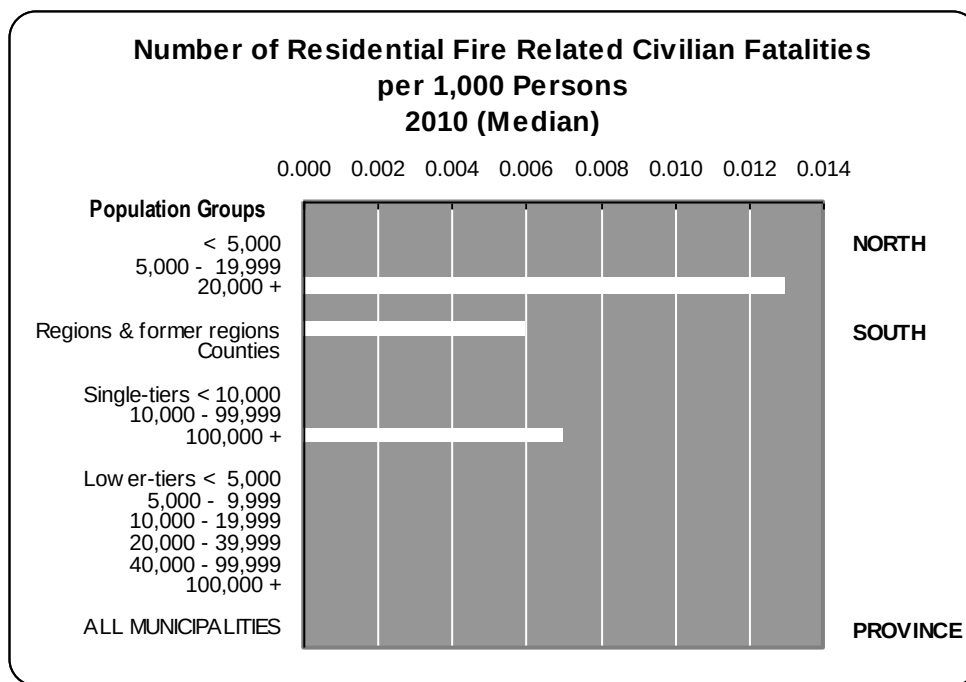
Conditions:

- Municipality is not an upper-tier.

Fire Services: Effectiveness

Number of residential fire related civilian fatalities per 1,000 persons.

$$\frac{\text{Total number of residential fire related civilian fatalities}}{\text{Population} / 1,000}$$



RESULTS Number of residential fire related civilian fatalities per 1,000 persons.				
			2010	2009
Population	Reporting #	Range #	Median #	Median #
NORTH				
< 5,000	81	0.000 to 0.631	0.000	0.000
5,000 – 19,999	10	0.000 to 0.090	0.000	0.000
20,000 +	4	0.000 to 0.023	0.013	0.000
SOUTH				
Regions & Former Regions	4	0.002 to 0.008	0.006	0.007
Counties				
Single-tiers				
<10,000	4	0.000 to 0.213	0.000	0.000
10,000 – 99,999	13	0.000 to 0.052	0.000	0.000
100,000 +	6	0.000 to 0.037	0.007	0.000
Lower-tiers				
< 5,000	49	0.000 to 0.220	0.000	0.000
5,000 – 9,999	51	0.000 to 0.111	0.000	0.000
10,000 – 19,999	49	0.000 to 0.095	0.000	0.000
20,000 – 39,999	19	0.000 to 0.047	0.000	0.000
40,000 – 99,999	9	0.000 to 0.043	0.000	0.000
100,000 +	13	0.000 to 0.023	0.000	0.000
ALL MUNICIPALITIES	312	0.000 to 0.631	0.000	0.000
# Reporting			312	308

FIR Reference: SLC 92 1155 07

Conditions:

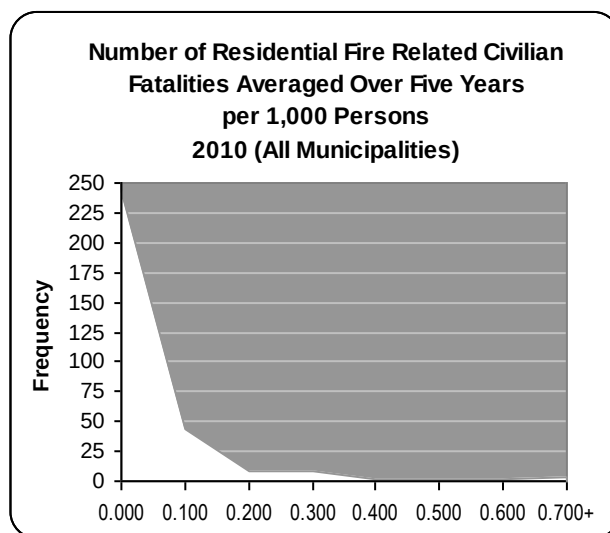
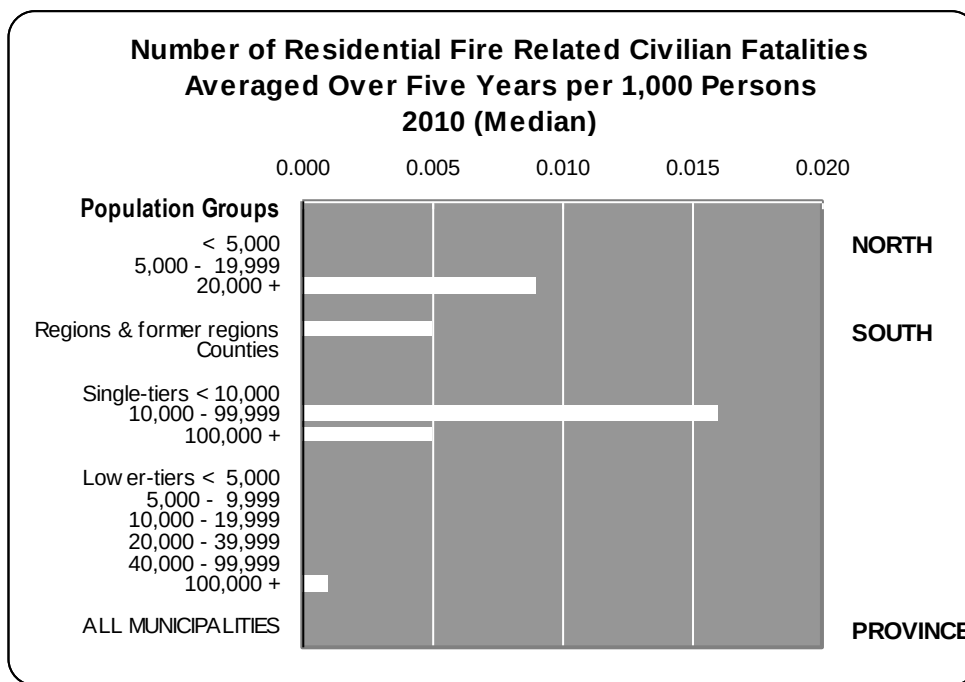
- Municipality is not an upper-tier.

Fire Services: Effectiveness

Number of residential fire related civilian fatalities averaged over five years per 1,000 persons.

$$\frac{\text{Total number of residential fire related civilian fatalities for (2006 + 2007 + 2008 + 2009 + 2010) / 5}}{\text{Population / 1,000}}$$

Population / 1,000



RESULTS				
Number of residential fire related civilian fatalities averaged over five years per 1,000 persons.				
			2010	2009
Population	Reporting #	Range #	Median #	Median #
NORTH				
< 5,000	80	0.000 to 0.635	0.000	0.000
5,000 – 19,999	10	0.000 to 0.788	0.000	0.000
20,000 +	4	0.000 to 0.023	0.009	0.015
SOUTH				
Regions & Former Regions	4	0.004 to 0.008	0.005	0.006
Counties				
Single-tiers				
<10,000	4	0.000 to 0.213	0.000	0.000
10,000 – 99,999	13	0.000 to 0.052	0.016	0.000
100,000 +	6	0.000 to 0.171	0.005	0.007
Lower-tiers				
< 5,000	49	0.000 to 0.942	0.000	0.000
5,000 – 9,999	51	0.000 to 0.277	0.000	0.000
10,000 – 19,999	50	0.000 to 0.246	0.000	0.000
20,000 – 39,999	19	0.000 to 0.050	0.000	0.000
40,000 – 99,999	8	0.000 to 0.052	0.000	0.000
100,000 +	14	0.000 to 0.016	0.001	0.004
ALL MUNICIPALITIES	312	0.000 to 0.942	0.000	0.000
# Reporting			312	307

FIR Reference: SLC 92 1156 07

Conditions:

- Municipality is not an upper-tier.

Fire Services: Effectiveness

Number of residential fire related civilian injuries per 1,000 persons.

Number of residential fire related civilian injuries averaged over five years per 1,000 persons.

Number of residential fire related civilian fatalities per 1,000 persons.

Number of residential fire related civilian fatalities averaged over five years per 1,000 persons.

Objectives

Minimize the number of civilian injuries and fatalities in residential fires.

Factors

Results are influenced by:

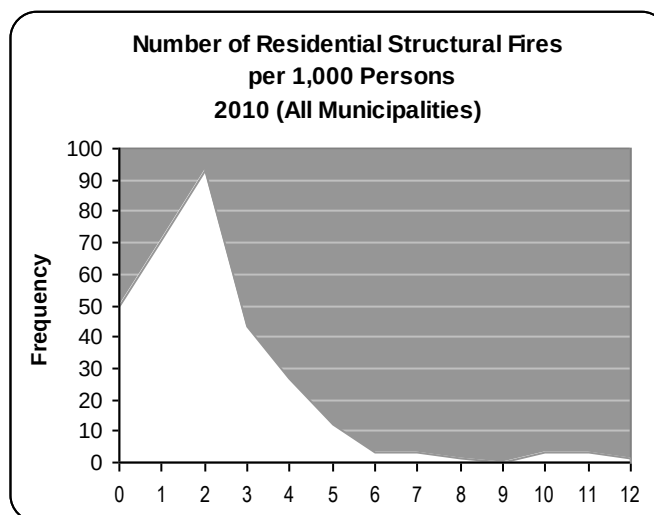
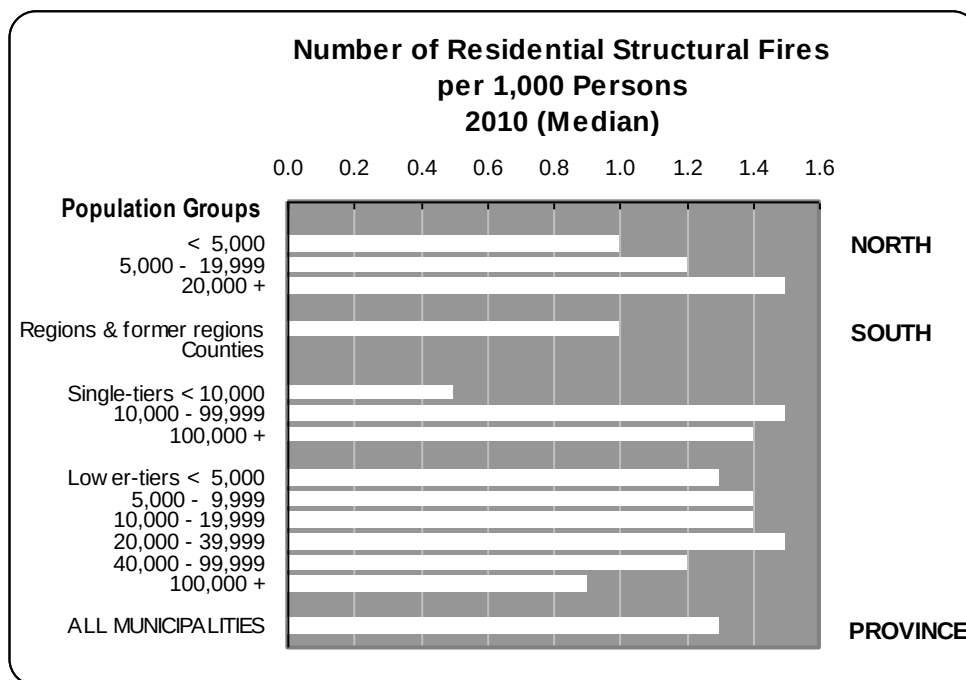
**Affecting
Results**

- Unique characteristics of each residential structural fire.
- Rural/urban characteristics of municipality.
- Average distance of rural/urban properties from nearest fire hall.
- Response times related to rural/urban characteristics.
- The composition of the fire fighting force: salaried, volunteer, combination.
- Built form, e.g. single family/semi-detached, dwellings with fewer than six units, mid-rise/high-rise dwellings.
- Population density.
- Whether smoke alarms are present in dwellings.
- 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.
- Joint service provisions including Mutual Aid agreements with neighbouring municipalities.
- Number of incidents of residential structural fires.

Fire Services: Effectiveness

Number of residential structural fires per 1,000 persons.

$$\frac{\text{Total number of residential structural fires}}{\text{Population} / 1,000}$$



RESULTS Number of residential structural fires per 1,000 households				
			2010	2009
Population	Reporting #	Range #	Median #	Median #
NORTH				
< 5,000	76	0.0 to 10.9	1.0	1.0
5,000 – 19,999	10	0.5 to 4.0	1.2	2.4
20,000 +	4	0.9 to 2.1	1.5	1.6
SOUTH				
Regions & Former Regions	4	1.0 to 1.2	1.0	1.2
Counties				
Single-tiers				
<10,000	4	0.3 to 3.2	0.5	0.3
10,000 – 99,999	13	0.9 to 2.6	1.5	1.7
100,000 +	6	1.1 to 1.9	1.4	1.2
Lower-tiers				
< 5,000	49	0.0 to 11.4	1.3	1.3
5,000 – 9,999	52	0.0 to 9.4	1.4	1.8
10,000 – 19,999	50	0.0 to 10.2	1.4	1.9
20,000 – 39,999	19	0.4 to 3.8	1.5	1.1
40,000 – 99,999	9	0.6 to 3.2	1.2	1.0
100,000 +	14	0.6 to 2.8	0.9	1.1
ALL MUNICIPALITIES	310	0.0 to 11.4	1.3	1.4
# Reporting			310	308

FIR Reference: SLC 92 1160 07

Conditions:

- Municipality is not an upper-tier.
- Measure is less than or equal to 100. This condition is used to identify data entry errors.

Fire Services: Effectiveness

Number of residential structural fires per 1,000 households.

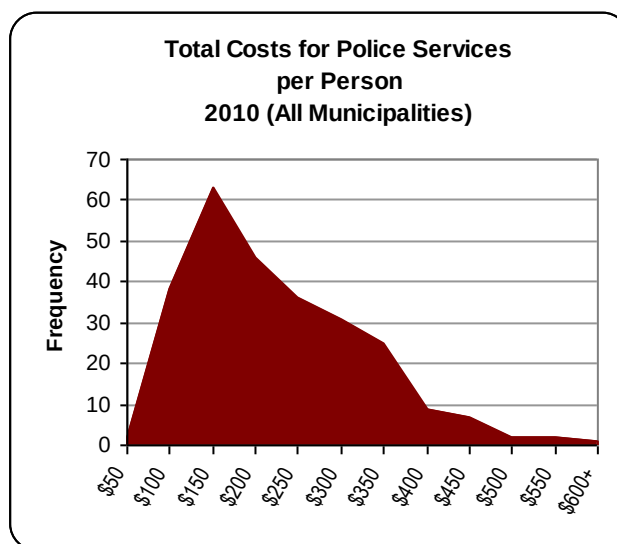
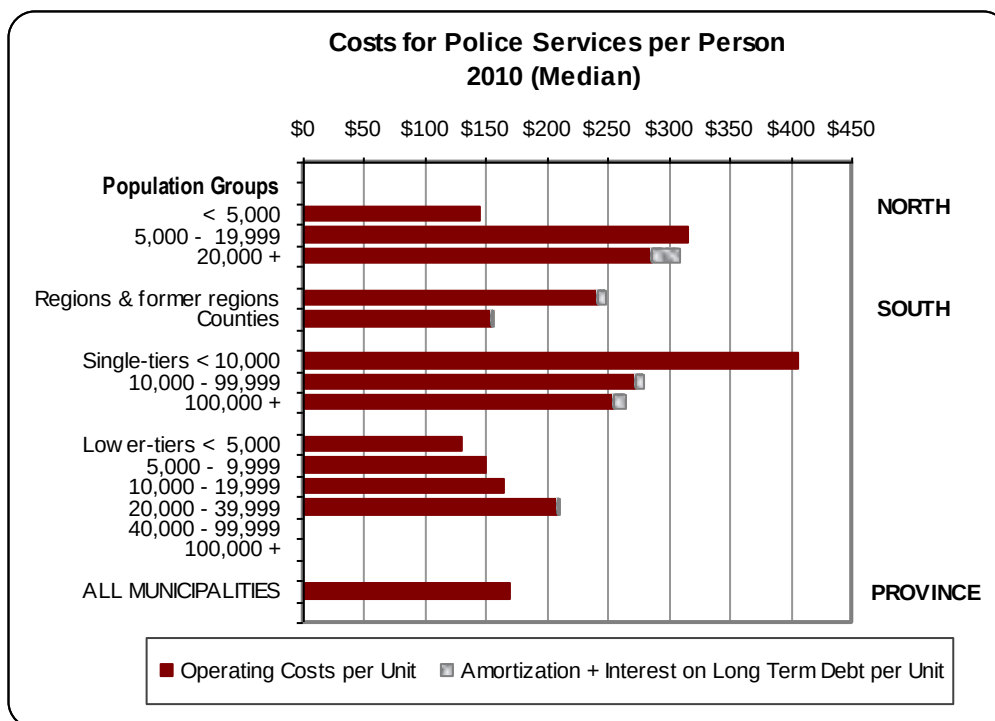
Objective	Minimize the number of residential structural fires.
Factors Affecting Results	Results are influenced by: ■ Urban and rural mix. ■ Geographic area of municipality. ■ Mix of residential, industrial and commercial properties. ■ Built form, e.g. single family/semi-detached, dwellings with fewer than six units, mid-rise/high-rise dwellings. ■ Density. ■ Size of municipality and service area. ■ The composition of the fire fighting force: salaried, volunteer, combination. ■ 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.

Police Services: Efficiency

Operating costs for police services per person.

Total costs for police services per person.

$$\frac{\text{Costs for police services}}{\text{Total population}}$$



RESULTS		Operating costs for police services per person. Total costs for police services per person.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	83	31 to 539	144	141
	Total Costs	83	31 to 539	144	
5,000 – 19,999	Operating Costs	11	181 to 539	315	302
	Total Costs	11	181 to 541	315	
20,000 +	Operating Costs	4	271 to 327	286	287
	Total Costs	4	278 to 333	309	
SOUTH					
Regions & Former Regions	Operating Costs	11	145 to 359	241	223
	Total Costs	11	145 to 382	248	
Counties	Operating Costs	2	154 to 187	154	150
	Total Costs	2	156 to 187	156	
Single-tiers					
<10,000	Operating Costs	4	203 to 597	406	343
	Total Costs	4	203 to 621	406	
10,000 – 99,999	Operating Costs	13	172 to 470	272	239
	Total Costs	13	174 to 475	279	
100,000 +	Operating Costs	6	244 to 409	255	241
	Total Costs	6	252 to 424	265	
Lower-tiers					
< 5,000	Operating Costs	43	59 to 321	130	132
	Total Costs	43	59 to 327	130	
5,000 – 9,999	Operating Costs	41	74 to 434	150	152
	Total Costs	41	74 to 450	150	
10,000 – 19,999	Operating Costs	31	97 to 327	165	152
	Total Costs	31	97 to 331	165	
20,000 – 39,999	Operating Costs	13	116 to 352	208	203
	Total Costs	13	116 to 378	210	
40,000 – 99,999	Operating Costs				
	Total Costs				
100,000 +	Operating Costs				
	Total Costs				
ALL MUNICIPALITIES	Operating Costs	262	31 to 597	169	161
	Total Costs	262	31 to 621	169	
# Reporting	Operating Costs			262	276
	Total Costs			262	

FIR Reference: SLC 91 1204 35 (Measure based on Operating Costs).

SLC 91 1204 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for police services per person.

Total costs for police services per person.

The number of municipalities reporting reflects the conditions listed below.

Conditions

Municipalities were excluded if:

- The municipality is a lower-tier and responsibility for police services is listed as an upper-tier responsibility.
- Operating costs were less than or equal to 5. In these cases responsibility for police services was listed as "Shared", "Upper Tier", or in one case "NA".
- The municipality is an upper-tier and responsibility for police services was listed as NA.
- 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 condition excludes municipalities reporting Program Support as the only operating expense.

NOTES

The formula for the Total Costs per Unit measure changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

Additional Statistics for municipalities meeting the above conditions in 2010:

- 69 reported Amortization.
- 61 of the 243 reporting Contracted Services also reported Amortization.
- 29 municipalities reported Interest on Long Term Debt.

FIR Reference:

SLC 91 1204 35 (Measure based on Operating Costs). SLC 91 1204 45 (Measure based on Total Costs).

Police Services: Efficiency

Operating costs for police services per person.

Total costs for police services per person.

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.
- Methods used to determine population count.
- Influx of vehicles and persons from surrounding areas, e.g. commuters, tourists.
- Business/residential ratios.
- Population density.
- Service expectations by the public and service level decisions by Council.
- Political priorities and specific, targeted policing initiatives. Examples include initiatives targeted at drugs, prostitution, stolen goods, impaired driving.
- 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).
- Proximity of 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.
- Higher crime severity index.
- 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.
- Local economic cycles.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

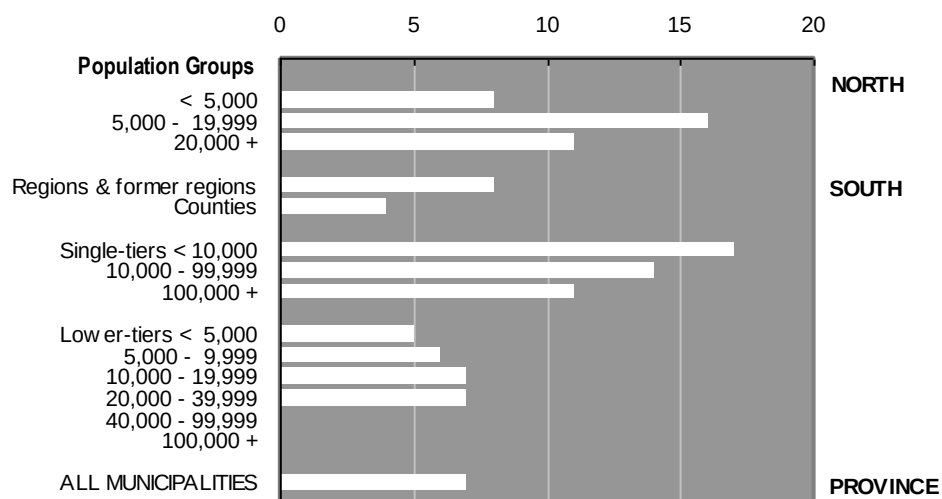
Police Services: Effectiveness

Violent crime rate per 1,000 persons.

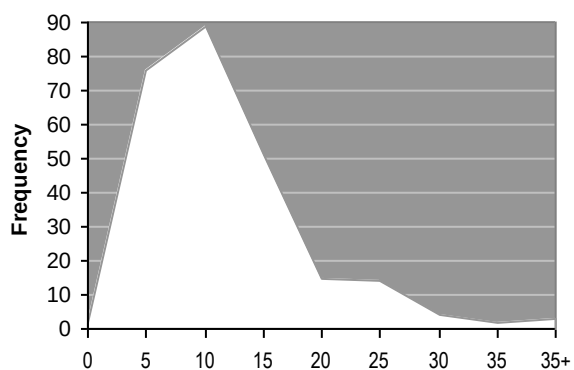
Total number of actual incidents of violent crime,
including incidents involving youths

Population / 1,000

**Violent Crime Rate per 1,000 Persons
2010 (Median)**



**Violent Crime Rate per 1,000 Persons
2010 (All Municipalities)**



RESULTS		Violent crime rate per 1,000 persons.					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	70	0 to 35	8	8	9	8	8
5,000 – 19,999	10	5 to 63	16	18	18	18	16
20,000 +	4	10 to 19	11	11	11	13	13
SOUTH							
Regions & Former Regions	10	5 to 14	8	6	6	6	6
Counties	2	4 to 7	4	4	5	4	5
Single-tiers							
<10,000	4	7 to 29	17	18	9	20	14
10,000 – 99,999	13	7 to 118	14	12	13	11	11
100,000 +	6	9 to 15	11	11	8	8	9
Lower-tiers							
< 5,000	49	0 to 24	5	6	6	5	6
5,000 – 9,999	44	3 to 25	6	7	5	5	6
10,000 – 19,999	31	0 to 24	7	7	7	7	7
20,000 – 39,999	13	3 to 21	7	6	6	7	6
40,000 – 99,999				3	15	15	14
100,000 +							
ALL MUNICIPALITIES	256	0 to 118	7	8	8	7	8
# Reporting			256	247	279	278	285

FIR Reference: SLC 92 1258 07

Conditions:

- Crime rate for Other *Criminal Code* offences, excluding traffic, is greater than 0.
- Population in the denominator equals the population reported by the municipality in SLC 02 0041 01 divided by 1,000.

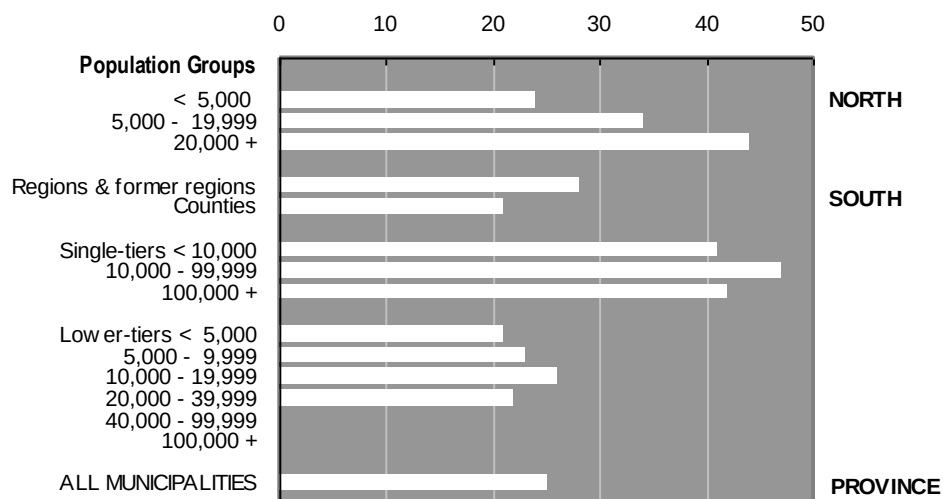
Police Services: Effectiveness

Property crime rate per 1,000 persons.

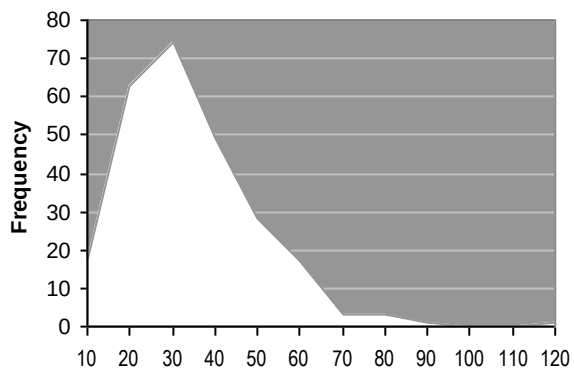
Total number of actual incidents of property crime,
including incidents involving youths

Population / 1,000

**Property Crime Rate per 1,000 Persons
2010 (Median)**



**Property Crime Rate per 1,000 Persons
2010 (All Municipalities)**



RESULTS		Property crime rate per 1,000 persons.					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	70	1 to 112	24	25	23	25	27
5,000 – 19,999	10	7 to 72	34	42	48	41	44
20,000 +	4	41 to 60	44	45	43	42	46
SOUTH							
Regions & Former Regions	10	17 to 40	28	26	25	24	27
Counties	2	21 to 28	21	23	21	21	22
Single-tiers							
<10,000	4	30 to 73	41	41	45	43	40
10,000 – 99,999	13	25 to 68	47	42	43	43	46
100,000 +	6	30 to 48	42	44	45	44	51
Lower-tiers							
< 5,000	49	8 to 79	21	24	24	23	24
5,000 – 9,999	44	10 to 58	23	25	25	24	26
10,000 – 19,999	31	2 to 68	26	28	27	30	34
20,000 – 39,999	13	15 to 54	22	21	21	21	26
40,000 – 99,999				9	37	45	44
100,000 +							
ALL MUNICIPALITIES	256	1 to 112	25	27	27	26	28
# Reporting			256	247	279	277	286

FIR Reference: SLC 92 1259 07

Conditions:

- Crime rate for Other *Criminal Code* offences, excluding traffic, is greater than 0.
- Population in the denominator equals the population reported by the municipality in SLC 02 0041 01 divided by 1,000.

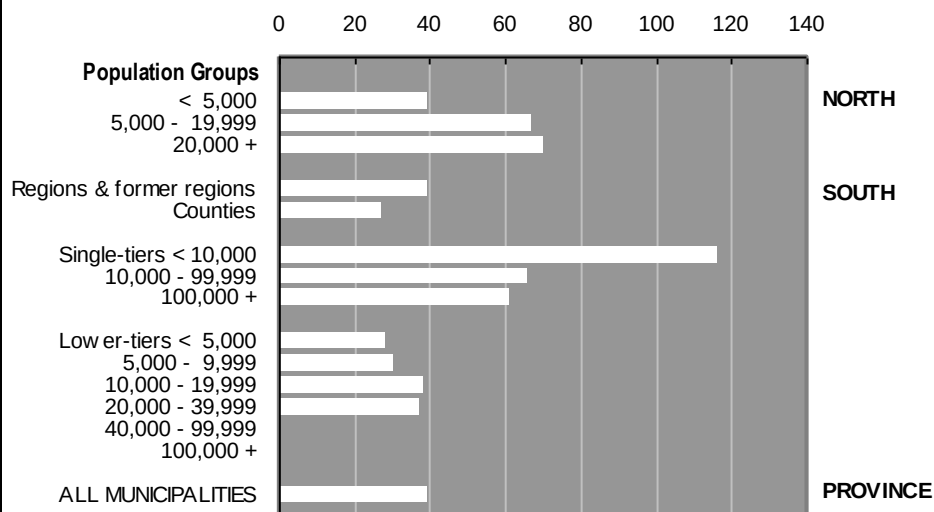
Police Services: Effectiveness

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

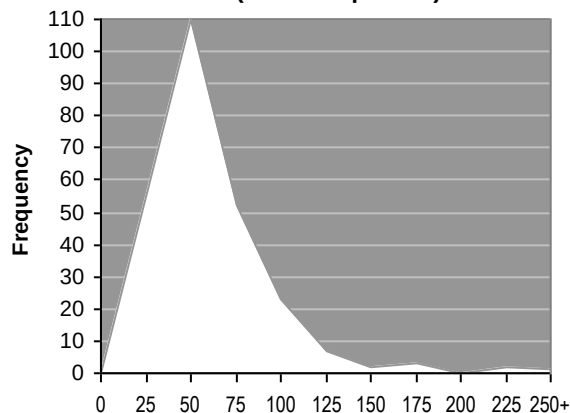
Total number of actual incidents of violent crime, property crime,
and other *Criminal Code* offences, excluding traffic

Population / 1,000

**Total Crime Rate per 1,000 Persons
(*Criminal Code* Offences, Excluding Traffic)
2010 (Median)**



**Total Crime Rate per 1,000 Persons
(*Criminal Code* Offences, Excluding Traffic)
2010 (All Municipalities)**



RESULTS			Total crime rate per 1,000 persons (<i>Criminal Code</i> offences, excluding traffic)				
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	70	9 to 282	39	40	39	39	46
5,000 – 19,999	10	19 to 204	67	77	92	99	110
20,000 +	4	61 to 95	70	68	72	79	75
SOUTH							
Regions & Former Regions	10	25 to 59	39	40	47	47	49
Counties	2	27 to 40	27	30	28	29	31
Single-tiers							
<10,000	4	39 to 162	116	120	96	73	80
10,000 – 99,999	13	46 to 217	66	68	77	88	90
100,000 +	6	49 to 73	61	67	71	73	76
Lower-tiers							
< 5,000	49	13 to 92	28	35	33	35	34
5,000 – 9,999	44	14 to 104	30	35	34	34	37
10,000 – 19,999	31	9 to 104	38	41	42	43	51
20,000 – 39,999	13	22 to 122	37	34	33	34	45
40,000 – 99,999				47	70	79	75
100,000 +							
ALL MUNICIPALITIES	256	9 to 282	39	42	40	43	47
# Reporting			256	247	279	278	262

FIR Reference: SLC 92 1263 07

The number of municipalities reporting reflects the condition listed below.

Conditions:

- Crime rate for Other *Criminal Code* offences, excluding traffic, is greater than 0.
- Population in the denominator equals the population reported by the municipality in SLC 02 0041 01 divided by 1,000.

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.

Please see the discussion of factors that affect the efficiency measures for police services.

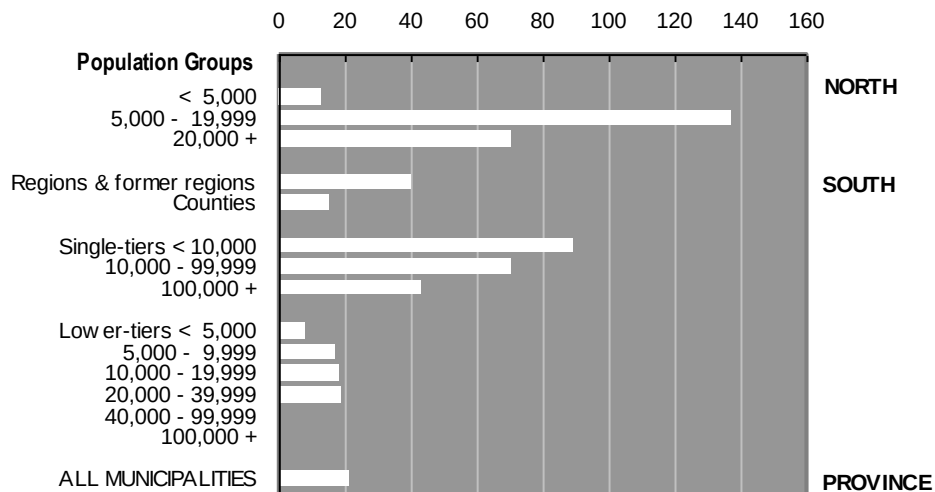
In addition, total crime rate is influenced by the reporting of the crime rate for other Criminal Code offences, excluding traffic.

Police Services: Effectiveness

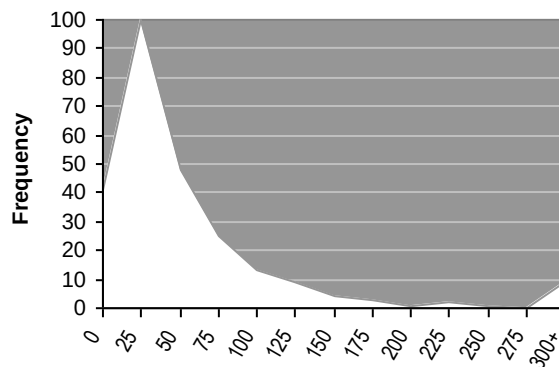
Youth crime rate per 1,000 youths.

$$\frac{\text{Total number of youths cleared by charge or cleared otherwise}}{\text{Youth Population} / 1,000}$$

**Youth Crime Rate per 1,000 Youths
2010 (Median)**



**Youth Crime Rate per 1,000 Youths
2010 (All Municipalities)**



RESULTS Youth crime rate per 1,000 youths.							
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	73	0 to 722	13	20	0	0	6
5,000 – 19,999	10	21 to 444	137	37	123	51	69
20,000 +	4	33 to 117	70	57	60	99	95
SOUTH							
Regions & Former Regions	10	21 to 71	40	43	48	59	54
Counties	2	15 to 17	15	16	7		6
Single-tiers							
<10,000	4	17 to 216	89	137	42	115	115
10,000 – 99,999	12	20 to 158	70	73	62	84	63
100,000 +	6	18 to 119	43	59	66	64	43
Lower-tiers							
< 5,000	47	0 to 286	8	11	2	0	7
5,000 – 9,999	45	0 to 134	17	19	5	8	13
10,000 – 19,999	31	0 to 281	18	23	10	14	28
20,000 – 39,999	12	4 to 178	19	24	14	23	43
40,000 – 99,999					38	32	51
100,000 +							
ALL MUNICIPALITIES	256	0 to 722	21	24	8	15	18
# Reporting			256	250	277	217	280

FIR Reference: SLC 92 1265 07

The number of municipalities reporting reflects the condition listed below.

Conditions:

- Crime rate for Other *Criminal Code* offences, excluding traffic, is greater than 0.
- Population in the denominator equals the population reported by the municipality in SLC 02 0041 01 divided by 1,000.

Police Services: Effectiveness

Youth crime rate per 1,000 youths.

Objective

Safe Communities.

Factors

The youth crime rate is influenced by:

Affecting**Results**

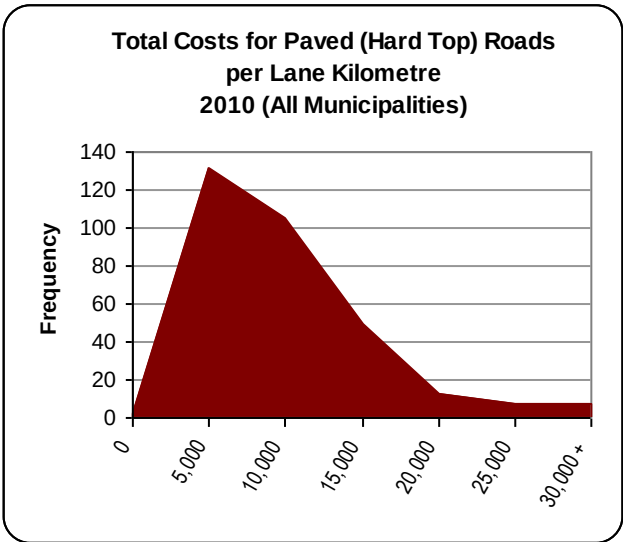
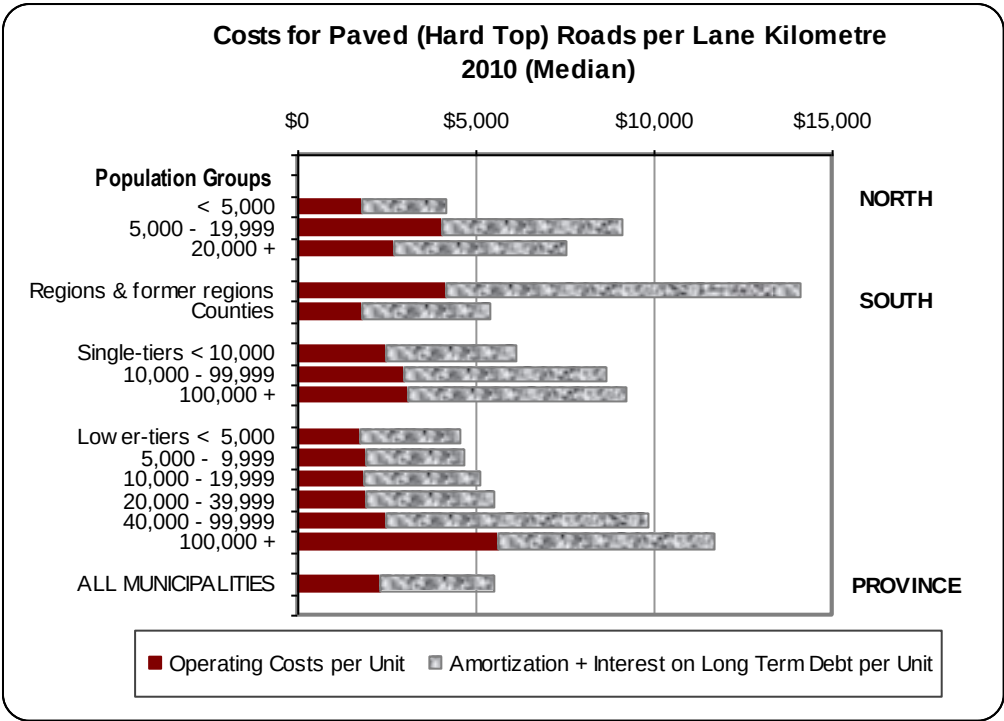
- Availability of data.
- Demographics.
- Population density.
- Urban and rural mix.
- Business and residential mix.
- Local economic cycles.
- Preventive and educational programs.
- Community involvement and partnerships.
- Political priorities and specific targeted policing initiatives.
- Variation 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.

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

$$\frac{\text{Costs for paved (hard top) roads}}{\text{Total paved lane kilometres}}$$



RESULTS		Operating costs for paved (hard top) roads per lane kilometre. Total costs for paved (hard top) roads per lane kilometre.		
				2010
Population		Reporting #	Range \$	Median \$
NORTH				
< 5,000	Operating Costs	60	131 to 39,553	1,789
	Total Costs	60	229 to 43,565	4,142
5,000 – 19,999	Operating Costs	10	2,242 to 16,593	4,026
	Total Costs	10	2,847 to 20,281	9,128
20,000 +	Operating Costs	4	1,698 to 5,317	2,669
	Total Costs	4	4,949 to 11,876	7,521
SOUTH				
Regions & Former Regions	Operating Costs	11	1,201 to 27,961	4,156
	Total Costs	11	5,171 to 36,638	14,099
Counties	Operating Costs	19	79 to 10,712	1,812
	Total Costs	19	2,300 to 14,926	5,401
Single-tiers				
<10,000	Operating Costs	4	1,517 to 11,207	2,480
	Total Costs	4	4,747 to 22,109	6,111
10,000 – 99,999	Operating Costs	12	910 to 7,782	2,982
	Total Costs	12	1,421 to 21,500	8,656
100,000 +	Operating Costs	6	829 to 6,682	3,073
	Total Costs	6	3,536 to 11,913	9,224
Lower-tiers				
< 5,000	Operating Costs	48	194 to 11,661	1,767
	Total Costs	48	901 to 14,825	4,535
5,000 – 9,999	Operating Costs	52	169 to 18,423	1,915
	Total Costs	52	-2,068 to 38,841	4,689
10,000 – 19,999	Operating Costs	47	193 to 19,559	1,881
	Total Costs	47	149 to 24,560	5,088
20,000 – 39,999	Operating Costs	19	361 to 14,010	1,891
	Total Costs	19	-1,321 to 27,315	5,501
40,000 – 99,999	Operating Costs	10	924 to 13,086	2,471
	Total Costs	10	3,764 to 19,405	9,846
100,000 +	Operating Costs	13	405 to 20,476	5,599
	Total Costs	13	405 to 26,553	11,673
ALL MUNICIPALITIES	Operating Costs	315	79 to 39,553	2,281
	Total Costs	315	-2,068 to 43,565	5,513
# Reporting	Operating Costs	315		
	Total Costs	315		

FIR Reference:

SLC 91 2111 35 (Measure based on Operating Costs). SLC 91 2111 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

The number of municipalities reporting reflects the conditions listed below.

Conditions

Municipalities were excluded if:

- Municipalities were excluded if core expenses equal zero. Core expenses are defined as 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 condition excludes municipalities reporting only Program Support as an expense.
- 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.
- Municipalities were excluded if Operating Costs equalled zero, but Total Costs did not equal zero. This condition is used to exclude municipalities reporting only Interest on Long Term Debt and/or Amortization.

NOTES

The formula for Operating Costs was changed in 2010 to net out revenue received from utilities for utility cut repairs. Also, the formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

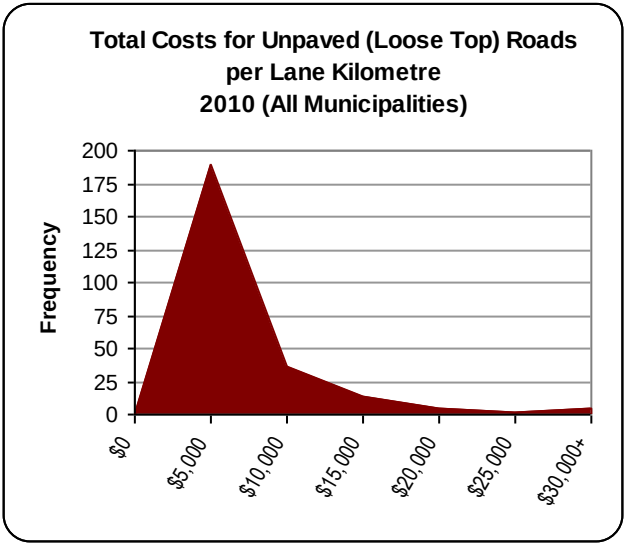
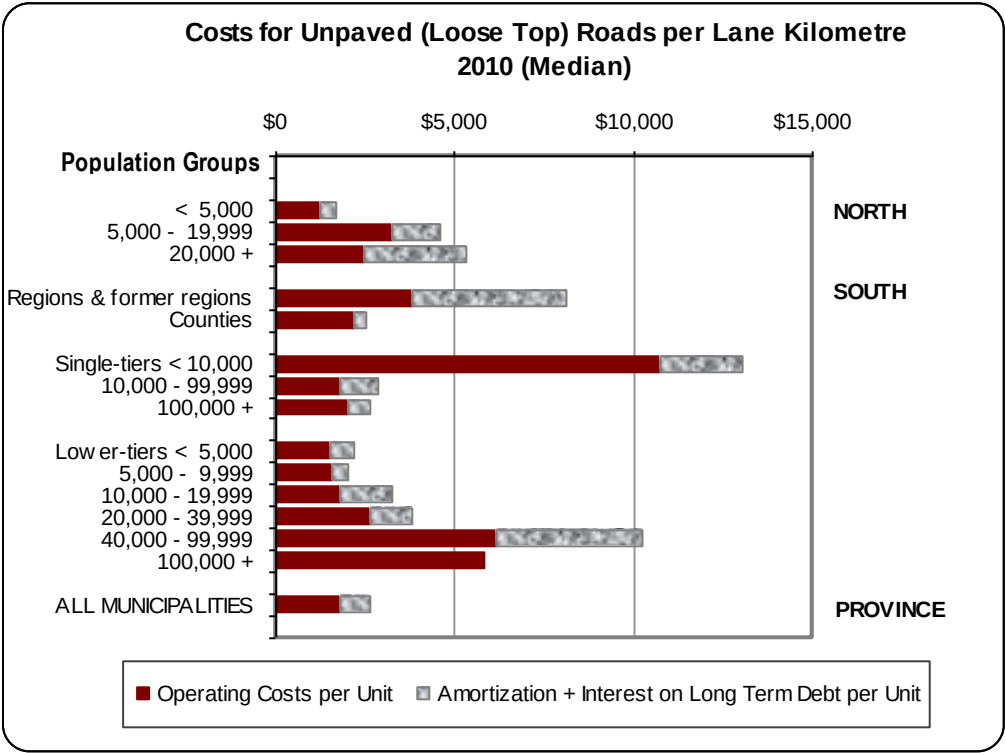
- 220 of the 229 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 105 municipalities reported Interest on Long Term Debt.
- 16 municipalities did not report Amortization.

FIR Reference:

SLC 91 2111 35 (Measure based on Operating Costs). SLC 91 2111 45 (Measure based on Total Costs).

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

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



RESULTS		Operating costs for unpaved (loose top) roads per lane kilometre. Total costs for paved (loose top) roads per lane kilometre.			
				2010	2009
Population	Reporting	Range		Median	Median
	#	\$		\$	\$
NORTH					
< 5,000	Operating Costs	60	36 to 12,489	1,232	1,582
	Total Costs	60	36 to 15,634	1,666	
5,000 – 19,999	Operating Costs	9	1,538 to 7,212	3,253	2,606
	Total Costs	9	1,972 to 22,527	4,562	
20,000 +	Operating Costs	4	1,938 to 6,208	2,464	4,714
	Total Costs	4	4,232 to 6,659	5,339	
SOUTH					
Regions & Former Regions	Operating Costs	4	1,881 to 19,896	3,804	6,540
	Total Costs	4	3,804 to 26,408	8,139	
Counties	Operating Costs	6	781 to 8,949	2,196	2,647
	Total Costs	6	1,715 to 32,498	2,534	
Single-tiers					
<10,000	Operating Costs	1	10,719	10,719	
	Total Costs	1	13,017	13,017	
10,000 – 99,999	Operating Costs	4	1,617 to 7,246	1,814	2,108
	Total Costs	4	1,639 to 11,141	2,880	
100,000 +	Operating Costs	5	416 to 13,689	2,019	1,950
	Total Costs	5	1,548 to 13,689	2,609	
Lower-tiers					
< 5,000	Operating Costs	46	59 to 4,226	1,516	1,518
	Total Costs	46	59 to 11,068	2,204	
5,000 – 9,999	Operating Costs	40	430 to 5,045	1,555	1,423
	Total Costs	40	722 to 7,927	2,039	
10,000 – 19,999	Operating Costs	43	242 to 34,523	1,774	1,881
	Total Costs	43	278 to 40,322	3,229	
20,000 – 39,999	Operating Costs	14	1,006 to 18,901	2,623	3,378
	Total Costs	14	1,246 to 19,962	3,798	
40,000 – 99,999	Operating Costs	8	1,859 to 30,955	6,133	6,649
	Total Costs	8	5,218 to 31,591	10,217	
100,000 +	Operating Costs	5	2,544 to 13,420	5,813	4,871
	Total Costs	5	2,544 to 13,420	5,813	
ALL MUNICIPALITIES	Operating Costs	249	36 to 34,523	1,816	1,886
	Total Costs	249	36 to 40,322	2,648	
# Reporting	Operating Costs			249	238
	Total Costs			249	

FIR Reference:

SLC 91 2110 35 (Measure based on Operating Costs). SLC 91 2110 45 (Measure based on Total Costs).

NOTES*See the next page for the conditions used to identify and remove outlying values.*

CONDITIONS

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

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

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 expense.
- 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.
- Municipalities were excluded if Operating Costs in SLC 91 2110 30 were less than or equal to zero. This condition is used to exclude municipalities reporting only Interest on Long Term Debt and/or Amortization.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 119 of the 141 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 22 municipalities reported Interest on Long Term Debt.
- 43 municipalities did not report Amortization.

FIR Reference:

SLC 91 2110 35 (Measure based on Operating Costs). SLC 91 2110 45 (Measure based on Total Costs).

Paved and Unpaved Roads: Efficiency

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

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

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

Total 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.

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.
- Results are affected by the reporting of Interfunctional Adjustments. Negative values for Interfunctional Adjustments will lower Operating Costs and affect results. A negative value for Interfunctional Adjustments for paved roads in Schedule 40, Consolidated Statement of Operations: Expenses, represents an interdepartmental transfer for service provided to another function. The value should, therefore, be offset by positive value(s) for other roadways functions or related functions.
- 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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

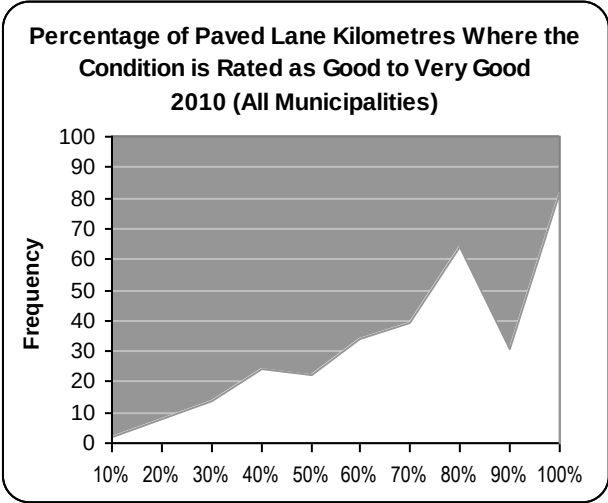
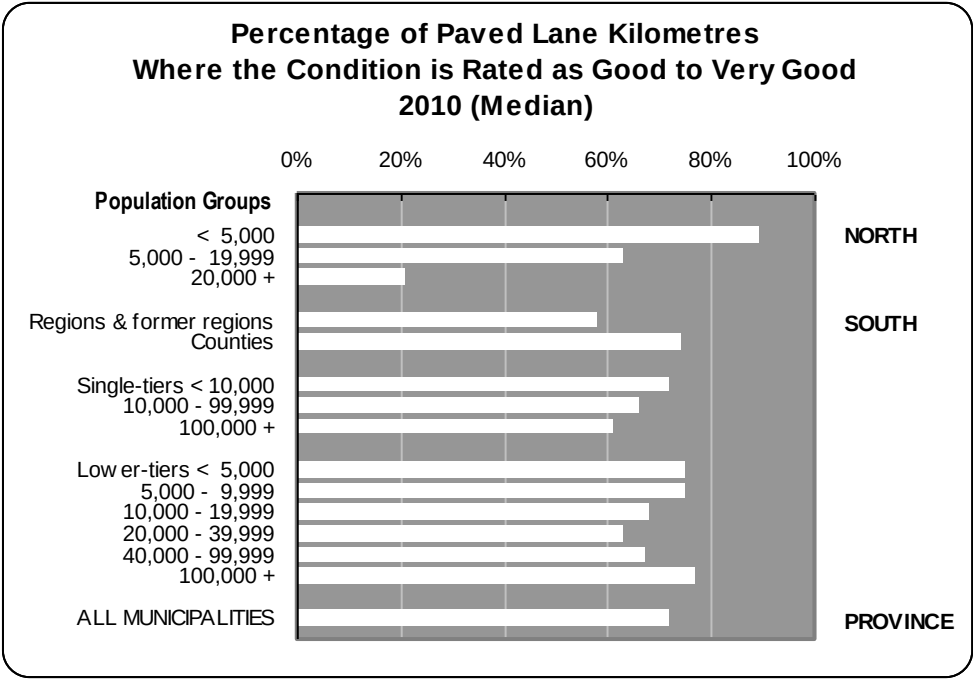
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization is reported.

Adequacy of Roads: Effectiveness

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

Number of paved lane kilometres rated as good to very good

Total number of paved lane kilometres



RESULTS			Percentage of paved lane kilometres where the condition is rated as good to very good.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	72	10% to 100%	89%	85%	80%	91%	80%
5,000 – 19,999	9	27% to 100%	63%	63%	69%	70%	68%
20,000 +	4	20% to 46%	21%	20%	14%	14%	29%
SOUTH							
Regions & Former Regions	11	45% to 85%	58%	69%	64%	67%	62%
Counties	19	38% to 96%	74%	69%	67%	67%	67%
Single-tiers							
<10,000	4	69% to 85%	72%	75%	71%	65%	71%
10,000 – 99,999	12	37% to 100%	66%	68%	65%	68%	64%
100,000 +	6	26% to 75%	61%	64%	56%	58%	59%
Lower-tiers							
< 5,000	44	4 to 100%	75%	78%	76%	85%	82%
5,000 – 9,999	51	19% to 100%	75%	75%	70%	70%	67%
10,000 – 19,999	48	17% to 100%	68%	70%	70%	68%	70%
20,000 – 39,999	17	37% to 100%	63%	63%	66%	66%	65%
40,000 – 99,999	10	36% to 87%	67%	69%	65%	71%	69%
100,000 +	13	32% to 100%	77%	73%	74%	72%	70%
ALL MUNICIPALITIES	320	4% to 100%	72%	72%	71%	71%	70%
# Reporting			320	309	347	335	344

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 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.

Adequacy of Roads: Effectiveness

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

Objective

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

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.

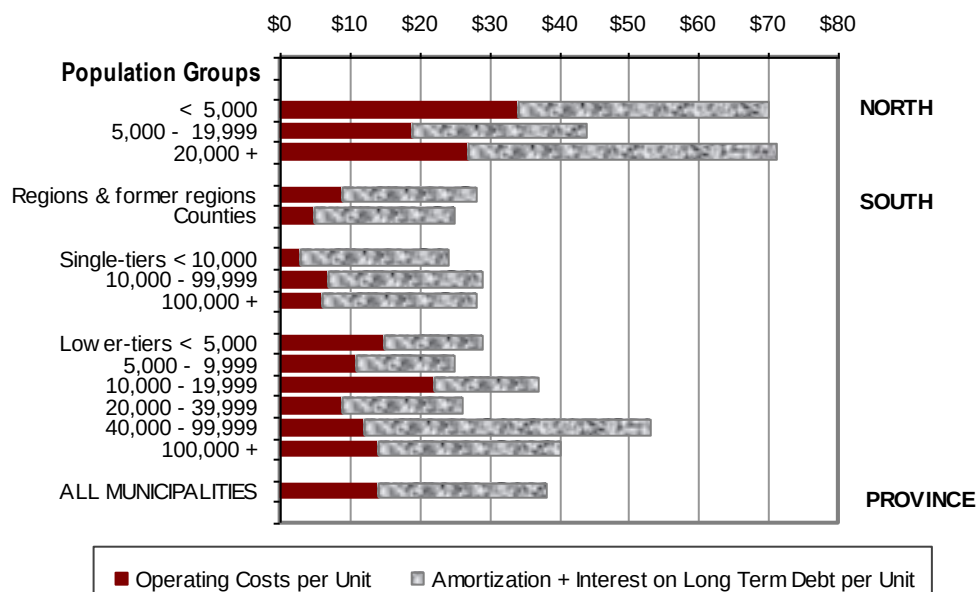
Bridges and Culverts: Efficiency

Operating costs for bridges and culverts per square metre of surface area.

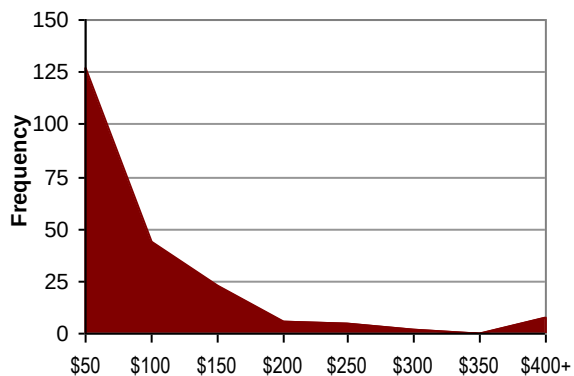
Total costs for bridges and culverts per square metre of surface area.

$$\frac{\text{Costs for bridges and culverts}}{\text{Total square metres of surface area on bridges and culverts}}$$

Costs for Bridges and Culverts per Square Metre of Surface Area 2010 (Median)



Total Costs for Bridges and Culverts per Square Metre of Surface Area 2010 (All Municipalities)



RESULTS		Operating costs for bridges and culverts per square metre of surface area. Total costs for bridges and culverts per square metre of surface area.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	38	0.02 to 4,410	34	31
	Total Costs	38	0.11 to 4,828	70	
5,000 – 19,999	Operating Costs	6	2 to 569	19	15
	Total Costs	6	8 to 647	44	
20,000 +	Operating Costs	4	6 to 134	27	17
	Total Costs	4	57 to 217	71	
SOUTH					
Regions & Former Regions	Operating Costs	12	2 to 74	9	6
	Total Costs	12	17 to 116	28	
Counties	Operating Costs	15	1 to 76	5	8
	Total Costs	15	4 to 89	25	
Single-tiers					
<10,000	Operating Costs	4	2 to 72	3	2
	Total Costs	4	14 to 114	24	
10,000 – 99,999	Operating Costs	11	1 to 143	7	10
	Total Costs	11	8 to 221	29	
100,000 +	Operating Costs	6	3 to 62	6	4
	Total Costs	6	18 to 105	28	
Lower-tiers					
< 5,000	Operating Costs	19	0.07 to 355	15	14
	Total Costs	19	9 to 381	29	
5,000 – 9,999	Operating Costs	29	1 to 183	11	10
	Total Costs	29	1 to 242	26	
10,000 – 19,999	Operating Costs	37	0.05 to 387	22	24
	Total Costs	37	2 to 1,022	39	
20,000 – 39,999	Operating Costs	15	0.12 to 72	17	22
	Total Costs	15	0.41 to 101	50	
40,000 – 99,999	Operating Costs	8	0.24 to 170	12	9
	Total Costs	8	16 to 297	38	
100,000 +	Operating Costs	11	1 to 21	5	12
	Total Costs	11	3 to 72	31	
ALL MUNICIPALITIES	Operating Costs	215	0.02 to 4,410	13	14
	Total Costs	215	0.11 to 4,828	38	
# Reporting	Operating Costs			215	185
	Total Costs			215	

FIR Reference:

SLC 91 2130 35 (Measure based on Operating Costs). SLC 91 2130 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for bridges and culverts per square metre of surface area.

Total costs for bridges and culverts per square metre of surface area.

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 expense.
- Municipalities were excluded if Operating Costs in SLC 91 2110 30 were less than 30. This condition is used to exclude municipalities reporting only Interest on Long Term Debt and/or Amortization.
- Municipalities were excluded if the number of square metres of surface area in the denominator was less than or equal to 10 square metres.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 120 of the 129 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 19 municipalities reported Interest on Long Term Debt.
- 24 municipalities did not report Amortization.

FIR Reference:

SLC 91 2130 35 (Measure based on Operating Costs). SLC 91 2130 45 (Measure based on Total Costs).

Bridges and Culverts: Efficiency

Operating costs for bridges and culverts per square metre of surface area.

Total costs for bridges and culverts per square metre of surface area.

Objective

Efficient maintenance of bridges and culverts

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

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.
- Service level decisions made by local council, including pavement standards, maintenance standards.
- Presence of proactive, preventative maintenance program.
- Very small values in the denominator will result in a higher value for the measure; very large value in the denominator will result in a low value for the measure.

Results for Total Costs Measure

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization is reported.

Adequacy of Bridges and Culverts: Effectiveness

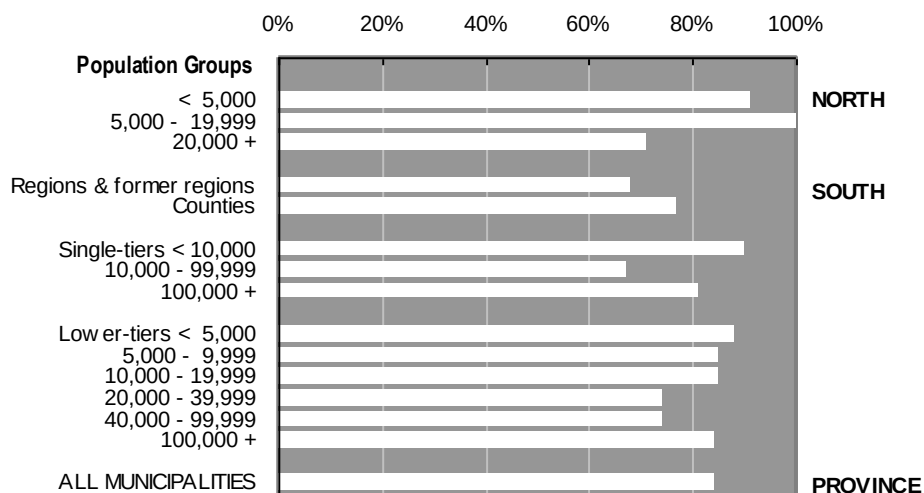
Percentage of bridges and culverts where the condition is rated as good to very good.

Number of bridges and culverts where the condition of
primary components is rated as good to very good,
requiring only maintenance

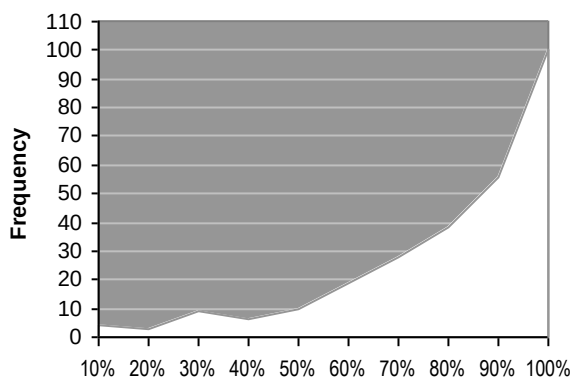
X 100

Total number of bridges and culverts

Percentage of Bridges and Culverts Where the Condition is Rated as Good to Very Good 2010 (Median)



Percentage of Bridges and Culverts Where the Condition is Rated as Good to Very Good 2010 (All Municipalities)



RESULTS		Percentage of bridges and culverts where the condition is rated as good to very good.		
			2010	2009
Population	Reporting #	Range %	Median %	Median %
NORTH				
< 5,000	56	25% to 100%	91%	100%
5,000 – 19,999	9	2% to 100%	100%	95%
20,000 +	4	68% to 84%	71%	68%
SOUTH				
Regions & Former Regions	11	25% to 94%	68%	77%
Counties	19	29% to 100%	77%	82%
Single-tiers				
<10,000	3	86% to 100%	90%	100%
10,000 – 99,999	12	17% to 100%	67%	74%
100,000 +	6	7% to 95%	81%	45%
Lower-tiers				
< 5,000	28	2% to 100%	88%	95%
5,000 – 9,999	43	9% to 100%	85%	91%
10,000 – 19,999	44	15% to 100%	85%	84%
20,000 – 39,999	17	23% to 100%	74%	85%
40,000 – 99,999	9	40% to 100%	74%	65%
100,000 +	12	38% to 100%	84%	90%
ALL MUNICIPALITIES	273	2% to 100%	84%	88%
# Reporting			273	245

FIR Reference: SLC 92 2165 07

Conditions:

- Numerator (Number of bridges and culverts where the condition is rated as good to very good) is greater than zero.
- Measure is less than or less than 100%.

Adequacy of Bridges and Culverts: Effectiveness

Percentage of bridges and culverts where the condition is rated as good to very good.

Objective

Safe, well maintained bridges and culverts.

Notes

- Eliminate hazards to vehicular traffic.
- Protect the investment in road surface.

**Factors
Affecting
Results**

Results are influenced by:

- Capital investment and service level decisions made by Council.
- Age of bridges and culverts.
- Method used to evaluate condition of bridges and culverts.

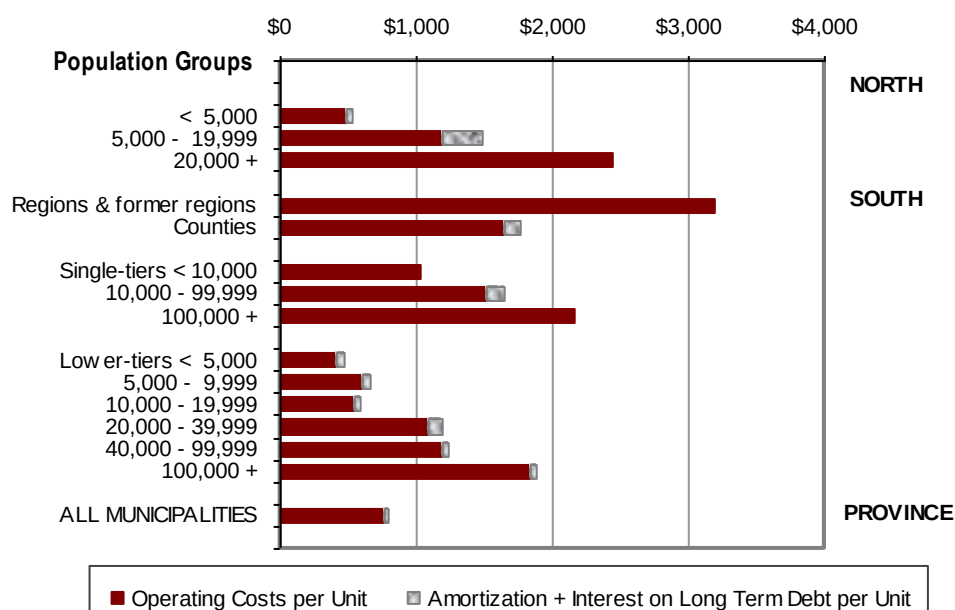
Roads — Winter Control: Efficiency

Operating costs for winter control maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre.

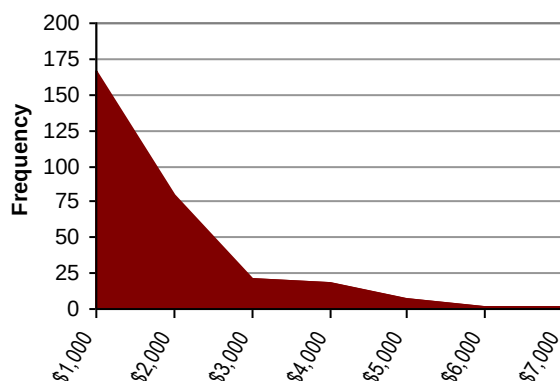
Total costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre.

$$\frac{\text{Costs for winter control maintenance of roadways}}{\text{Total lane kilometres maintained in winter}}$$

Costs for Winter Maintenance of Roadways, Excluding Sidewalks and Parking Lots, per Lane Kilometre Maintained in Winter 2010 (Median)



Total Costs for Winter Maintenance of Roadways, Excluding sidewalks and Parking Lots, Per Lane Kilometre Maintained in Winter 2010 (All Municipalities)



RESULTS		Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter.			
		Total costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	65	58 to 6,901	487	585
	Total Costs	65	58 to 6,901	526	
5,000 – 19,999	Operating Costs	10	173 to 3,581	1,188	2,095
	Total Costs	10	173 to 3,822	1,481	
20,000 +	Operating Costs	4	1,948 to 4,487	2,445	2,555
	Total Costs	4	1,949 to 4,684	2,445	
SOUTH					
Regions & Former Regions	Operating Costs	12	1,228 to 5,491	3,186	3,599
	Total Costs	12	1,261 to 5,461	3,186	
Counties	Operating Costs	15	929 to 3,134	1,651	1,599
	Total Costs	15	929 to 3,438	1,764	
Single-tiers					
<10,000	Operating Costs	4	805 to 2,946	1,023	1,058
	Total Costs	4	805 to 3,103	1,023	
10,000 – 99,999	Operating Costs	11	958 to 3,358	1,513	1,862
	Total Costs	11	1,003 to 3,409	1,644	
100,000 +	Operating Costs	5	808 to 3,411	2,162	2,655
	Total Costs	5	808 to 3,411	2,165	
Lower-tiers					
< 5,000	Operating Costs	45	131 to 2,523	412	436
	Total Costs	45	137 to 2,817	468	
5,000 – 9,999	Operating Costs	51	39 to 3,600	600	738
	Total Costs	51	39 to 3,856	647	
10,000 – 19,999	Operating Costs	40	78 to 2,371	546	658
	Total Costs	40	78 to 2,758	654	
20,000 – 39,999	Operating Costs	17	408 to 3,373	1,084	1,308
	Total Costs	17	408 to 3,373	1,131	
40,000 – 99,999	Operating Costs	9	846 to 3,031	1,195	1,558
	Total Costs	9	884 to 3,243	1,231	
100,000 +	Operating Costs	9	1,187 to 7,784	1,839	2,126
	Total Costs	9	1,392 to 7,786	2,139	
ALL MUNICIPALITIES	Operating Costs	297	39 to 7,784	768	863
	Total Costs	297	39 to 7,786	797	
# Reporting	Operating Costs			297	
	Total Costs			297	

FIR Reference:

SLC 91 2205 35 (Measure based on Operating Costs). SLC 91 2205 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter.

Total costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter.

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 expense.
- 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.
- Municipalities were excluded if the Operating Cost measure in SLC 91 2205 35 was less than or equal to zero.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 97 of the 179 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 12 municipalities reported Interest on Long Term Debt.
- 159 municipalities did not report Amortization.

FIR Reference:

SLC 91 2205 35 (Measure based on Operating Costs). SLC 91 2205 45 (Measure based on Total Costs).

Roadways — Winter Control: Efficiency

Operating costs for winter control maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre.

Total costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre.

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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

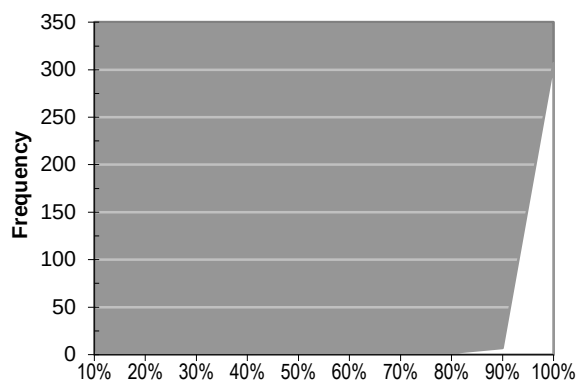
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization is reported.

Roadways — Winter Control: Effectiveness

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

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

**Percentage of Winter Events Where the Response Met or Exceeded Locally Determined Road Maintenance Standards
2010 (All Municipalities)**



RESULTS			Percentage of winter events where the response met or exceeded locally determined road maintenance standards				
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	68	2% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	10	88% to 100%	100%	100%	100%	100%	100%
20,000 +	4	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	11	99% to 100%	100%	100%	100%	100%	100%
Counties	19	98% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	4	100%	100%	100%	100%	100%	100%
10,000 – 99,999	13	80% to 100%	100%	100%	100%	100%	100%
100,000 +	6	95% to 100%	98%	100%	100%	98%	100%
Lower-tiers							
< 5,000	43	86% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	50	33% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	48	3% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	19	100%	100%	100%	100%	100%	100%
40,000 – 99,999	10	100%	100%	100%	100%	100%	100%
100,000 +	13	100%	100%	100%	100%	100%	100%
ALL MUNICIPALITES	318	2% to 100%	100%	100%	100%	100%	100%
# Reporting			318	314	356	352	345

FIR Reference: SLC 92 2251 07

Conditions:

- Result does not exceed 100%.
- “Number of winter events” 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.

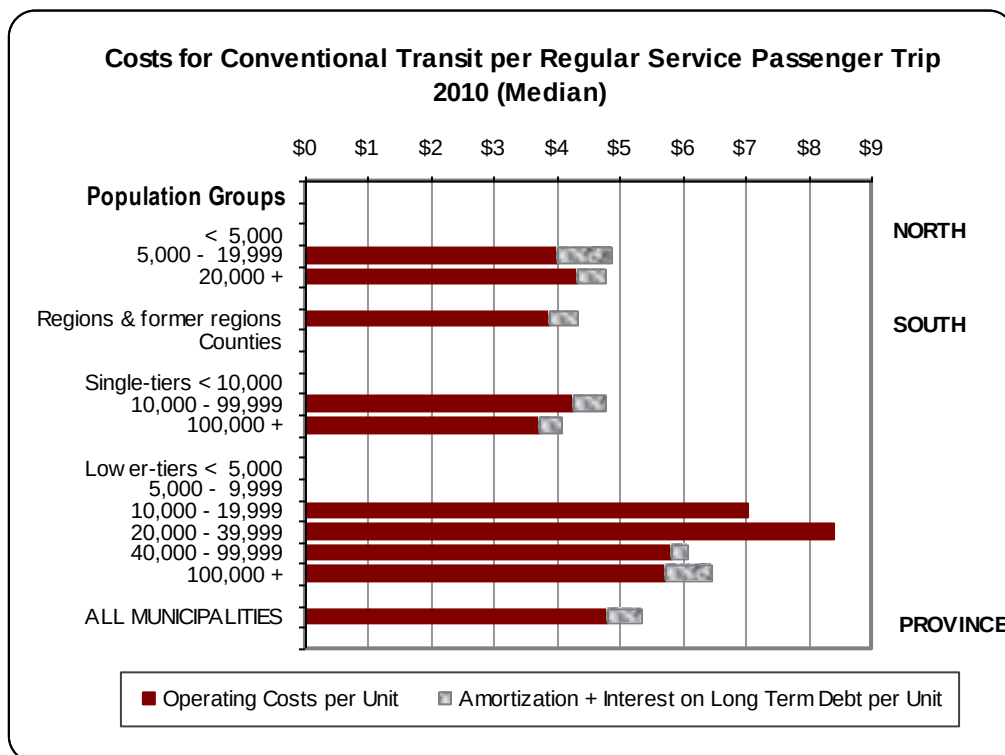
Objective	Provide an appropriate winter storm event response.
Factors Affecting Results	Effectiveness results are influenced by the same factors which affect the efficiency measure, including financial reporting practices, climate, road types and traffic volume, development patterns, equipment condition 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 groups is 100%. However, the range should be examined for each municipal group as not every municipality will have a result of 100%.

Conventional Transit: Efficiency

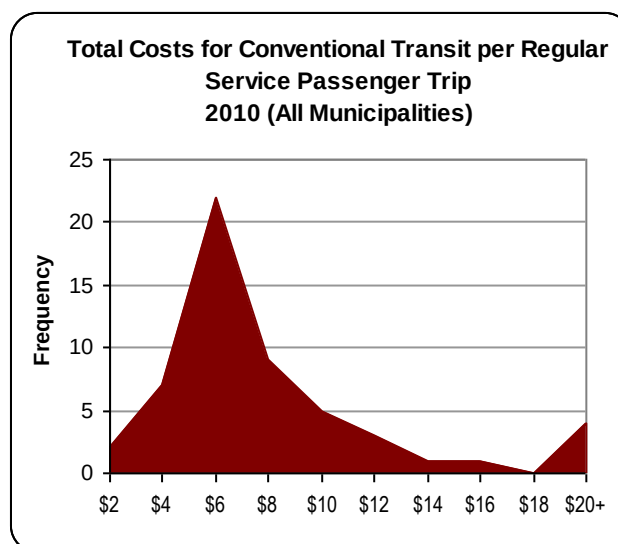
Operating costs for conventional transit per regular service passenger trip.

Total costs for conventional transit per regular service passenger trip.

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



Note: The only lower-tier reporting in the < 5,000 population group is not included because the result is outside the range of the bar graph.



RESULTS		Operating costs for conventional transit per regular service passenger trip. Total costs for conventional transit per regular service passenger trip.			
				2010	2009
Population	Reporting	Range		Median	Median
	#	\$		\$	\$
NORTH					
< 5,000	Operating Costs				
	Total Costs				
5,000 – 19,999	Operating Costs	3	1.68 to 4.41	4.02	4.58
	Total Costs	3	1.68 to 5.09	4.86	
20,000 +	Operating Costs	4	2.74 to 5.00	4.32	4.53
	Total Costs	4	3.15 to 5.69	4.76	
SOUTH					
Regions & Former Regions	Operating Costs	7	2.88 to 7.28	3.89	4.37
	Total Costs	7	4.08 to 8.71	4.31	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs				
	Total Costs				
10,000 – 99,999	Operating Costs	10	2.80 to 12.30	4.27	4.93
	Total Costs	10	3.17 to 13.86	4.76	
100,000 +	Operating Costs	6	2.50 to 6.61	3.71	4.04
	Total Costs	6	2.94 to 6.64	4.08	
Lower-tiers					
< 5,000	Operating Costs	1	68.10	68.10	9.16
	Total Costs	1	72.77	72.77	
5,000 – 9,999	Operating Costs				
	Total Costs				
10,000 – 19,999	Operating Costs	7	1.95 to 14.78	7.03	3.98
	Total Costs	7	1.95 to 14.91	7.03	
20,000 – 39,999	Operating Costs	8	3.43 to 270.88	8.38	9.00
	Total Costs	8	3.98 to 270.88	8.64	
40,000 – 99,999	Operating Costs	3	5.60 to 16.72	5.81	6.47
	Total Costs	3	6.20 to 18.57	6.54	
100,000 +	Operating Costs	5	2.60 to 7.98	5.74	6.35
	Total Costs	5	3.13 to 9.17	6.48	
ALL MUNICIPALITIES	Operating Costs	54	1.68 to 270.88	4.80	5.12
	Total Costs	54	1.68 to 270.88	5.35	
# Reporting	Operating Costs			54	
	Total Costs			54	

FIR Reference:

SLC 91 2303 35 (Measure based on Operating Costs). SLC 91 2303 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for conventional transit per regular service passenger trip.

Total costs for conventional transit per regular service passenger trip.

The number of municipalities reporting reflects the condition 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 expense.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 43 of the 51 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 17 municipalities reported Interest on Long Term Debt.
- 8 municipalities did not report Amortization.

FIR Reference:

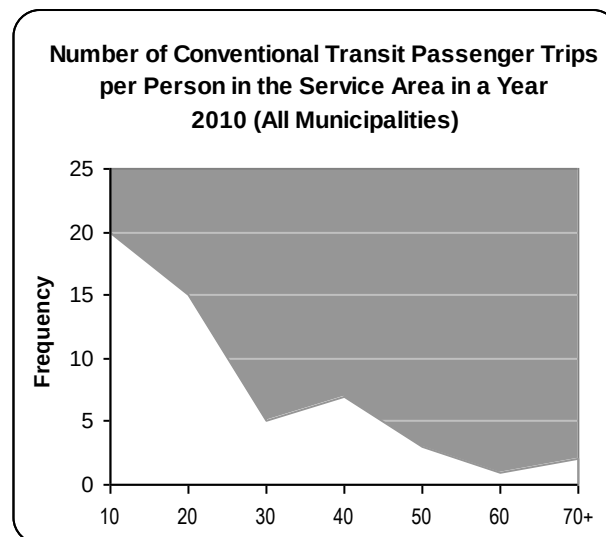
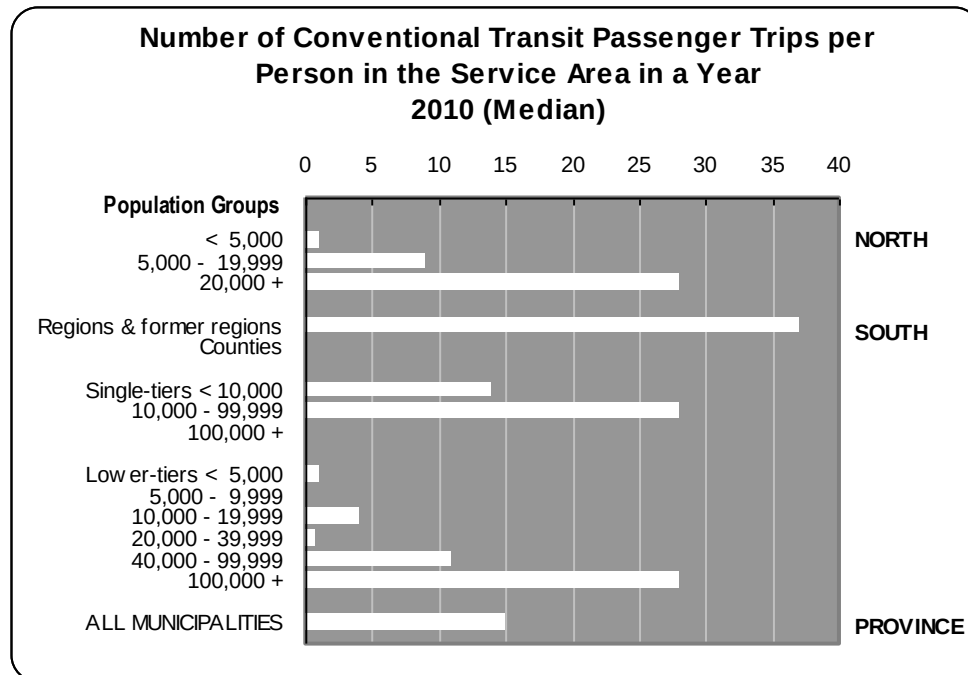
SLC 91 2303 35 (Measure based on Operating Costs). SLC 91 2303 45 (Measure based on Total Costs).

Conventional Transit Ridership: Effectiveness

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

Total number of regular service passenger trips on
conventional transit in the service area

Population of service area



RESULTS		Number of conventional transit passenger trips per person in the service area in a year.					
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	1	1	1				
5,000 – 19,999	3	8 to 12	9	9	10	9	0.2
20,000 +	4	23 to 40	28	27	26	24	9
SOUTH							
Regions & Former Regions	7	16 to 172	37	31	33	32	33
Counties							
Single-tiers							
<10,000							
10,000 – 99,999	10	2 to 40	14	11	13	12	9
100,000 +	6	4 to 59	28	30	30	29	27
Lower-tiers							
< 5,000	1	1	1	12	0.9	0.07	14
5,000 – 9,999				2			
10,000 – 19,999	6	2 to 20	4	4	4	4	4
20,000 – 39,999	7	0.2 to 15	0.8	0.8	2	1	1
40,000 – 99,999	3	2 to 18	11	11	10	9	7
100,000 +	5	12 to 42	28	25	27	26	25
ALL MUNICIPALITIES	53	0.2 to 172	15	13	15	14	15
# Reporting			53	54	53	54	52

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.
- **Notes:**
- A low median value for the measure may reflect a small number of municipalities reporting and/or a low number of passenger trips relative to the population of the service area.
- In the South, in the group of lower-tiers with a population below 5,000, the measure was reported by one municipality in 2006, 2008 and 2009 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 2009.
- In the South in the group of lower-tiers with a population between 20,000 and 39,999 the measure was reported by 5 to 8 municipalities between 2006 and 2009.

Conventional Transit Ridership: Efficiency and Effectiveness

Operating costs for conventional transit per regular service passenger trip.

Total costs for conventional transit per regular service passenger trip.

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

Objectives

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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets

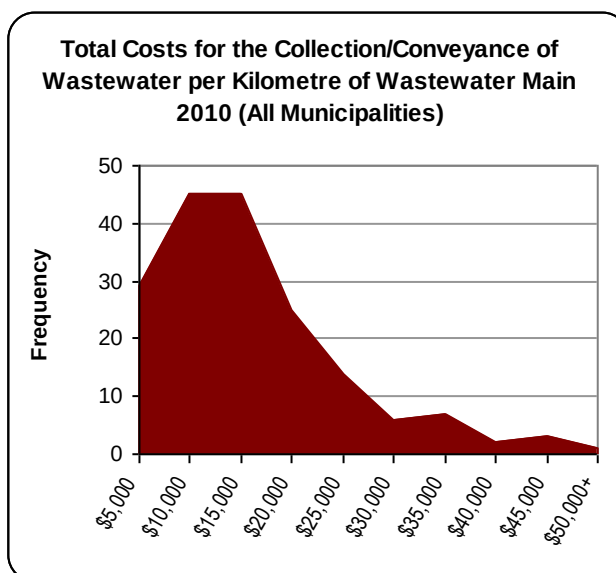
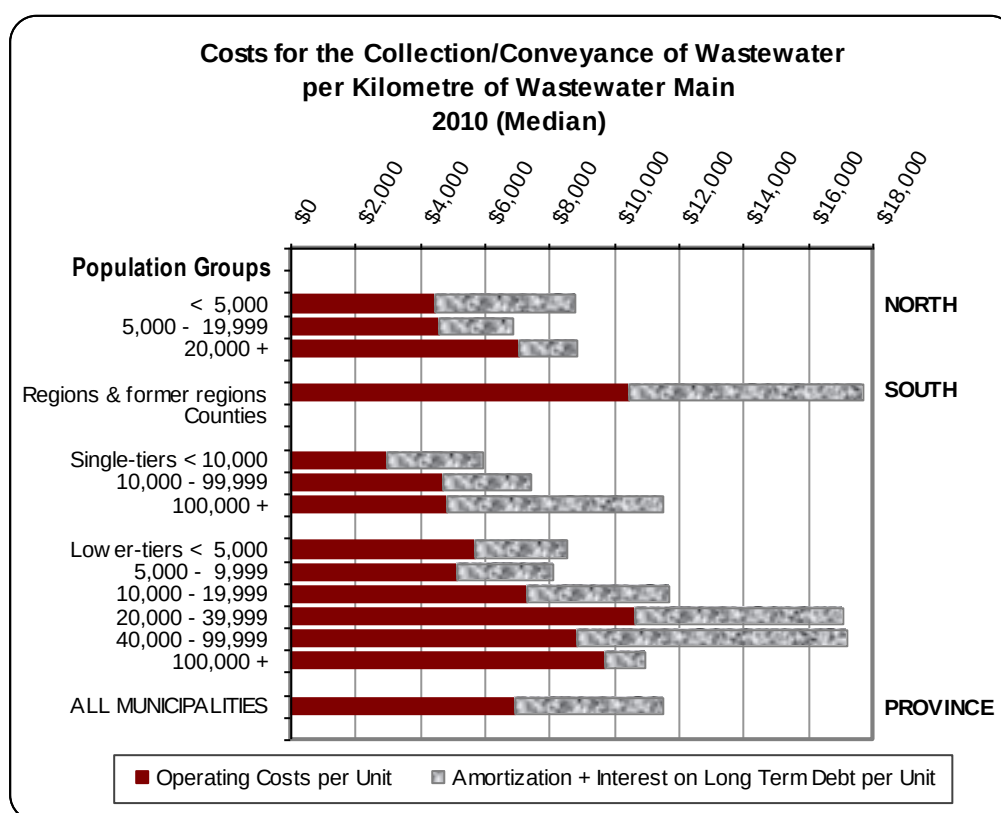
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization is reported.

Wastewater Collection: Efficiency

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

Total costs for the collection/conveyance of wastewater per kilometre of wastewater main.

$$\frac{\text{Costs for the collection/conveyance of wastewater}}{\text{Total kilometres of wastewater mains}}$$



RESULTS		Operating costs for the collection/conveyance of wastewater per kilometre of wastewater main. Total costs for the collection/conveyance of wastewater per kilometre of wastewater main.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	23	405 to 24,113	4,452	3,510
	Total Costs	23	405 to 41,111	8,774	
5,000 – 19,999	Operating Costs	10	1,055 to 16,755	4,596	10,113
	Total Costs	10	2,577 to 25,658	6,865	
20,000 +	Operating Costs	4	6,430 to 15,054	7,075	9,555
	Total Costs	4	7,250 to 17,989	8,828	
SOUTH					
Regions & Former Regions	Operating Costs	12	3,122 to 56,398	10,448	8,507
	Total Costs	12	5,057 to 195,277	17,712	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	4	1,871 to 8,381	2,985	5,839
	Total Costs	4	4,641 to 10,993	5,943	
10,000 – 99,999	Operating Costs	12	2,097 to 11,322	4,731	4,906
	Total Costs	12	3,556 to 16,604	7,407	
100,000 +	Operating Costs	6	3,151 to 12,816	4,831	5,159
	Total Costs	6	7,598 to 16,188	11,508	
Lower-tiers					
< 5,000	Operating Costs	13	1,274 to 26,982	5,706	4,482
	Total Costs	13	3,985 to 31,509	8,524	
5,000 – 9,999	Operating Costs	32	276 to 23,736	5,119	5,634
	Total Costs	32	687 to 34,057	8,124	
10,000 – 19,999	Operating Costs	33	1,031 to 27,302	7,305	7,515
	Total Costs	33	3,463 to 31,135	11,715	
20,000 – 39,999	Operating Costs	17	1,983 to 37,212	10,623	7,400
	Total Costs	17	6,787 to 44,061	17,051	
40,000 – 99,999	Operating Costs	5	5,922 to 31,349	8,886	7,212
	Total Costs	5	11,162 to 32,672	17,223	
100,000 +	Operating Costs	6	4,054 to 34,855	9,733	9,276
	Total Costs	6	4,223 to 37,227	10,976	
ALL MUNICIPALITIES	Operating Costs	177	276 to 56,398	6,941	6,475
	Total Costs	177	405 to 195,277	11,508	
# Reporting	Operating Costs			177	166
	Total Costs			177	166

FIR Reference:

SLC 91 3111 35 (Measure based on Operating Costs). SLC 91 3111 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

Total costs for the collection/conveyance of wastewater per kilometre of wastewater main.

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 expense.
- Operating Costs for wastewater collection/conveyance were less or equal to \$2.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 129 of the 139 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 74 municipalities reported Interest on Long Term Debt.
- 14 municipalities did not report Amortization.

FIR Reference:

SLC 91 3111 35 (Measure based on Operating Costs). SLC 91 3111 45 (Measure based on Total Costs).

Wastewater Collection: Efficiency

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

Total costs for the collection/conveyance of wastewater per kilometre of wastewater main.

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.

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.
- 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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization is reported.

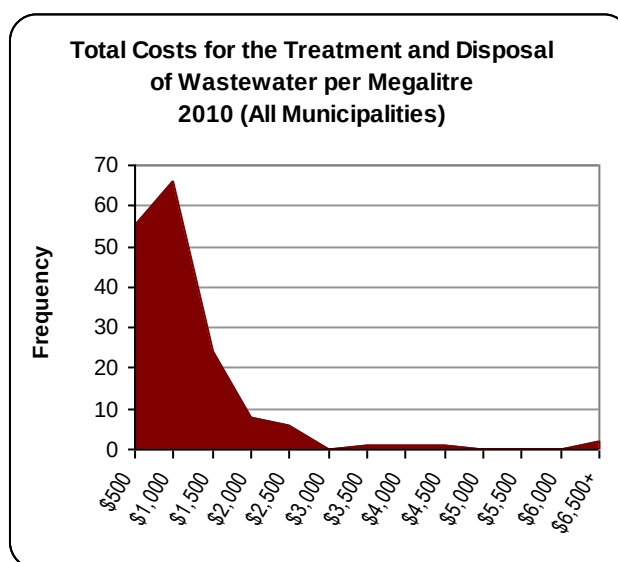
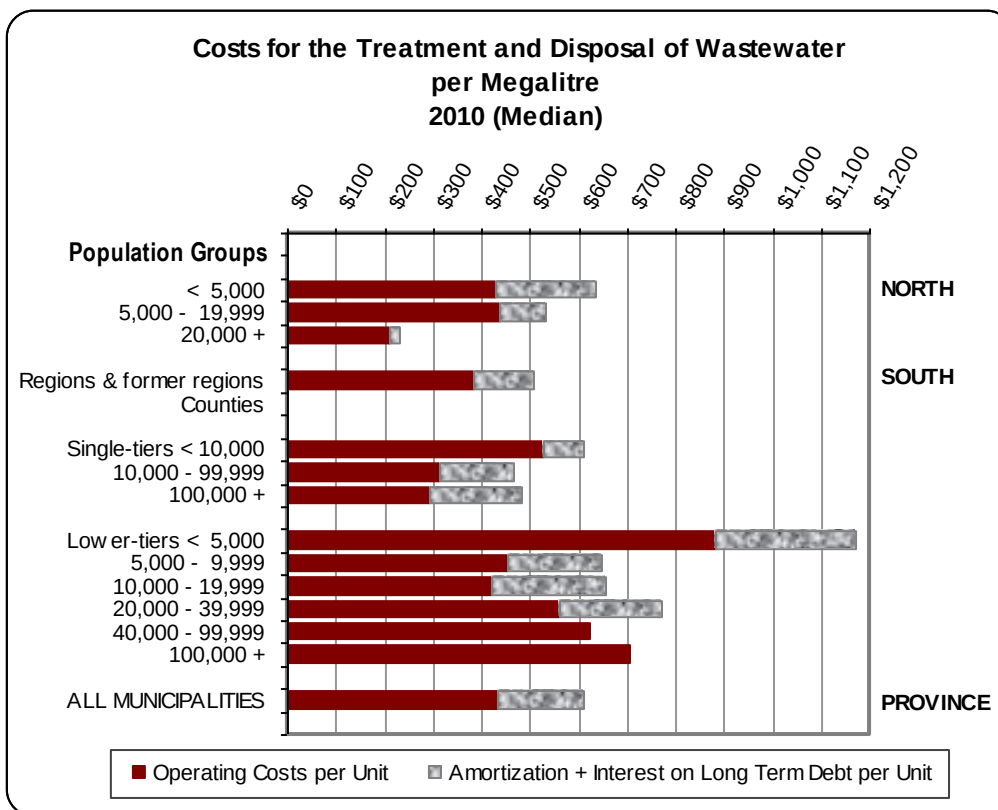
Wastewater Treatment and Disposal: Efficiency

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

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

Costs for the treatment and disposal of wastewater

Total megalitres of wastewater treated



RESULTS		Operating costs for the treatment and disposal of wastewater per megalitre. Total costs for the treatment and disposal of wastewater per megalitre.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	24	0.2 to 25,523	428	372
	Total Costs	24	0.2 to 66,812	634	
5,000 – 19,999	Operating Costs	9	271 to 644	436	293
	Total Costs	9	286 to 801	532	
20,000 +	Operating Costs	4	125 to 353	210	206
	Total Costs	4	137 to 514	229	
SOUTH					
Regions & Former Regions	Operating Costs	12	154 to 973	383	303
	Total Costs	12	197 to 1,954	506	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	3	411 to 657	526	412
	Total Costs	3	593 to 768	611	
10,000 – 99,999	Operating Costs	13	135 to 776	314	297
	Total Costs	13	137 to 791	467	
100,000 +	Operating Costs	6	155 to 567	293	274
	Total Costs	6	378 to 1,003	481	
Lower-tiers					
< 5,000	Operating Costs	17	21 to 2,292	883	814
	Total Costs	17	63 to 3,287	1,173	
5,000 – 9,999	Operating Costs	30	106 to 1,908	455	445
	Total Costs	30	112 to 2,231	648	
10,000 – 19,999	Operating Costs	29	118 to 3,088	420	383
	Total Costs	29	128 to 4,076	654	
20,000 – 39,999	Operating Costs	12	314 to 901	560	481
	Total Costs	12	317 to 1,796	773	
40,000 – 99,999	Operating Costs	2	622 to 710	622	570
	Total Costs	2	622 to 710	622	
100,000 +	Operating Costs	3	704 to 783	704	708
	Total Costs	3	704 to 783	706	
ALL MUNICIPALITIES	Operating Costs	164	0.2 to 25,523	433	412
	Total Costs	164	0.2 to 66,812	611	
# Reporting	Operating Costs			164	139
	Total Costs			164	

FIR Reference:

SLC 91 3112 35 (Measure based on Operating Costs). SLC 91 3112 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

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 expense.
- "Operating costs for wastewater treatment and disposal" in the numerator in SLC 91 3112 30 were less than \$2.
- The number of megalitres of wastewater treated in SLC 91 3112 35 exceeded 1.25 times the population reported by the municipality in SLC 02 0041 01.
- Megalitres of wastewater treated in SLC 91 3112 11 were less than or equal to 5.0.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 122 of the 140 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 69 municipalities reported Interest on Long Term Debt.
- 26 municipalities did not report Amortization.

FIR Reference:

SLC 91 3112 35 (Measure based on Operating Costs). SLC 91 3112 45 (Measure based on Total Costs).

Wastewater Treatment and Disposal: Efficiency

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

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

Objectives

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

Results are influenced by:

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.
- 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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

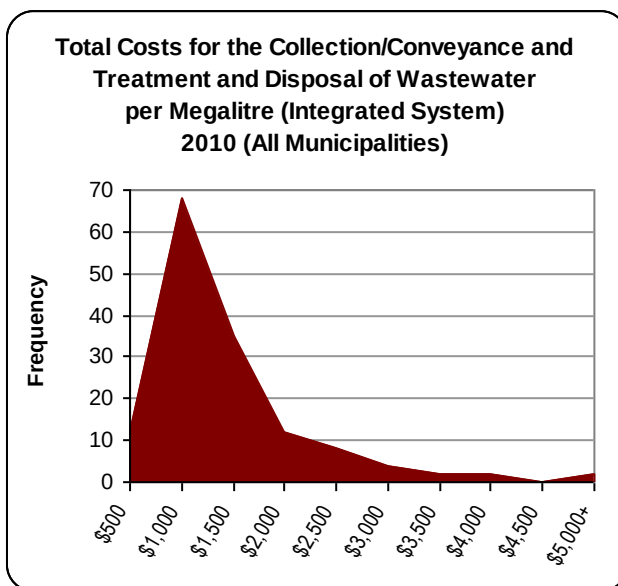
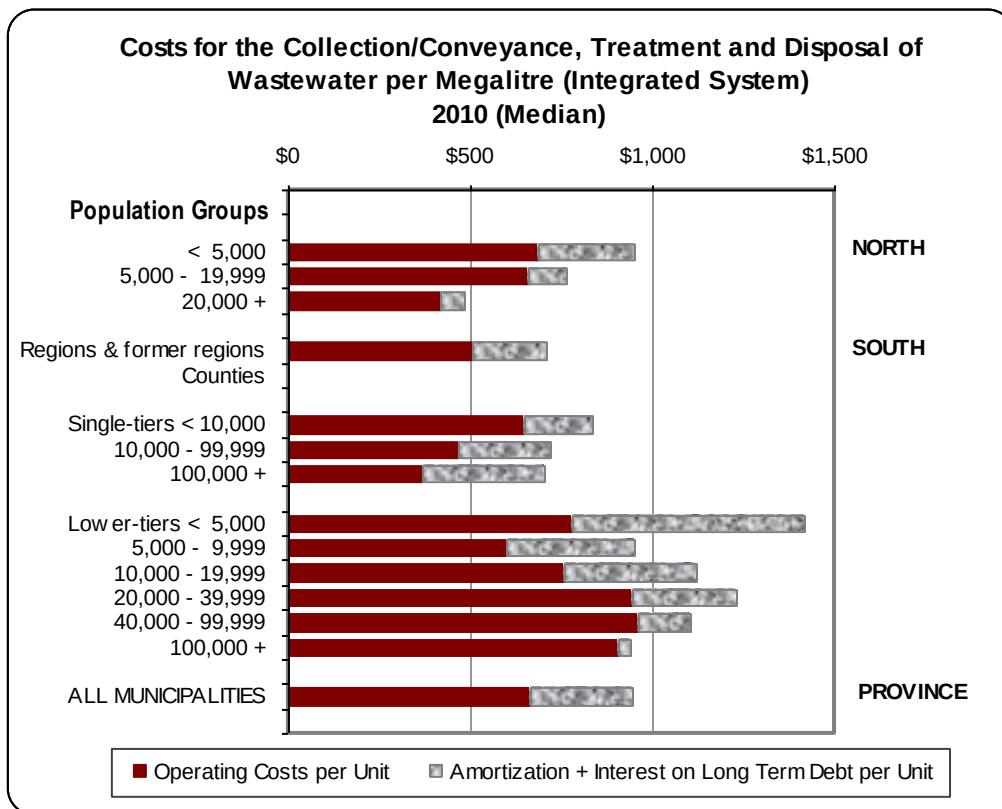
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Wastewater Collection, Treatment and Disposal (Integrated System): Efficiency

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

Total costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System).

$$\frac{\text{Costs for the collection, treatment and disposal of wastewater}}{\text{Total megalitres of wastewater treated}}$$



RESULTS		Operating costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System). Total costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System).			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	19	38 to 2,643	688	466
	Total Costs	19	90 to 7,042	950	
5,000 – 19,999	Operating Costs	9	486 to 858	661	558
	Total Costs	9	695 to 1,198	763	
20,000 +	Operating Costs	4	360 to 518	415	391
	Total Costs	4	399 to 714	484	
SOUTH					
Regions & Former Regions	Operating Costs	12	325 to 1,725	506	435
	Total Costs	12	515 to 3,307	708	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	3	449 to 772	651	575
	Total Costs	3	716 to 946	836	
10,000 – 99,999	Operating Costs	13	234 to 926	467	420
	Total Costs	13	274 to 1,023	719	
100,000 +	Operating Costs	6	343 to 925	369	414
	Total Costs	6	486 to 1,362	704	
Lower-tiers					
< 5,000	Operating Costs	10	162 to 2,522	781	660
	Total Costs	10	243 to 3,969	1,415	
5,000 – 9,999	Operating Costs	28	152 to 1,706	599	585
	Total Costs	28	200 to 2,830	952	
10,000 – 19,999	Operating Costs	24	237 to 3,860	756	616
	Total Costs	24	255 to 5,054	1,123	
20,000 – 39,999	Operating Costs	12	485 to 1,849	945	719
	Total Costs	12	752 to 2,373	1,231	
40,000 – 99,999	Operating Costs	2	959 to 980	959	727
	Total Costs	2	1,107 to 1,177	1,107	
100,000 +	Operating Costs	3	878 to 913	908	784
	Total Costs	3	878 to 1,019	942	
ALL MUNICIPALITIES	Operating Costs	145	38 to 3,860	665	558
	Total Costs	145	90 to 7,042	946	
# Reporting	Operating Costs			145	128
	Total Costs			145	

FIR Reference:

SLC 91 3113 35 (Measure based on Operating Costs). SLC 91 3113 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

Total costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System).

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 expense.
- 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.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 129 of the 133 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 84 municipalities reported Interest on Long Term Debt.
- 5 municipalities did not report Amortization.

FIR Reference:

SLC 91 3113 35 (Measure based on Operating Costs). SLC 91 3113 45 (Measure based on Total Costs).

Wastewater Collection/Conveyance, Treatment and Disposal (Integrated System): Efficiency

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

Total costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System).

Objective

Efficient municipal wastewater services.

Notes

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

If a municipality has an integrated wastewater system, the integrated measure for wastewater collection/conveyance, treatment and disposal, is automatically calculated.

Factors Affecting Results

Results are influenced by:

- Whether sanitary and storm sewer systems are combined or separate.
- Whether costs for wastewater collection/conveyance 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/conveyance 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/conveyance 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/conveyance of wastewater is also influenced by:

- Age, condition and size of the wastewater collection/conveyance 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.

Results for Total Costs Measure

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

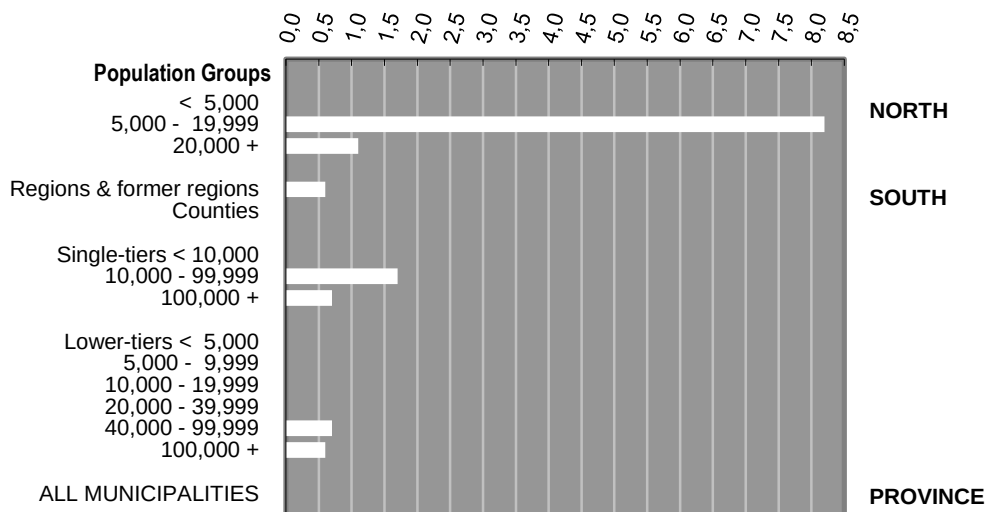
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Wastewater Main Backups: Effectiveness

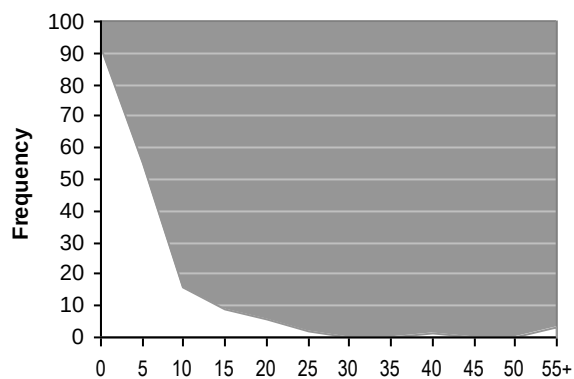
Number of wastewater main backups per 100 kilometres of wastewater main in a year.

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

Number of wastewater main backups per 100 kilometres of wastewater main in a year 2010 (Median)



Number of Wastewater Backups per 100 Kilometres of Wastewater Main in a Year 2010 (All Municipalities)



RESULTS		Number of wastewater main backups per 100 kilometres of wastewater main in a year.					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	27	0.0 to 14.3	0.0	0.0	0.0	0.0	0.0
5,000 – 19,999	10	0.8 to 36.6	8.2	12.3	16.7	13.5	5.5
20,000 +	4	0.39 to 18.1	1.1	2.9	1.4	3.0	6.3
SOUTH							
Regions & Former Regions	9	0.0 to 4.0	0.6	1.3	1.2	2.0	1.9
Counties							
Single-tiers							
<10,000	4	0.0 to 6.0	0.0	0.0	0.0	9.1	3.3
10,000 – 99,999	12	0.0 to 11.1	1.7	1.6	1.6	2.6	2.7
100,000 +	6	0.0 to 8.3	0.7	0.9	1.7	1.0	1.0
Lower-tiers							
< 5,000	15	0.0 to 75.0	0.0	0.0	0.0	0.0	0.0
5,000 – 9,999	35	0.0 to 54.8	0.0	2.0	1.3	2.1	1.0
10,000 – 19,999	35	0.0 to 16.4	0.0	1.1	0.6	3.3	3.7
20,000 – 39,999	16	0.0 to 112.6	0.0	0.0	1.3	0.0	7.3
40,000 – 99,999	5	0.0 to 5.6	0.7	1.1	0.7	0.7	0.6
100,000 +	6	0.4 to 6.2	0.6	2.5	1.6	2.1	1.6
ALL MUNICIPALITIES	184	0.0 to 112.6	0.0	1.0	1.3	2.2	2.1
# Reporting			184	173	191	189	188

FIR Reference: SLC 92 3154 07

The number of municipalities reporting reflects the condition listed below.

No conditions.

Wastewater Main Backups: Effectiveness

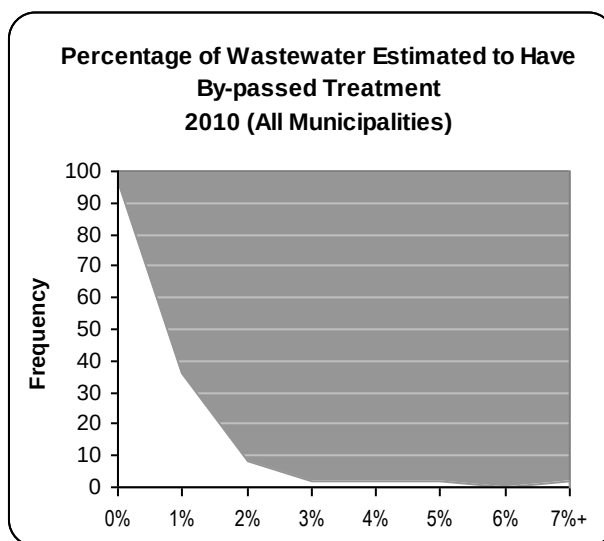
Number of wastewater main backups per 100 kilometres of wastewater main in a year.

Objective	Municipal sewage management practices prevent environmental and human health hazards.
Factors Affecting Results	Results are influenced by: ■ 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.

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



RESULTS			Percentage of wastewater estimated to have by-passed treatment.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	16	0.000% to 16.874%	0.000%	0.000%	0.000%	0.000%	0.000%
5,000 – 19,999	10	0.000% to 1.156%	0.009%	0.000%	0.195%	0.000%	0.230%
20,000 +	4	0.000% to 0.088%	0.000%	0.000%	0.000%	0.000%	0.000%
SOUTH							
Regions & Former Regions	11	0.000% to 4.034%	0.242%	0.023%	0.067%	0.015%	0.080%
Counties							
Single-tiers							
<10,000	4	0.000% to 0.166%	0.000%	0.021%	0.000%	0.000%	0.000%
10,000 – 99,999	13	0.000% to 2.068%	0.000%	0.020%	0.046%	0.000%	0.017%
100,000 +	5	0.000% to 1.148%	0.067%	0.040%	0.002%	0.000%	0.238%
Lower-tiers							
< 5,000	17	0.000% to 4.610%	0.000%	0.000%	0.000%	0.000%	0.000%
5,000 – 9,999	30	0.000% to 0.495%	0.000%	0.000%	0.000%	0.000%	0.000%
10,000 – 19,999	27	0.000% to 1.819%	0.000%	0.000%	0.000%	0.000%	0.000%
20,000 – 39,999	10	0.000% to 6.926%	0.000%	0.000%	0.000%	0.000%	0.000%
40,000 – 99,999	1	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
100,000 +	1	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
ALL MUNICIPALITIES	149	0.000% to 16.874%	0.000%	0.000%	0.000%	0.000%	0.000%
# Reporting			149	125	161	160	165

FIR Reference: SLC 92 3155 07.

The number of municipalities reporting reflects the conditions listed below.

Conditions:

- The measure was less than or equal to 100%.
- “Total megalitres of treated wastewater plus estimated megalitres of untreated wastewater” in the denominator is less than 1.25 times the Population entered by the municipality in SLC 02 0041 01.
- If the estimated number of megalitres of untreated wastewater in the numerator of the measure in SLC 92 2155 05 equals zero, then the denominator, “Total megalitres of untreated wastewater plus estimated megalitres of untreated wastewater” cannot be greater than the number of treated megalitres of wastewater reported in the denominator of the efficiency measure for wastewater treatment and disposal.
IF SLC 92 3155 05 = 0, then SLC 92 3155 06 is not > SLC 91 3112 31 + 1.
- If the estimated number of megalitres of untreated wastewater in the numerator of the measure in SLC 92 2155 05 equals zero, then the denominator, “Total megalitres of untreated wastewater plus estimated megalitres of untreated wastewater” cannot be less than the number of treated megalitres of wastewater reported in the denominator of the efficiency measure for wastewater treatment and disposal.
IF SLC 92 3155 05 = 0, then SLC 92 3155 06 is not < SLC 91 3112 31.

Notes:

A bar graph is not included because median 2010 values for all but three 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.

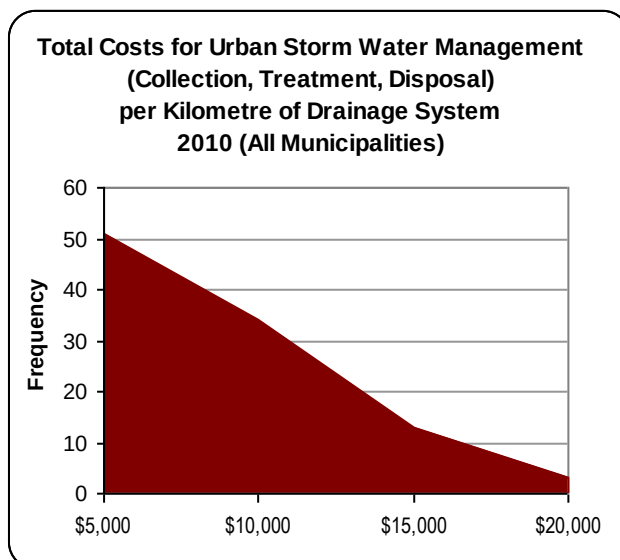
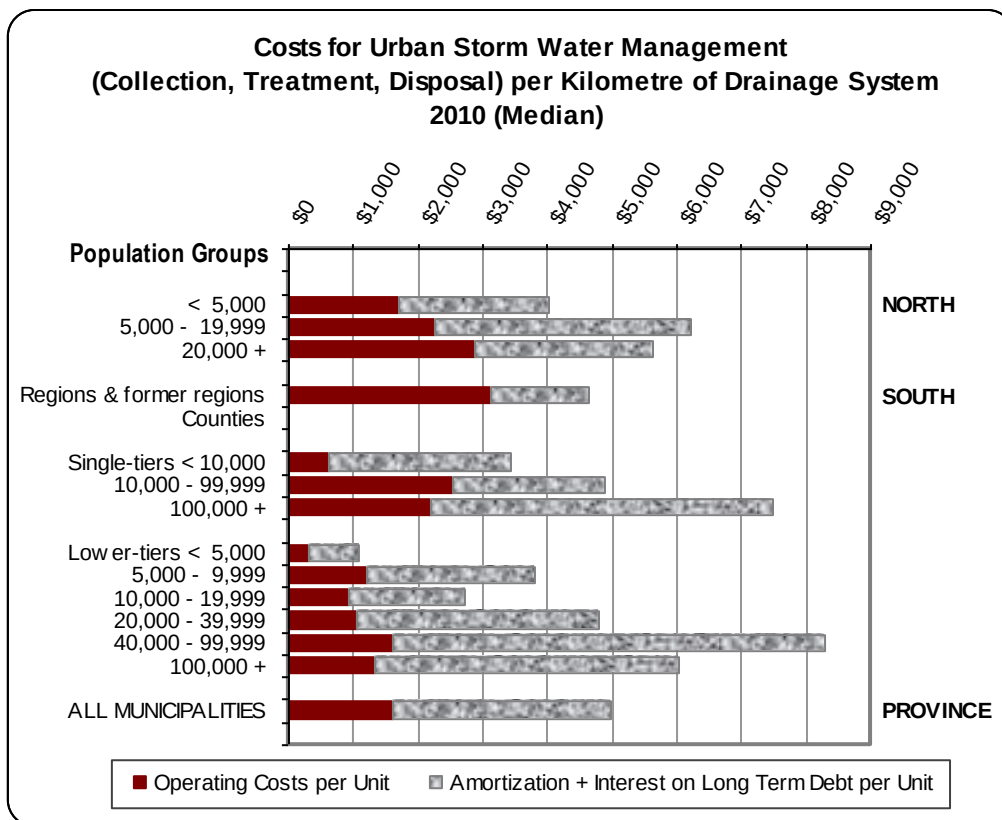
Urban Storm Water Management: Efficiency

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

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

Costs of urban storm water management

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



RESULTS		Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.			
		Total costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.			
				2010	2009
Population	Reporting #	Range \$		Median \$	Median \$
NORTH					
< 5,000	Operating Costs	8	116 to 3,188	1,711	1,670
	Total Costs	8	1,869 to 19,838	4,026	
5,000 – 19,999	Operating Costs	5	45 to 7,357	2,270	3,360
	Total Costs	5	435 to 16,941	6,226	
20,000 +	Operating Costs	4	2,169 to 5,702	2,866	1,672
	Total Costs	4	4,545 to 15,949	5,615	
SOUTH					
Regions & Former Regions	Operating Costs	6	1,435 to 4,801	3,137	2,960
	Total Costs	6	2,955 to 8,538	4,627	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	2	612 to 2,293	612	532
	Total Costs	2	3,422 to 4,300	3,422	
10,000 – 99,999	Operating Costs	11	444 to 8,051	2,540	2,115
	Total Costs	11	1,509 to 14,580	4,875	
100,000 +	Operating Costs	6	1,809 to 3,947	2,209	2,311
	Total Costs	6	6,143 to 13,039	7,476	
Lower-tiers					
< 5,000	Operating Costs	3	315 to 1,074	322	603
	Total Costs	3	315 to 2,340	1,074	
5,000 – 9,999	Operating Costs	10	270 to 3,812	1,206	974
	Total Costs	10	286 to 6,207	3,812	
10,000 – 19,999	Operating Costs	14	181 to 4,557	928	864
	Total Costs	14	590 to 10,058	2,710	
20,000 – 39,999	Operating Costs	12	49 to 4,686	1,066	801
	Total Costs	12	74 to 13,233	4,809	
40,000 – 99,999	Operating Costs	7	793 to 2,921	1,619	1,257
	Total Costs	7	5,882 to 11,681	8,290	
100,000 +	Operating Costs	13	652 to 5,678	1,329	1,235
	Total Costs	13	2,536 to 12,055	6,027	
ALL MUNICIPALITIES	Operating Costs	101	45 to 8,051	1,617	1,509
	Total Costs	101	74 to 19,838	4,978	
# Reporting	Operating Costs			101	94
	Total Costs			101	

FIR Reference:

SLC 91 3209 35 (Measure based on Operating Costs). SLC 91 3209 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

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 zero. This excludes municipalities reporting only the allocation of Program Support as an expense or a residual amount in one of the other categories.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 66 of the 74 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 21 municipalities reported Interest on Long Term Debt.
- 12 municipalities did not report Amortization.

FIR Reference:

SLC 91 3209 35 (Measure based on Operating Costs). SLC 91 3209 45 (Measure based on Total Costs).

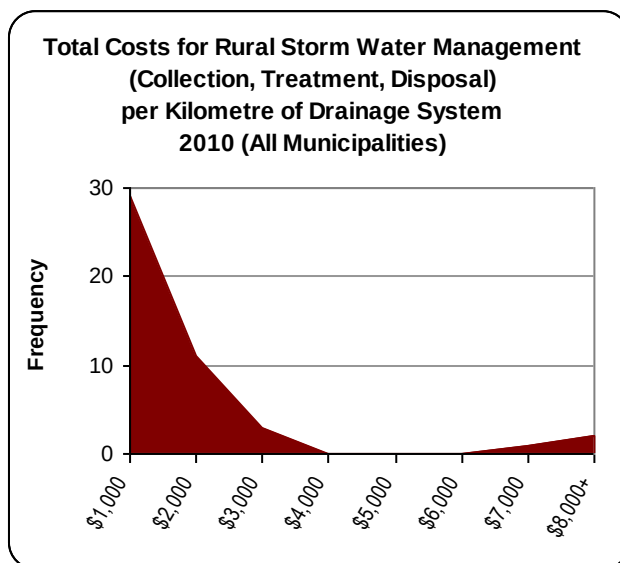
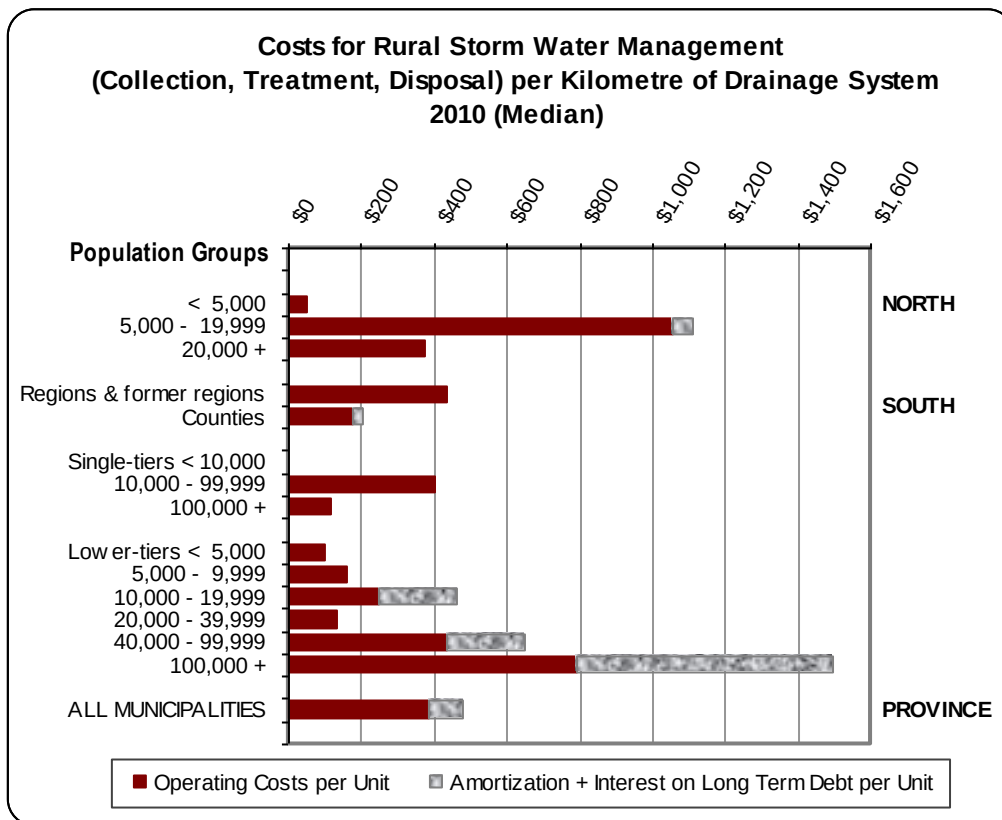
Rural Storm Water Management: Efficiency

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

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

Costs of rural storm water management

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



RESULTS		Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system. Total costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	2	50 to 165	50	32
	Total Costs	2	50 to 527	50	
5,000 – 19,999	Operating Costs	4	45 to 22,532	1,056	182
	Total Costs	4	434 to 22,532	1,108	
20,000 +	Operating Costs	1	374	374	537
	Total Costs	1	374	374	
SOUTH					
Regions & Former Regions	Operating Costs	4	386 to 4,872	433	390
	Total Costs	4	386 to 6,405	433	
Counties	Operating Costs	2	177 to 293	177	
	Total Costs	2	205 to 301	205	
Single-tiers					
<10,000	Operating Costs				
	Total Costs				
10,000 – 99,999	Operating Costs	5	211 to 1,558	402	136
	Total Costs	5	211 to 1,558	402	
100,000 +	Operating Costs	2	114 to 1,138	114	99
	Total Costs	2	114 to 1,138	114	
Lower-tiers					
< 5,000	Operating Costs	3	65 to 168	98	90
	Total Costs	3	65 to 212	98	
5,000 – 9,999	Operating Costs	2	162 to 303	162	561
	Total Costs	2	162 to 1,928	162	
10,000 – 19,999	Operating Costs	5	119 to 928	249	914
	Total Costs	5	119 to 2,731	460	
20,000 – 39,999	Operating Costs	3	4 to 1,757	130	357
	Total Costs	3	4 to 1,739	130	
40,000 – 99,999	Operating Costs	7	35 to 2,744	433	406
	Total Costs	7	35 to 2,805	650	
100,000 +	Operating Costs	6	172 to 5,776	794	1,012
	Total Costs	6	794 to 17,791	1,497	
ALL MUNICIPALITIES	Operating Costs	46	4 to 22,532	386	442
	Total Costs	46	4 to 22,532	477	
# Reporting	Operating Costs			46	39
	Total Costs			46	

FIR Reference:

SLC 91 3210 35 (Measure based on Operating Costs). SLC 91 3210 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

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 expense or a residual amount in one of the other categories.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 15 of the 36 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 2 municipalities reported Interest on Long Term Debt.
- 27 municipalities did not report Amortization.

FIR Reference:

SLC 91 3210 35 (Measure based on Operating Costs). SLC 91 3210 45 (Measure based on Total Costs).

Urban and Rural Storm Water Management: Efficiency

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

Total 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.

Total costs for urban 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.

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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

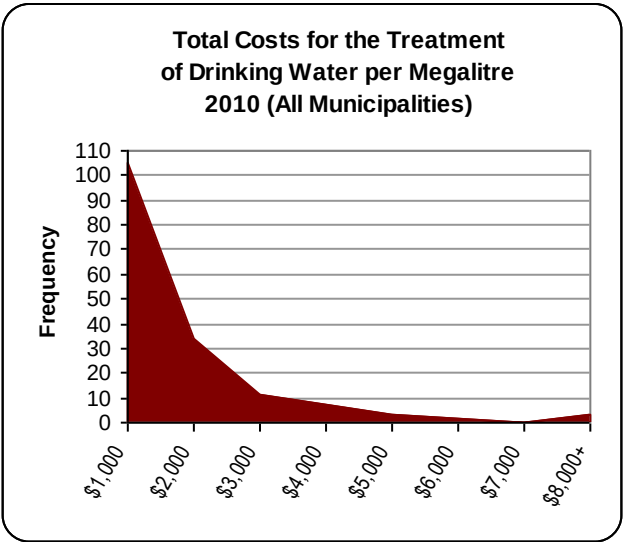
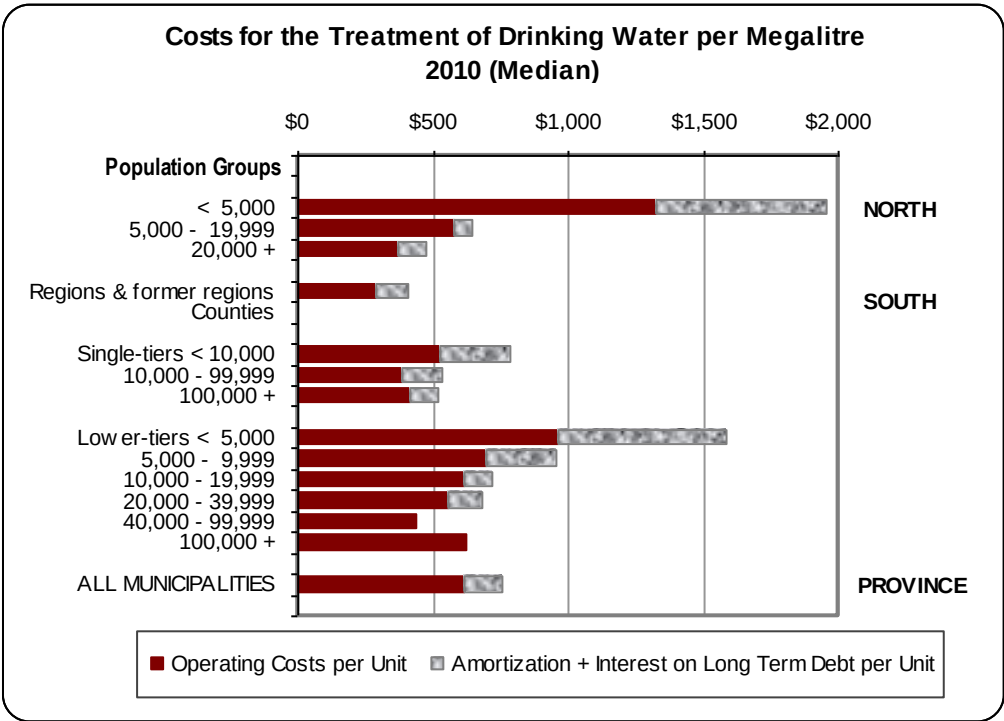
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Treatment of Drinking Water: Efficiency

Operating costs for the treatment of drinking water per megalitre.
Total costs for the treatment of drinking water per megalitre.

Costs for the treatment of drinking water

Total megalitres of drinking water treated



RESULTS		Operating costs for the treatment of drinking water per megalitre. Total costs for the treatment of drinking water per megalitre.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	23	162 to 10,950	1,323	1,158
	Total Costs	23	189 to 10,950	1,958	
5,000 – 19,999	Operating Costs	10	266 to 1,198	577	537
	Total Costs	10	334 to 2,013	645	
20,000 +	Operating Costs	4	323 to 444	371	292
	Total Costs	4	461 to 667	472	
SOUTH					
Regions & Former Regions	Operating Costs	12	157 to 745	287	307
	Total Costs	12	-115 to 1,610	404	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	3	476 to 637	523	475
	Total Costs	3	615 to 850	782	
10,000 – 99,999	Operating Costs	12	145 to 704	384	473
	Total Costs	12	179 to 1,081	537	
100,000 +	Operating Costs	5	124 to 485	417	166
	Total Costs	5	164 to 641	521	
Lower-tiers					
< 5,000	Operating Costs	17	-17 to 4,079	964	1,776
	Total Costs	17	32 to 7,911	1,582	
5,000 – 9,999	Operating Costs	30	-271 to 16,952	695	751
	Total Costs	30	-63 to 16,958	953	
10,000 – 19,999	Operating Costs	29	145 to 2,629	617	757
	Total Costs	29	194 to 4,110	721	
20,000 – 39,999	Operating Costs	15	174 to 1,815	556	520
	Total Costs	15	233 to 2,013	682	
40,000 – 99,999	Operating Costs	2	434 to 620	434	396
	Total Costs	2	434 to 620	434	
100,000 +	Operating Costs	3	614 to 691	621	625
	Total Costs	3	614 to 691	621	
ALL MUNICIPALITIES	Operating Costs	165	-271 to 16,952	614	625
	Total Costs	165	-115 to 16,958	758	
# Reporting	Operating Costs			165	134
	Total Costs			165	

FIR Reference:

SLC 91 3311 35 (Measure based on Operating Costs). SLC 91 3311 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for the treatment of drinking water per megalitre.

Total costs for the treatment of drinking water per megalitre.

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.
- Five megalitres or less were reported in the denominator.
- 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 expense or a residual amount in one of the other categories.
- 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 3313 31 if that measure is completed.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 123 of the 139 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 82 municipalities reported Interest on Long Term Debt.
- 23 municipalities did not report Amortization.

FIR Reference:

SLC 91 3311 35 (Measure based on Operating Costs). SLC 91 3311 45 (Measure based on Total Costs).

Treatment of Drinking Water: Efficiency

Operating costs for the treatment of drinking water per megalitre.

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.
Results for Total Costs Measure	Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets. ■ How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach. ■ If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization is reported.

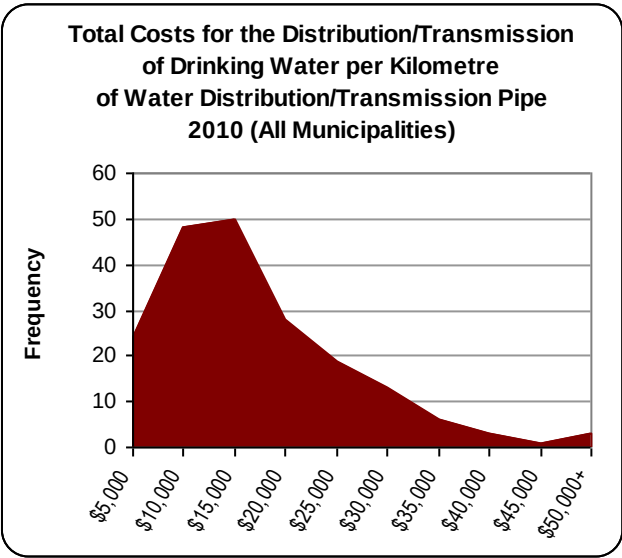
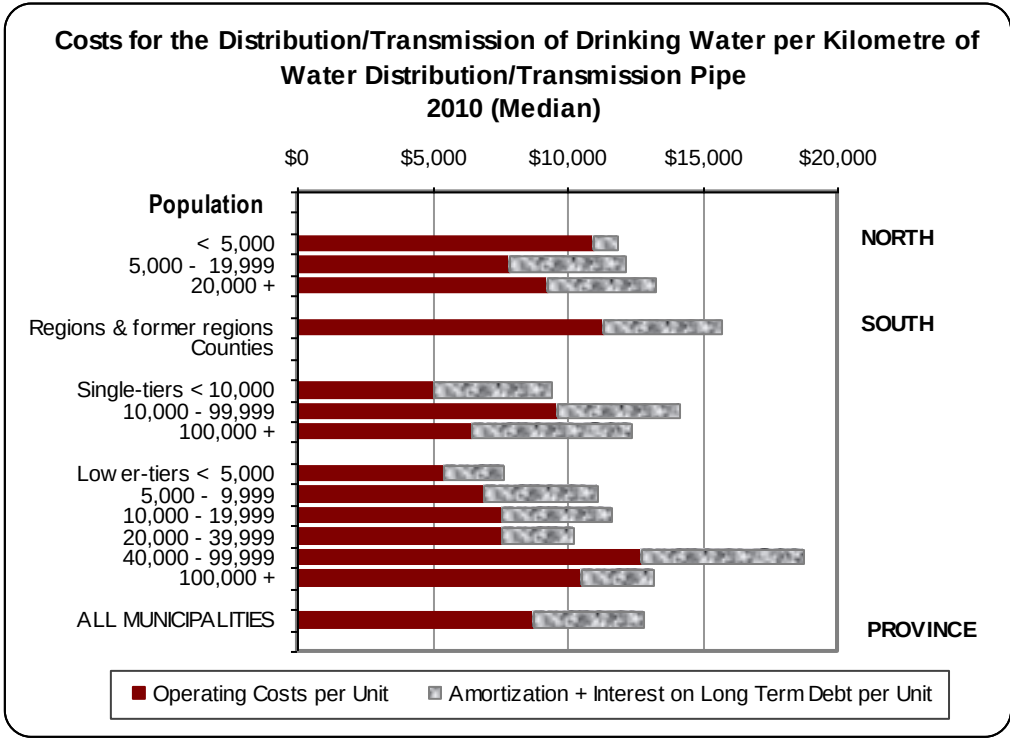
Distribution of Drinking Water: Efficiency

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

Total costs for the distribution/transmission of drinking water per kilometre of water distribution pipe.

Costs for the distribution/transmission of drinking water

Total kilometres of water distribution pipe



RESULTS		Operating costs for the distribution/transmission of drinking water per kilometre of water distribution pipe. Total costs for the distribution/transmission of drinking water per kilometre of water distribution pipe.			
				2010	2009
Population	Reporting #	Range \$		Median \$	Median \$
NORTH					
< 5,000	Operating Costs	25	53 to 28,576	10,949	7,345
	Total Costs	25	53 to 31,213	11,843	
5,000 – 19,999	Operating Costs	8	1,967 to 10,677	7,865	8,687
	Total Costs	8	2,887 to 18,661	12,152	
20,000 +	Operating Costs	4	5,856 to 19,332	9,248	9,183
	Total Costs	4	7,184 to 23,251	13,253	
SOUTH					
Regions & Former Regions	Operating Costs	12	5,404 to 52,163	11,312	10,643
	Total Costs	12	7,714 to 126,988	15,712	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	4	3,223 to 13,147	5,011	6,014
	Total Costs	4	8,015 to 16,897	9,389	
10,000 – 99,999	Operating Costs	13	4,566 to 14,891	9,620	9,577
	Total Costs	13	7,521 to 21,344	14,134	
100,000 +	Operating Costs	5	2,867 to 9,719	6,425	7,665
	Total Costs	5	4,702 to 17,743	12,385	
Lower-tiers					
< 5,000	Operating Costs	22	718 to 46,988	5,433	5,204
	Total Costs	22	1,325 to 71,407	7,645	
5,000 – 9,999	Operating Costs	35	651 to 57,359	6,890	7,036
	Total Costs	35	920 to 78,991	11,121	
10,000 – 19,999	Operating Costs	39	170 to 26,225	7,591	8,045
	Total Costs	39	-1,457 to 37,882	11,609	
20,000 – 39,999	Operating Costs	16	3,291 to 30,869	7,571	7,147
	Total Costs	16	4,232 to 34,751	10,238	
40,000 – 99,999	Operating Costs	5	7,137 to 30,169	12,752	10,473
	Total Costs	5	13,157 to 34,610	18,737	
100,000 +	Operating Costs	7	6,484 to 35,830	10,494	11,625
	Total Costs	7	7,633 to 37,205	13,204	
ALL MUNICIPALITIES	Operating Costs	195	53 to 57,359	8,744	9,084
	Total Costs	195	-1,457 to 126,988	12,813	
# Reporting	Operating Costs			195	161
	Total Costs			195	

FIR Reference:

SLC 91 3312 35 (Measure based on Operating Costs). SLC 91 3312 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

Total costs for the distribution/transmission of drinking water per kilometre of water distribution pipe.

The number of municipalities reporting reflects the conditions listed below.

Conditions

Municipalities were excluded if:

- Two kilometres of water distribution pipe or less were reported in the denominator.
- The sum of Salaries, Wages and Employee Benefits; Materials; Contracted Services; Rents and Financial Expenses; and External Transfers was less than 0. This excludes municipalities reporting only the allocation of Program Support as an expense or a residual amount in one of the other categories.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 144 of the 156 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 92 municipalities reported Interest on Long Term Debt.
- 19 municipalities did not report Amortization.

FIR Reference:

SLC 91 3312 35 (Measure based on Operating Costs). SLC 91 3312 45 (Measure based on Total Costs).

Distribution/Transmission of Drinking Water: Efficiency

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

Total costs for the distribution/transmission of drinking water per kilometre of water distribution pipe.

Objective

Efficient distribution costs of drinking water.

Factors

Results are influenced by:

Affecting Results

- 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.

Results for Total Costs Measure

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

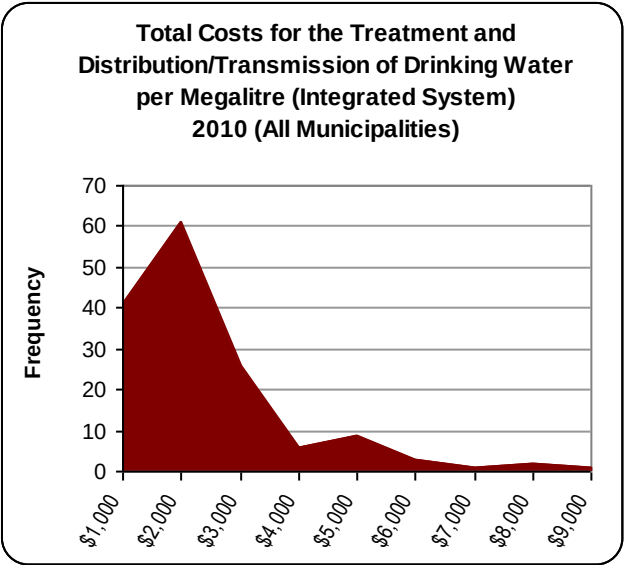
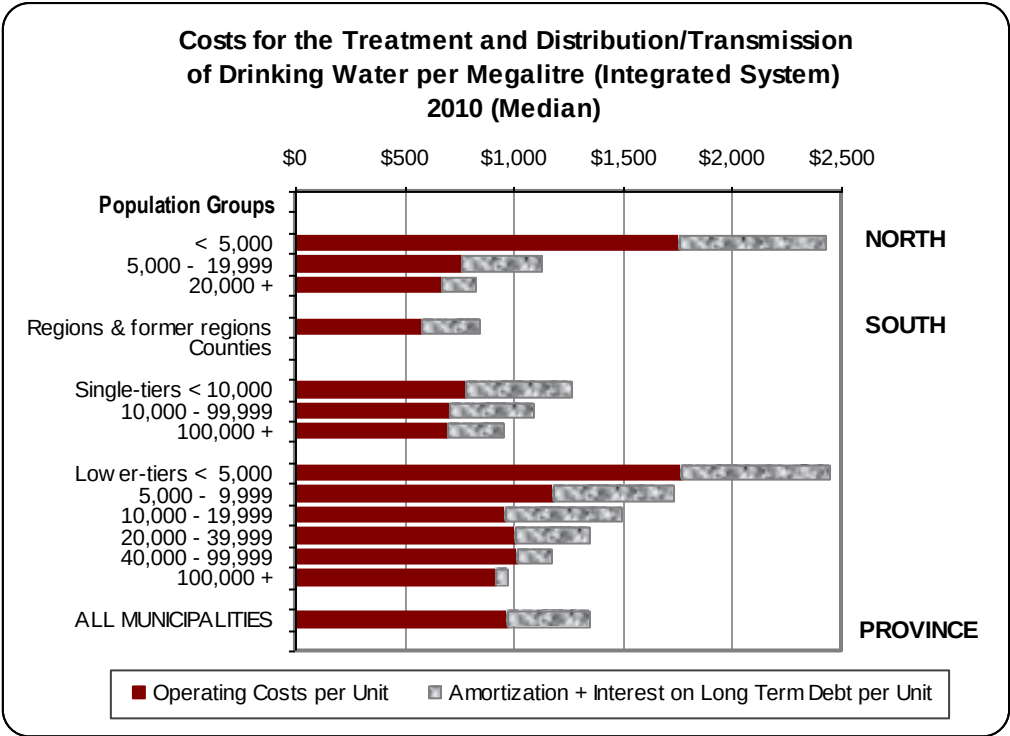
Treatment and Distribution/Transmission of Drinking Water (Integrated System): Efficiency

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

Total costs for the treatment and distribution/transmission of drinking water per megalitre.

Costs for the treatment and distribution/transmission
of drinking water

Total megalitres of drinking water treated



RESULTS		Operating costs for the treatment and distribution/transmission of drinking water per megalitre (Integrated System). Total costs for the treatment and distribution/transmission of drinking water per megalitre (Integrated System).			
				2010	2009
Population	Reporting	Range		Median	Median
	#	\$		\$	\$
NORTH					
< 5,000	Operating Costs	21	525 to 3,730	1,755	1,321
	Total Costs	21	722 to 6,771	2,423	
5,000 – 19,999	Operating Costs	8	513 to 1,555	761	810
	Total Costs	8	657 to 2,616	1,130	
20,000 +	Operating Costs	4	592 to 914	672	660
	Total Costs	4	787 to 1,369	825	
SOUTH					
Regions & Former Regions	Operating Costs	12	382 to 1,314	580	665
	Total Costs	12	139 to 2,799	839	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	3	777 to 912	779	697
	Total Costs	3	1,026 to 1,343	1,260	
10,000 – 99,999	Operating Costs	12	332 to 1,593	703	717
	Total Costs	12	413 to 2,513	1,090	
100,000 +	Operating Costs	5	388 to 759	696	523
	Total Costs	5	628 to 1,163	955	
Lower-tiers					
< 5,000	Operating Costs	15	730 to 5,527	1,768	1,248
	Total Costs	15	1,118 to 8,979	2,443	
5,000 – 9,999	Operating Costs	24	-27 to 3,362	1,180	1,109
	Total Costs	24	276 to 4,290	1,734	
10,000 – 19,999	Operating Costs	28	343 to 3,507	964	1,089
	Total Costs	28	643 to 5,976	1,496	
20,000 – 39,999	Operating Costs	13	636 to 2,150	1,007	1,025
	Total Costs	13	812 to 2,498	1,350	
40,000 – 99,999	Operating Costs	2	1,018 to 1,050	1,018	907
	Total Costs	2	1,169 to 1,252	1,169	
100,000 +	Operating Costs	3	838 to 970	915	884
	Total Costs	3	909 to 1,032	970	
ALL MUNICIPALITIES	Operating Costs	150	-27 to 5,527	970	954
	Total Costs	150	139 to 8,979	1,350	
# Reporting	Operating Costs			150	119
	Total Costs			150	

FIR Reference:

SLC 91 3313 35 (Measure based on Operating Costs). SLC 91 3313 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

Total costs for the treatment and distribution/transmission of drinking water per megalitre.

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.
- 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.
- “Total megalitres of drinking water treated” in the denominator of this measure for the Integrated System in SLC 91 3313 31 did not equal “Total megalitres of drinking water treated” in the denominator of the measure for water treatment in SLC 91 3311 31, when both measures were completed.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 136 of the 137 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 95 municipalities reported Interest on Long Term Debt.
- 3 municipalities did not report Amortization.

FIR Reference:

SLC 91 3313 35 (Measure based on Operating Costs). SLC 91 3313 45 (Measure based on Total Costs).

Treatment and Distribution/Transmission of Drinking Water: Efficiency

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

Total costs for the treatment and distribution/transmission of drinking water per megalitre.

Objective

Efficient treatment and distribution costs of drinking water.

Only single-tiers report this measure or municipalities with complete responsibility for the treatment and distribution of drinking water. Municipalities which do not separate expenses for water treatment from expenses 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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

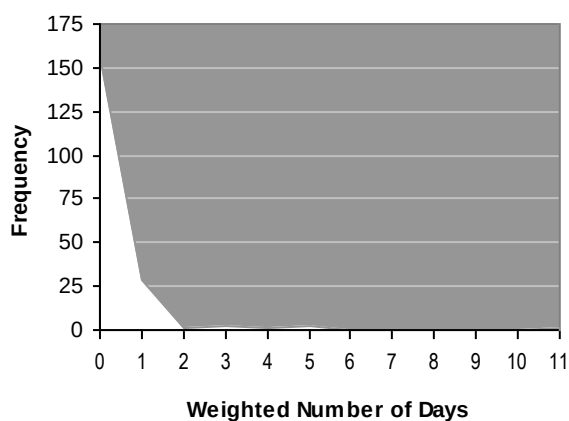
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

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.

$$\frac{\text{Summation of: (Number of boil water days times the number of connections affected)}}{\text{Total connections in the service area}}$$

**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 (All Municipalities)**



RESULTS			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.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	28	0.0000 to 3.0000	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 19,999	10	0.0000 to 0.5867	0.0000	0.0055	0.0000	0.0000	0.0000
20,000 +	4	0.0000 to 5.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SOUTH							
Regions & Former Regions	7	0.0000 to 0.0617	0.0000	0.0000	0.0000	0.0000	0.0000
Counties						0.0282	3.2891
Single-tiers							
<10,000	4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 99,999	13	0.0000 to 0.1449	0.0000	0.0000	0.0000	0.0000	0.0000
100,000 +	6	0.0000 to 0.0457	0.0000	0.0000	0.0000	0.0000	0.0000
Lower-tiers			0.0000	0.0000	0.0000	0.0000	0.0000
< 5,000	23	0.0000 to 0.1131	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 9,999	36	0.0000 to 11.0000	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 19,999	37	0.0000 to 0.3752	0.0000	0.0000	0.0000	0.0000	0.0000
20,000 – 39,999	17	0.0000 to 3.5341	0.0000	0.0000	0.0000	0.0000	0.0000
40,000 – 99,999	5	0.0000 to 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	193	0.0000 to 11.0000	0.0000	0.0000	0.0000	0.0000	0.0000
# Reporting			193	183	195	205	212

FIR Reference: SLC 92 3355 07.

The number of municipalities reporting reflects the condition listed below.

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 2010 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.

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:

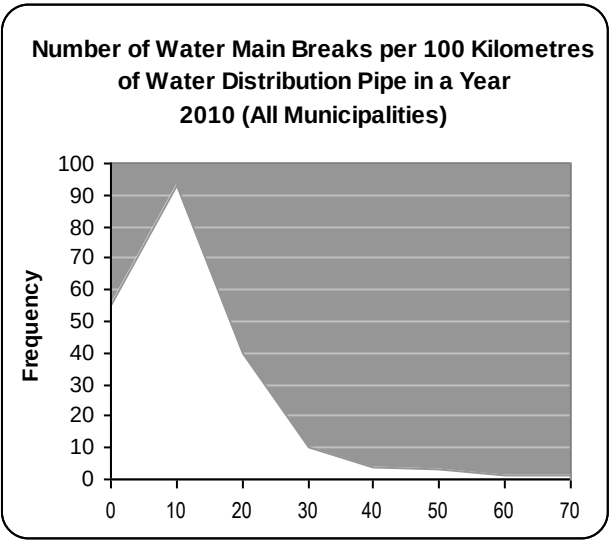
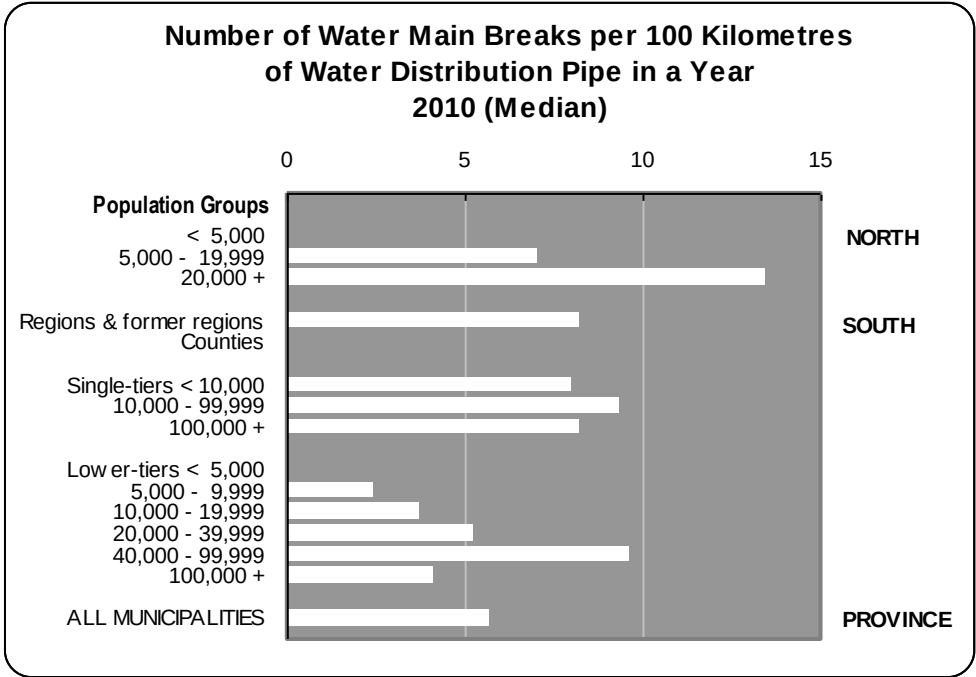
- Source and quality of drinking water (lake vs. well).
- The number of individual sources supplying the drinking water system.
- Provincial standards for water quality and sampling.
- Local standards.
- Type of water treatment.
- Capacity to clean, treat and deliver safe drinking water.
- Testing and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

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



RESULTS		Number of breaks in water mains per 100 kilometres of water distribution pipe in a year.					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	30	0.0 to 50.0	0.0	0.0	5.9	0.0	0.0
5,000 – 19,999	10	2.8 to 66.3	7.0	7.6	11.3	14.8	11.1
20,000 +	4	8.8 to 24.8	13.4	18.3	12.9	13.1	9.2
SOUTH							
Regions & Former Regions	10	1.0 to 21.6	8.2	6.6	6.7	9.1	5.6
Counties							
Single-tiers							
<10,000	4	6.5 to 15.6	8.0	9.4	4.8	12.0	15.6
10,000 – 99,999	13	3.3 to 15.3	9.3	9.9	11.1	11.5	10.0
100,000 +	6	6.1 to 20.5	8.2	7.3	7.9	10.9	8.8
Lower-tiers							
< 5,000	25	0.0 to 37.5	0.0	0.0	0.5	1.0	0.0
5,000 – 9,999	37	0.0 to 55.6	2.4	6.5	5.0	5.9	2.4
10,000 – 19,999	39	0.0 to 41.7	3.7	5.1	3.5	6.3	4.2
20,000 – 39,999	17	0.0 to 40.8	5.2	6.1	5.0	5.3	4.6
40,000 – 99,999	5	2.0 to 17.7	9.6	4.7	7.4	7.0	6.0
100,000 +	7	2.7 to 12.2	4.1	9.9	10.1	11.0	7.6
ALL MUNICIPALITIES	207	0.0 to 66.3	5.7	6.1	5.9	6.8	5.8
# Reporting			207	192	221	219	215

FIR Reference: SLC 92 3356 07.

The number of municipalities reporting reflects the condition listed below.

Conditions:

- “Total kilometres of water distribution/transmission pipe divided by 100” in the denominator of this measure must be less than or equal to “Total kilometres of water distribution/transmission pipe”, in the denominator of the efficiency measure for drinking water distribution in SLC 91 3312 31, divided by 100.
- The measure is less than 100.

Breaks in Water Mains: Effectiveness

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

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:

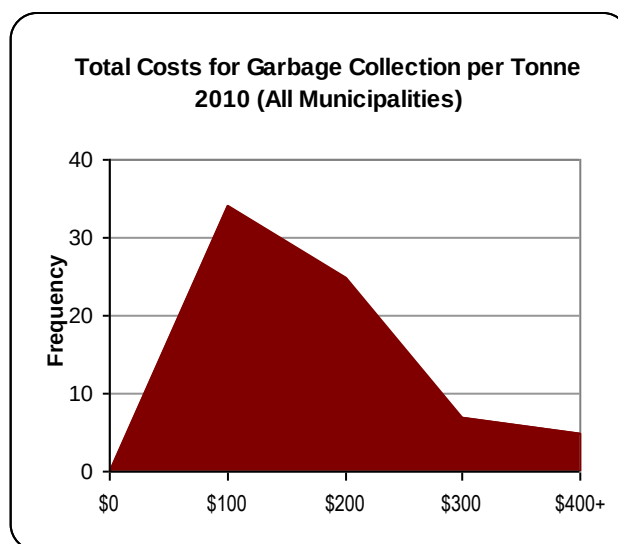
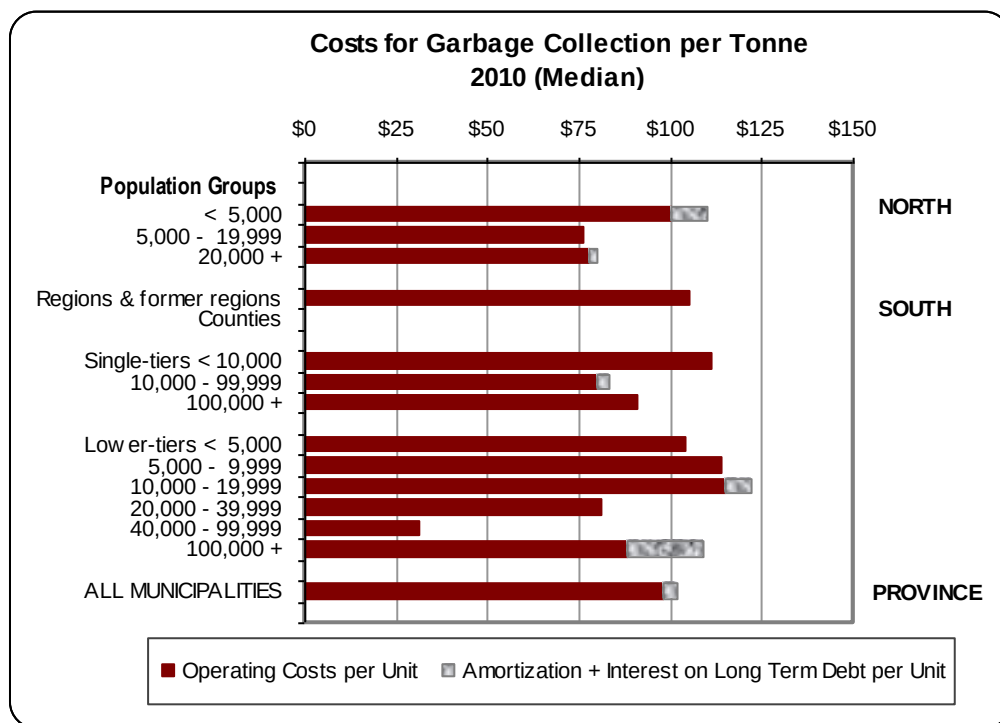
- Age of water main pipes and fittings.
- Pipe material, e.g. ductile iron, cast iron, concrete, PVC.
- Programs for maintenance and rehabilitation of water mains. An example is cathodic protection of ferrous water mains to prevent breaks and leaks caused by corrosion.
- Whether or not cement lining 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.

Total costs for garbage collection per tonne.

$$\frac{\text{Costs for garbage collection}}{\text{Total tonnes received from all property classes}}$$



RESULTS		Operating costs for garbage collection per tonne. Total costs for garbage collection per tonne.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	6	13 to 154	100	93
	Total Costs	6	14 to 154	110	107
5,000 – 19,999	Operating Costs	2	76 to 180	76	26
	Total Costs	2	76 to 301	76	26
20,000 +	Operating Costs	3	33 to 166	78	59
	Total Costs	3	33 to 169	80	62
SOUTH					
Regions & Former Regions	Operating Costs	10	75 to 264	105	100
	Total Costs	10	78 to 264	105	107
Counties	Operating Costs				145
	Total Costs				145
Single-tiers					
<10,000	Operating Costs	1	111	111	
	Total Costs	1	111	111	
10,000 – 99,999	Operating Costs	10	44 to 347	80	67
	Total Costs	10	44 to 347	83	80
100,000 +	Operating Costs	6	34 to 108	91	64
	Total Costs	6	37 to 108	91	64
Lower-tiers					
< 5,000	Operating Costs	4	87 to 227	104	104
	Total Costs	4	87 to 227	104	104
5,000 – 9,999	Operating Costs	12	43 to 335	114	109
	Total Costs	12	43 to 335	114	109
10,000 – 19,999	Operating Costs	7	66 to 216	115	82
	Total Costs	7	67 to 217	122	82
20,000 – 39,999	Operating Costs	3	13 to 678	81	90
	Total Costs	3	13 to 709	81	90
40,000 – 99,999	Operating Costs	3	23 to 37	31	41
	Total Costs	3	23 to 37	31	41
100,000 +	Operating Costs	4	24 to 171	88	84
	Total Costs	4	24 to 171	109	103
ALL MUNICIPALITIES	Operating Costs	71	13 to 678	98	90
	Total Costs	71	13 to 709	102	96
# Reporting	Operating Costs			71	62
	Total Costs			71	62

FIR Reference:

SLC 91 3404 35 (Measure based on Operating Costs and Tonnes).

SLC 91 3404 45 (Measure based on Total Costs and Tonnes).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for garbage collection per tonne.

Total costs for garbage collection per tonne.

The number of municipalities reporting reflects the conditions listed below.

Conditions

- Units selected in the denominator in SLC 91 3404 55 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.
- Municipalities were excluded if expenses for Materials or Contracted Services were negative.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Total Costs. Therefore, measures based on Total Costs per Household for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 22 of the 67 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 2 municipalities reported Interest on Long Term Debt.
- 47 municipalities did not report Amortization.
- 3 municipalities did not select the type of units reported and are not included in the table.

FIR Reference:

SLC 91 3404 35 (Measure based on Operating Costs and Tonnes).

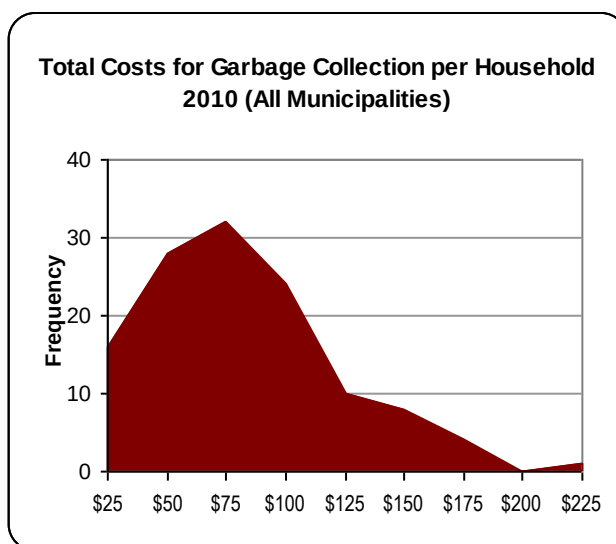
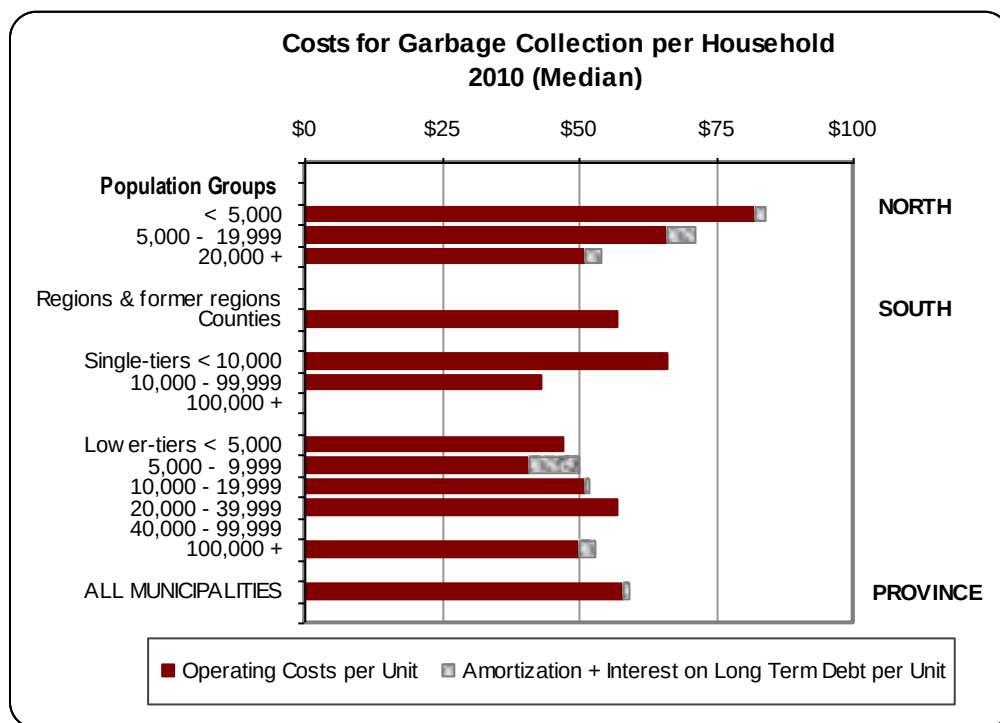
SLC 91 3404 45 (Measure based on Total Costs and Tonnes).

Garbage Collection: Efficiency

Operating costs for garbage collection per household.

Total costs for garbage collection per household.

Costs for garbage collection
Total households



RESULTS		Operating costs for garbage collection per household. Total costs for garbage collection per household.			
				2010	2009
Population	Reporting #	Range \$		Median \$	Median \$
NORTH					
< 5,000	Operating Costs	30	5 to 169	82	78
	Total Costs	30	5 to 169	84	80
5,000 – 19,999	Operating Costs	8	40 to 198	66	58
	Total Costs	8	40 to 216	71	58
20,000 +	Operating Costs	1	51	51	55
	Total Costs	1	54	54	57
SOUTH					
Regions & Former Regions	Operating Costs				
	Total Costs				
Counties	Operating Costs	2	57 to 87	57	51
	Total Costs	2	57 to 88	57	51
Single-tiers					
<10,000	Operating Costs	3	48 to 96	66	44
	Total Costs	3	50 to 96	66	46
10,000 – 99,999	Operating Costs	2	43 to 137	43	40
	Total Costs	2	43 to 137	43	40
100,000 +	Operating Costs				
	Total Costs				
Lower-tiers					
< 5,000	Operating Costs	25	9 to 163	47	46
	Total Costs	25	9 to 167	47	46
5,000 – 9,999	Operating Costs	24	1 to 141	41	49
	Total Costs	24	1 to 141	50	49
10,000 – 19,999	Operating Costs	18	21 to 145	51	50
	Total Costs	18	27 to 145	52	50
20,000 – 39,999	Operating Costs	9	19 to 141	57	52
	Total Costs	9	19 to 141	57	52
40,000 – 99,999	Operating Costs				
	Total Costs				
100,000 +	Operating Costs	1	50	50	52
	Total Costs	1	53	53	57
ALL MUNICIPALITIES	Operating Costs	123	1 to 198	58	55
	Total Costs	123	1 to 216	59	56
# Reporting	Operating Costs			123	101
	Total Costs			123	101

FIR Reference:

SLC 91 3404 35 (Measure based on Operating Costs and Households).

SLC 91 3404 45 (Measure based on Total Costs and Households).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for garbage collection per household.

Total costs for garbage collection per household.

The number of municipalities reporting reflects the conditions listed below.

Conditions

- Units selected in the denominator in SLC 91 3404 55 are “per household”.
- “Total households” in the denominator in SLC 91 3404 31 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, Consolidated Statement of Operations: Expenses, 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.
- Municipalities were excluded if the numerator, Operating Costs, in SLC 91 3404 30 was less than \$200.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Total Costs. Therefore, measures based on Total Costs per Household for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 20 of the 108 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 5 municipalities reported Interest on Long Term Debt.
- 99 municipalities did not report Amortization.
- 3 municipalities did not select the type of units reported and are not included in the table.

FIR Reference:

SLC 91 3404 35 (Measure based on Operating Costs and Households).

SLC 91 3404 45 (Measure based on Total Costs and Households).

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.

If households are used, the following factors also apply:

- If some households do not receive garbage collection services, the Cost per Household for the municipality may be understated relative to the number of households that actually receive garbage collection services.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

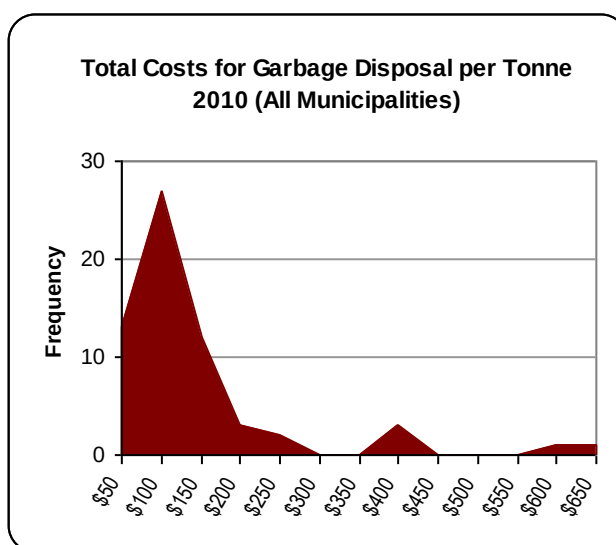
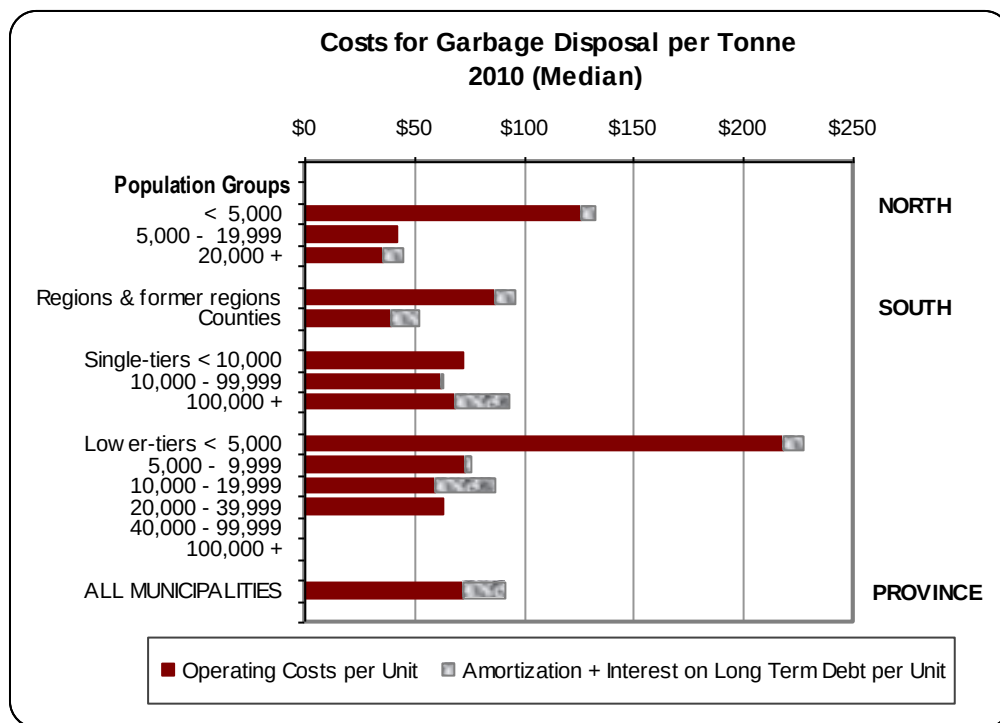
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Garbage Disposal: Efficiency

Operating costs for garbage disposal per tonne.

Total costs for garbage disposal per tonne.

$$\frac{\text{Costs for garbage disposal}}{\text{Total tonnes disposed of from all property classes}}$$



RESULTS		Operating costs for garbage disposal per tonne. Total costs for garbage disposal per tonne.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	6	25 to 630	126	52
	Total Costs	6	27 to 630	132	55
5,000 – 19,999	Operating Costs	2	42 to 71	42	13
	Total Costs	2	42 to 73	42	13
20,000 +	Operating Costs	3	29 to 90	36	39
	Total Costs	3	33 to 91	45	47
SOUTH					
Regions & Former Regions	Operating Costs	9	39 to 142	87	87
	Total Costs	9	39 to 183	96	105
Counties	Operating Costs	2	39 to 52	39	67
	Total Costs	2	52 to 70	52	81
Single-tiers					
<10,000	Operating Costs	1	72	72	
	Total Costs	1	72	72	
10,000 – 99,999	Operating Costs	9	22 to 140	62	92
	Total Costs	9	29 to 145	63	101
100,000 +	Operating Costs	6	19 to 103	68	67
	Total Costs	6	21 to 157	93	100
Lower-tiers					
< 5,000	Operating Costs	5	60 to 576	218	62
	Total Costs	5	60 to 576	227	62
5,000 – 9,999	Operating Costs	11	43 to 369	73	78
	Total Costs	11	43 to 369	76	78
10,000 – 19,999	Operating Costs	5	43 to 91	59	45
	Total Costs	5	43 to 91	87	65
20,000 – 39,999	Operating Costs	3	7 to 104	63	62
	Total Costs	3	9 to 104	63	62
40,000 – 99,999	Operating Costs				
	Total Costs				
100,000 +	Operating Costs				
	Total Costs				
ALL MUNICIPALITIES	Operating Costs	62	7 to 630	72	85
	Total Costs	62	9 to 630	91	97
# Reporting	Operating Costs			62	55
	Total Costs			62	55

FIR Reference:

SLC 91 3504 35 (Measure based on Operating Costs and Tonnes).

SLC 91 3504 45 (Measure based on Total Costs and Tonnes).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for garbage disposal per tonne.

Total costs for garbage disposal per tonne.

The number of municipalities reporting reflects the conditions listed below.

Conditions

- Units selected in the denominator in SLC 91 3504 55 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.
- The measure based on Operating Costs was less than or equal to 1.
- Negative values were reported in Schedule 40, Consolidated Statement of Operations: Expenses, for Materials or Contracted Services.
- Other Revenue in SLC 91 3504 16 equalled Revenue from Other Municipalities in SLC 12 0850 03 or User Fees & Service Charges in SLC 12 0850 04. Note that Other Revenue for Garbage Disposal per Tonne is narrowly defined as revenue from the sale of resources related to garbage disposal.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Total Costs. Therefore, measures based on Total Costs per Tonne for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 39 of the 56 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 11 municipalities reported Interest on Long Term Debt.
- 20 municipalities did not report Amortization.
- 1 municipality did not select the type of units for the denominator and is not included in the table.

FIR Reference:

SLC 91 3504 35 (Measure based on Operating Costs and Tonnes).

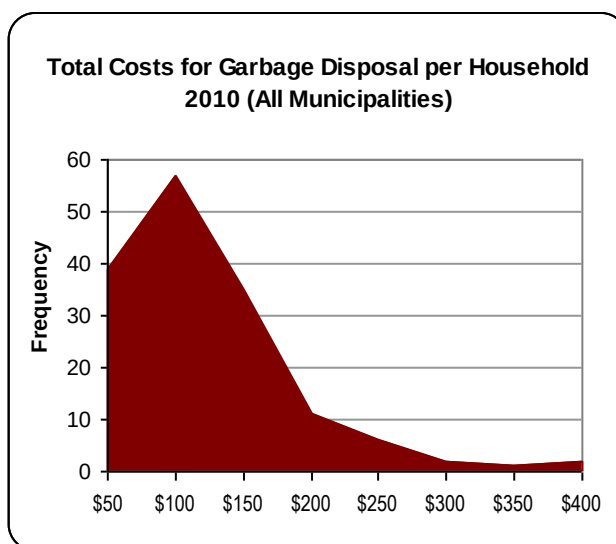
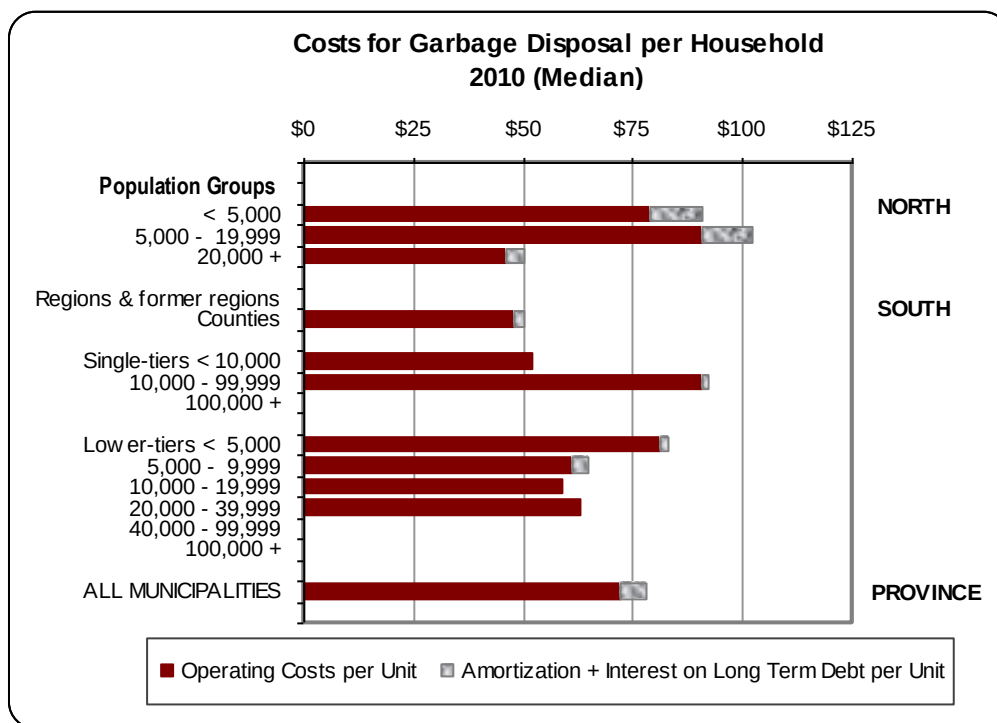
SLC 91 3504 45 (Measure based on Total Costs and Tonnes).

Garbage Disposal: Efficiency

Operating costs for garbage disposal per household.

Total costs for garbage disposal per household.

$$\frac{\text{Costs for garbage disposal}}{\text{Total households}}$$



RESULTS		Operating costs for garbage disposal per household. Total costs for garbage disposal per household.			
				2010	2009
Population	Reporting #	Range \$		Median \$	Median \$
NORTH					
< 5,000	Operating Costs	58	31 to 370	79	78
	Total Costs	58	31 to 386	91	81
5,000 – 19,999	Operating Costs	8	29 to 138	91	69
	Total Costs	8	29 to 146	102	107
20,000 +	Operating Costs	1	46	46	50
	Total Costs	1	50	50	55
SOUTH					
Regions & Former Regions	Operating Costs				
	Total Costs				
Counties	Operating Costs	4	1 to 121	48	84
	Total Costs	4	1 to 129	50	91
Single-tiers					
<10,000	Operating Costs	2	52 to 131	52	47
	Total Costs	2	52 to 149	52	47
10,000 – 99,999	Operating Costs	1	91	91	98
	Total Costs	1	92	92	98
100,000 +	Operating Costs				
	Total Costs				
Lower-tiers					
< 5,000	Operating Costs	33	22 to 287	81	106
	Total Costs	33	22 to 287	83	106
5,000 – 9,999	Operating Costs	24	2 to 191	61	68
	Total Costs	24	2 to 192	65	70
10,000 – 19,999	Operating Costs	16	1 to 178	59	78
	Total Costs	16	1 to 178	59	81
20,000 – 39,999	Operating Costs	6	12 to 82	63	63
	Total Costs	6	12 to 82	63	63
40,000 – 99,999	Operating Costs				
	Total Costs				
100,000 +	Operating Costs				
	Total Costs				
ALL MUNICIPALITIES	Operating Costs	153	1 to 370	72	80
	Total Costs	153	1 to 386	78	82
# Reporting	Operating Costs			153	137
	Total Costs			153	137

FIR Reference:

SLC 91 3504 35 (Measure based on Operating Costs and Households).

SLC 91 3504 45 (Measure based on Total Costs and Households).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for garbage disposal per household.

Total costs for garbage disposal per household.

The number of municipalities reporting reflects the conditions listed below.

Conditions

- Units selected in the denominator in SLC 91 3504 55 are “per household”.
- “Total households” in the denominator in SLC 91 3504 31 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, Consolidated Statement of Operations: Expenses, for Materials or Contracted Services. 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 Other Revenue in SLC 91 3504 21 equalled Revenue from Other Municipalities in SLC 12 0850 03 or User Fees & Service Charges in SLC 12 0850 04.
- Operating Costs for garbage disposal in the numerator are greater than \$200.
- 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Total Costs. Therefore, measures based on Total Costs per Household for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 74 of the 123 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 14 municipalities reported Interest on Long Term Debt.
- 68 municipalities did not report Amortization.
- 1 municipality did not identify the type of units used in the denominator and is not included in the table.

FIR Reference:

SLC 91 3504 35 (Measure based on Operating Costs and Households).

SLC 91 3504 45 (Measure based on Total Costs and Households).

Garbage Disposal: Efficiency

Operating costs for garbage disposal per tonne or per household.

Total 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 expenses. The measure may also be negative if Interfunctional Adjustments (interdepartmental transfers) or the Allocation of Program Support (indirect costs) exceeds the sum of other expenses.

**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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

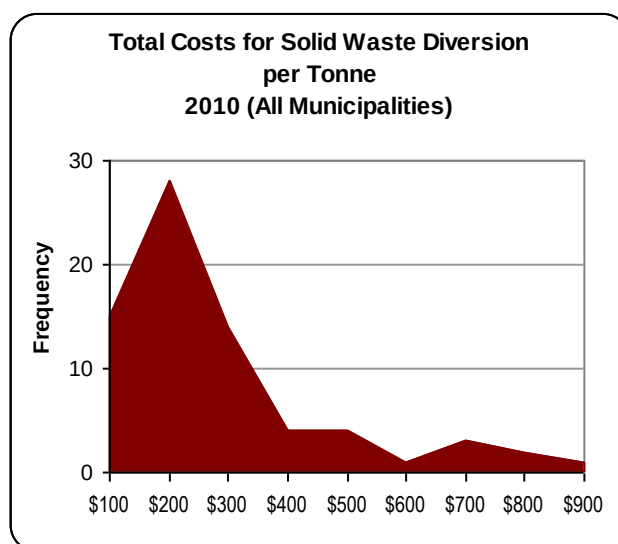
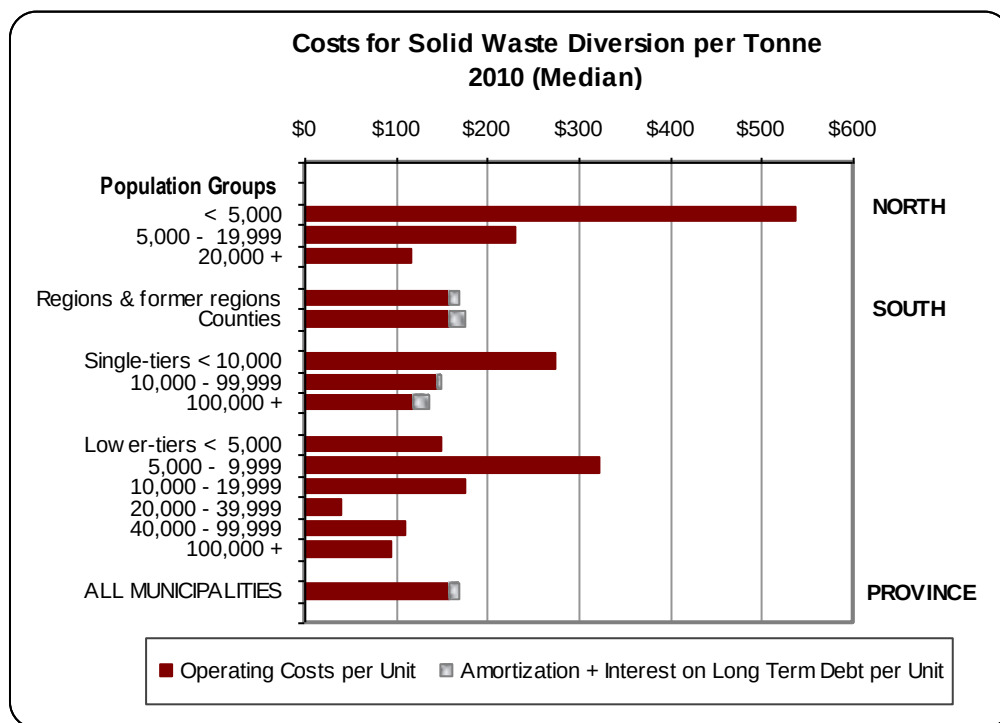
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Solid Waste Diversion: Efficiency

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

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

$$\frac{\text{Costs for solid waste diversion}}{\text{Total tonnes of solid waste diverted from all property classes}}$$



RESULTS		Operating costs for solid waste diversion (recycling) per tonne. Total costs for solid waste diversion (recycling) per tonne.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	5	43 to 798	537	591
	Total Costs	5	43 to 537	537	591
5,000 – 19,999	Operating Costs	1	229	229	234
	Total Costs	1	230	230	250
20,000 +	Operating Costs	3	88 to 227	117	144
	Total Costs	3	88 to 231	117	154
SOUTH					
Regions & Former Regions	Operating Costs	11	89 to 216	157	174
	Total Costs	11	93 to 231	168	176
Counties	Operating Costs	1	158	158	165
	Total Costs	1	176	176	187
Single-tiers					
<10,000	Operating Costs	1	274	274	
	Total Costs	1	274	274	
10,000 – 99,999	Operating Costs	10	47 to 397	145	176
	Total Costs	10	47 to 397	149	176
100,000 +	Operating Costs	6	98 to 449	119	129
	Total Costs	6	99 to 450	135	129
Lower-tiers					
< 5,000	Operating Costs	6	20 to 628	149	272
	Total Costs	6	20 to 628	149	284
5,000 – 9,999	Operating Costs	13	78 to 837	321	231
	Total Costs	13	97 to 857	321	231
10,000 – 19,999	Operating Costs	6	85 to 292	176	169
	Total Costs	6	107 to 292	176	169
20,000 – 39,999	Operating Costs	3	22 to 148	40	147
	Total Costs	3	22 to 148	40	147
40,000 – 99,999	Operating Costs	3	85 to 118	109	84
	Total Costs	3	85 to 118	109	84
100,000 +	Operating Costs	3	82 to 107	94	85
	Total Costs	3	82 to 107	94	85
ALL MUNICIPALITIES	Operating Costs	72	20 to 837	157	169
	Total Costs	72	20 to 857	168	176
# Reporting	Operating Costs			72	58
	Total Costs			72	

FIR Reference:

SLC 91 3606 35 (Measure based on Operating Costs and Tonnes).

SLC 91 3606 45 (Measure based on Total Costs and Tonnes).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

The number of municipalities reporting reflects the conditions listed below.

Conditions:

- Units selected in the denominator in SLC 91 3606 55 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Total Costs. Therefore, measures based on Total Costs per Tonne for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 23 of the 67 municipalities reporting expenses for Contracted Services also reported Amortization.
- 8 municipalities reported Interest on Long Term Debt.
- 46 municipalities did not report Amortization.
- 6 municipalities did not indicate the type of units reported and are not included in this table.

FIR Reference:

SLC 91 3606 35 (Measure based on Operating Costs and Tonnes).

SLC 91 3606 45 (Measure based on Total Costs and Tonnes).

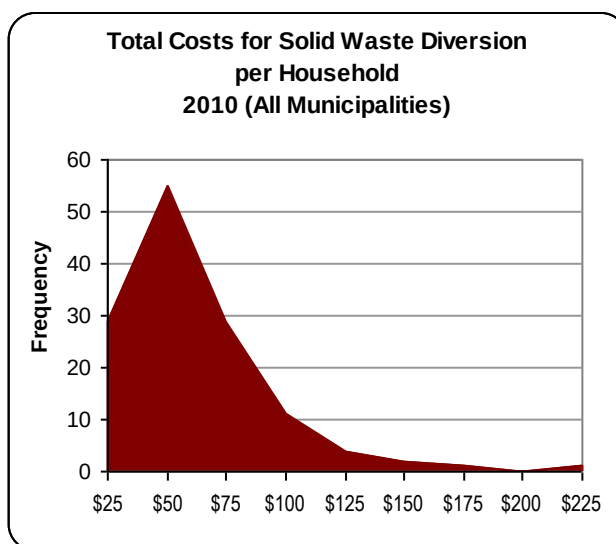
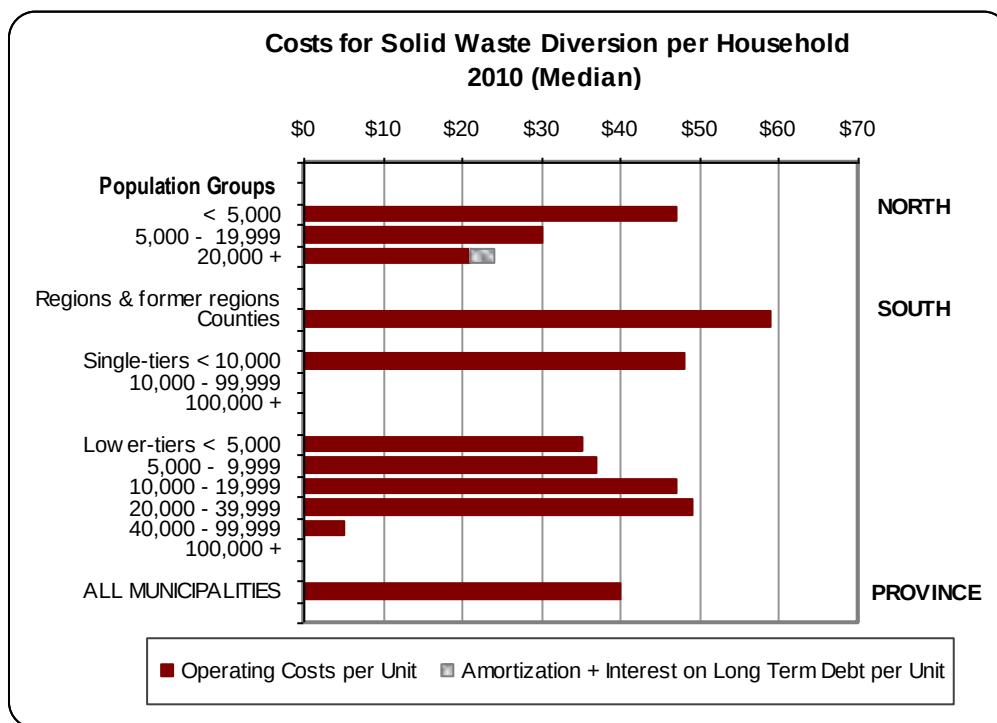
Solid Waste Diversion: Efficiency

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

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

Costs for solid waste diversion

Total households



RESULTS		Operating costs for solid waste diversion per household. Total costs for solid waste diversion per household.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	38	1 to 217	47	30
	Total Costs	38	1 to 221	47	30
5,000 – 19,999	Operating Costs	5	25 to 89	30	34
	Total Costs	5	27 to 108	30	35
20,000 +	Operating Costs	1	21	21	22
	Total Costs	1	24	24	23
SOUTH					
Regions & Former Regions	Operating Costs				
	Total Costs				
Counties	Operating Costs	6	4 to 79	59	67
	Total Costs	6	4 to 81	59	71
Single-tiers					
<10,000	Operating Costs	3	34 to 69	48	40
	Total Costs	3	33 to 69	48	61
10,000 – 99,999	Operating Costs	2	0.20 to 64	0.20	59
	Total Costs	2	0.20 to 65	0.20	61
100,000 +	Operating Costs				
	Total Costs				
Lower-tiers					
< 5,000	Operating Costs	32	2 to 132	35	33
	Total Costs	32	2 to 132	35	33
5,000 – 9,999	Operating Costs	26	7 to 95	37	44
	Total Costs	26	7 to 98	37	44
10,000 – 19,999	Operating Costs	15	3 to 94	47	43
	Total Costs	15	3 to 94	47	43
20,000 – 39,999	Operating Costs	3	21 to 54	49	63
	Total Costs	3	21 to 54	49	63
40,000 – 99,999	Operating Costs	1	5	5	6
	Total Costs	1	5	5	6
100,000 +	Operating Costs				
	Total Costs				
ALL MUNICIPALITIES	Operating Costs	132	0.20 to 217	40	36
	Total Costs	132	0.20 to 221	40	37
# Reporting	Operating Costs			132	133
	Total Costs			132	133

FIR Reference:

SLC 91 3606 35 (Measure based on Operating Costs and Households).

SLC 91 3606 45 (Measure based on Total Costs and Households).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

The number of municipalities reporting reflects the conditions listed below.

Conditions

- Units selected in the denominator in SLC 91 3606 55 are “per household”.
- “Total households” in the denominator in SLC 91 3606 31 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, Consolidated Statement of Operations: Expenses, for Materials or Contracted Services. 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 Other Revenue in SLC 91 3606 21 equalled Revenue from Other Municipalities in
- SLC 12 0860 03 or User Fees & Service Charges in SLC 12 0860 04. This is because 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Total Costs. Therefore, measures based on Total Costs per Household for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 28 of the 109 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 2 municipalities reported Interest on Long Term Debt.
- 103 municipalities did not report Amortization.
- 6 municipalities did not select the type of units and are not included in the table.

FIR Reference:

SLC 91 3604 35 (Measure based on Operating Costs and Households).

SLC 91 3604 45 (Measure based on Total Costs and Households).

Solid Waste Diversion (Recycling): Efficiency

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

Total 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 expenses. The measure may also be negative if interfunctional adjustments (interdepartmental transfers) or the allocation of program support (indirect costs) exceeds the sum of other expenses.

**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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

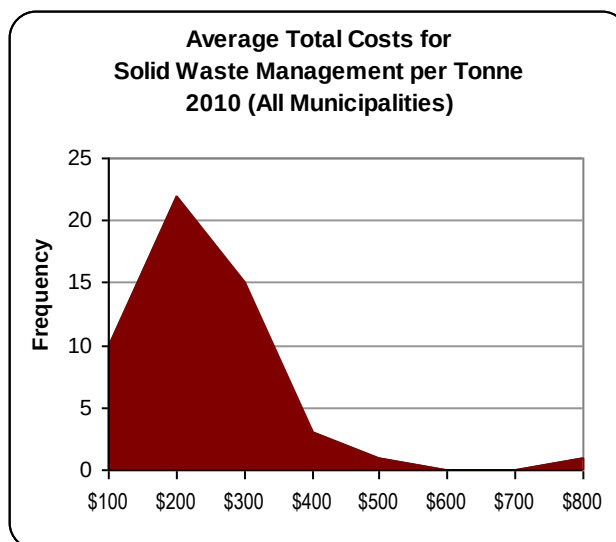
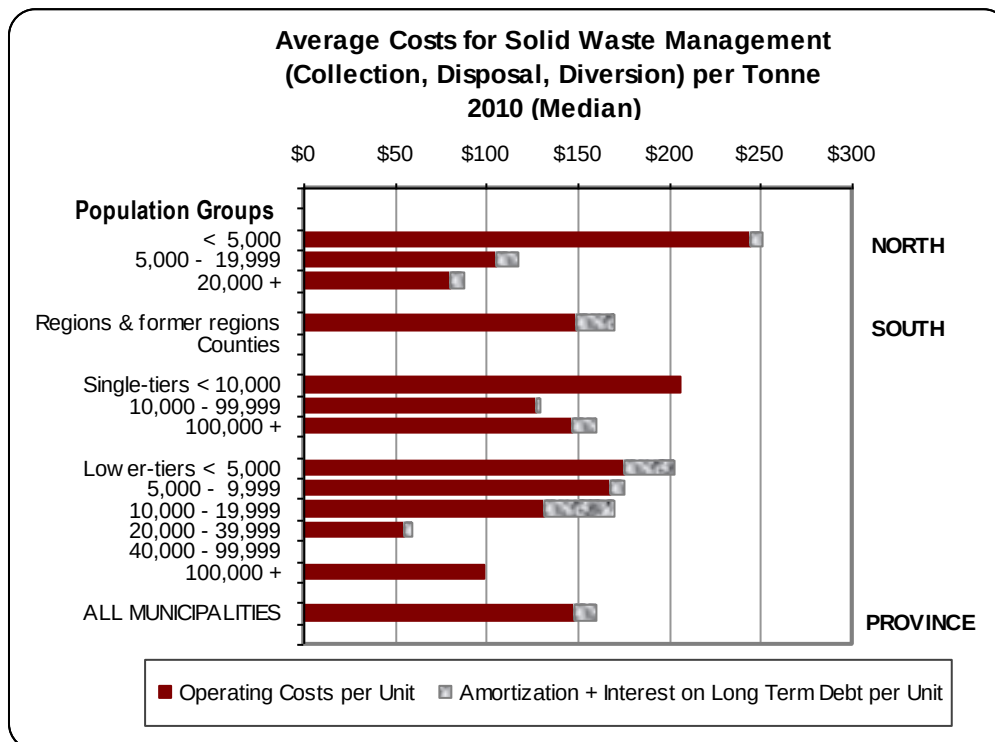
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Solid Waste Management: Efficiency

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

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

$$\frac{\text{Average costs for solid waste management}}{\text{Total tonnes of solid waste disposed of and total tonnes diverted from all property classes}}$$



RESULTS		Average operating costs for solid waste management (collection, disposal, diversion) per tonne (Integrated System).			
		Average total costs for solid waste management (collection, disposal, diversion) per tonne (Integrated System).			
				2010	2009
Population	Reporting	Range	Median	Median	
	#	\$	\$	\$	\$
NORTH					
< 5,000	Avg. Operating Costs	5	41 to 785	244	86
	Avg. Total Costs	5	43 to 785	251	89
5,000 – 19,999	Avg. Operating Costs	2	105 to 130	105	48
	Avg. Total Costs	2	117 to 130	117	48
20,000 +	Avg. Operating Costs	3	73 to 144	80	72
	Avg. Total Costs	3	77 to 146	88	79
SOUTH					
Regions & Former Regions	Avg. Operating Costs	9	90 to 221	149	172
	Avg. Total Costs	9	92 to 249	170	180
Counties	Avg. Operating Costs				237
	Avg. Total Costs				250
Single-tiers					
<10,000	Avg. Operating Costs	1	206	206	
	Avg. Total Costs	1	206	206	
10,000 – 99,999	Avg. Operating Costs	8	43 to 381	127	165
	Avg. Total Costs	8	44 to 386	129	171
100,000 +	Avg. Operating Costs	6	61 to 220	147	201
	Avg. Total Costs	6	62 to 266	160	224
Lower-tiers					
< 5,000	Avg. Operating Costs	2	175 to 400	175	244
	Avg. Total Costs	2	203 to 400	203	278
5,000 – 9,999	Avg. Operating Costs	8	123 to 498	168	146
	Avg. Total Costs	8	147 to 498	175	173
10,000 – 19,999	Avg. Operating Costs	5	116 to 381	131	126
	Avg. Total Costs	5	121 to 383	170	126
20,000 – 39,999	Avg. Operating Costs	1	55	55	77
	Avg. Total Costs	1	59	59	82
40,000 – 99,999	Avg. Operating Costs				
	Avg. Total Costs				
100,000 +	Avg. Operating Costs	2	98 to 109	98	124
	Avg. Total Costs	2	98 to 111	98	124
ALL MUNICIPALITIES	Avg. Operating Costs	52	41 to 785	148	159
	Avg. Total Costs	52	43 to 785	160	171
# Reporting	Avg. Operating Costs			52	47
	Avg. Total Costs			52	47

FIR Reference:

SLC 91 3607 35 (Measure based on Average Operating Costs and Tonnes).

SLC 91 3607 45 (Measure based on Average Total Costs and Tonnes).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

The number of municipalities reporting reflects the conditions listed below.

Conditions

- Units selected in the denominator in SLC 91 3607 55 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.
- Negative values were reported in Schedule 40, Consolidated Statement of Operations: Expenses, for Materials or Contracted Services. 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.
- Other Revenue in SLC 91 3606 21 was greater than zero and equalled Revenue from Other Municipalities in (SLC 12 0840 03 + SLC 40 0850 03 + SLC 12 0860 03).
- Other Revenue in SLC 91 3606 21 was greater than zero and equalled User Fees in (SLC 12 0840 03 + SLC 40 0850 03 + SLC 12 0860 03).
- "Total tonnes disposed of and total tonnes diverted from all property classes" in the denominator in SLC 91 3607 31 was not equal to "Total tonnes disposed of and total tonnes diverted from all property classes" in the denominator of the measure for the "Diversion of residential solid waste (based on combined residential and ICI tonnage)" in SLC 92 3656 06 when that measure was completed.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Average Total Costs. Therefore, measures based on Average Total Costs per Tonne for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 41 of the 52 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 13 municipalities reported Interest on Long Term Debt.
- 11 municipalities did not report Amortization.
- 4 municipalities did not select the type of units reported in the denominator and are not included in this table.

FIR Reference:

SLC 91 3607 35 (Measure based on Operating Costs and Tonnes).

SLC 91 3607 45 (Measure based on Total Costs and Tonnes).

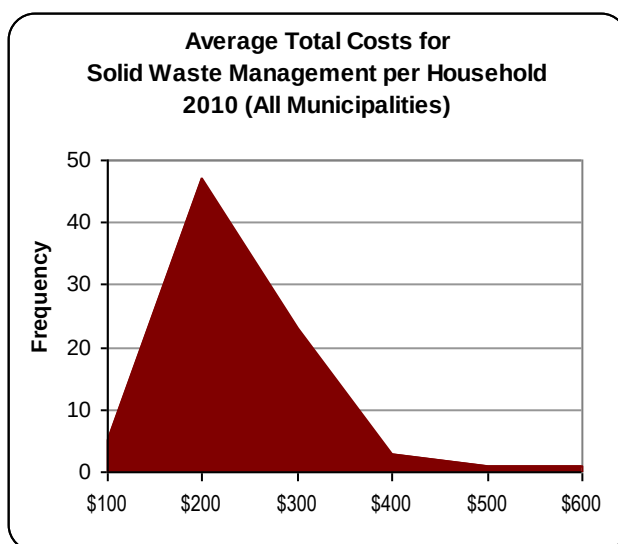
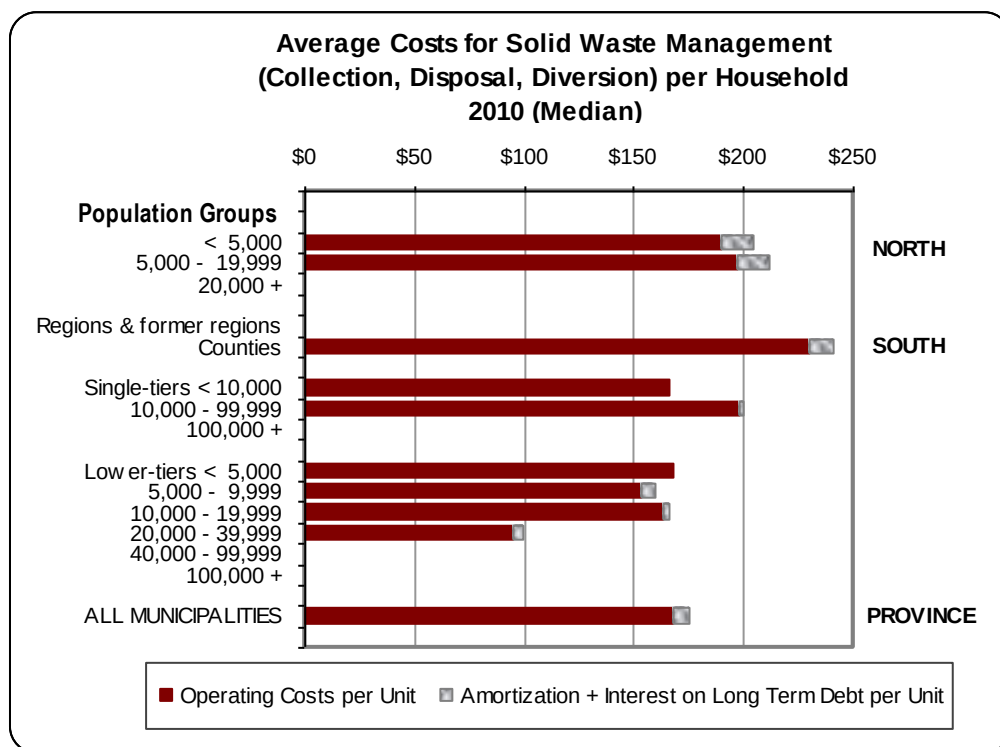
Solid Waste Management: Efficiency

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

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

Average costs for solid waste management

Total households



RESULTS		Average operating costs for solid waste management (collection, disposal, diversion) per household (Integrated System).			
		Average Total costs for solid waste management (collection, disposal, diversion) per household (Integrated System).			
				2010	2009
Population	Reporting	Range		Median	Median
	#	\$		\$	\$
NORTH					
< 5,000	Avg. Operating Costs	14	124 to 426	190	178
	Avg. Total Costs	14	132 to 542	204	196
5,000 – 19,999	Avg. Operating Costs	5	161 to 267	197	144
	Avg. Total Costs	5	165 to 294	212	199
20,000 +	Avg. Operating Costs				127
	Avg. Total Costs				135
SOUTH					
Regions & Former Regions	Avg. Operating Costs				
	Avg. Total Costs				
Counties	Avg. Operating Costs	2	230 to 287	230	236
	Avg. Total Costs	2	241 to 298	241	246
Single-tiers					
<10,000	Avg. Operating Costs	2	166 to 248	166	263
	Avg. Total Costs	2	166 to 269	166	281
10,000 – 99,999	Avg. Operating Costs	1	198	198	197
	Avg. Total Costs	1	200	200	199
100,000 +	Avg. Operating Costs				
	Avg. Total Costs				
Lower-tiers					
< 5,000	Avg. Operating Costs	18	61 to 372	168	152
	Avg. Total Costs	18	62 to 372	168	161
5,000 – 9,999	Avg. Operating Costs	22	86 to 244	153	169
	Avg. Total Costs	22	86 to 246	160	169
10,000 – 19,999	Avg. Operating Costs	14	119 to 270	163	158
	Avg. Total Costs	14	120 to 271	166	159
20,000 – 39,999	Avg. Operating Costs	2	95 to 219	95	111
	Avg. Total Costs	2	99 to 219	99	114
40,000 – 99,999	Avg. Operating Costs				
	Avg. Total Costs				
100,000 +	Avg. Operating Costs				
	Avg. Total Costs				
ALL MUNICIPALITIES	Avg. Operating Costs	80	61 to 426	168	168
	Avg. Total Costs	80	62 to 542	175	174
# Reporting	Avg. Operating Costs			80	65
	Avg. Total Costs			80	65

FIR Reference:

SLC 91 3607 35 (Measure based on Average Operating Costs and Tonnes).

SLC 91 3607 45 (Measure based on Average Total Costs and Tonnes).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

Average Total costs for solid waste management (collection, disposal, diversion) per household (Integrated System).

The number of municipalities reporting reflects the conditions listed below.

Conditions

- Units selected in the denominator in SLC 91 3607 55 are “per household”.
- “Total households” in the denominator in SLC 91 3607 31 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, Consolidated Statement of Operations: Expenses, for Materials or Contracted Services. 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 Other Revenue in SLC 91 3607 21 equalled Revenue from Other Municipalities in SLC 12 0860 03 or User Fees & Service Charges in SLC 12 0860 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 the allocation of Program Support as an expense or a residual amount in one of the other categories.

NOTES

Revenue from Other Municipalities for Tangible Capital Assets is not netted from expenses in calculating Average Total Costs. Therefore, measures based on Average Total Costs per Household for 2009 are comparable to results for 2010 and are included in this table.

For the municipalities included in the chart for 2010:

- 60 of the 87 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 14 municipalities reported Interest on Long Term Debt.
- 28 municipalities did not report Amortization.
- 4 municipalities did not select the type of units reported in the denominator and are not included in this table.

FIR Reference:

SLC 91 3607 35 (Measure based on Average Operating Costs and Households).

SLC 91 3607 45 (Measure based on Average Total Costs and Households).

Solid Waste Management: Efficiency

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

Average total costs for solid waste management (collection, disposal, diversion) 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.

**Results
for Total
Costs
Measure**

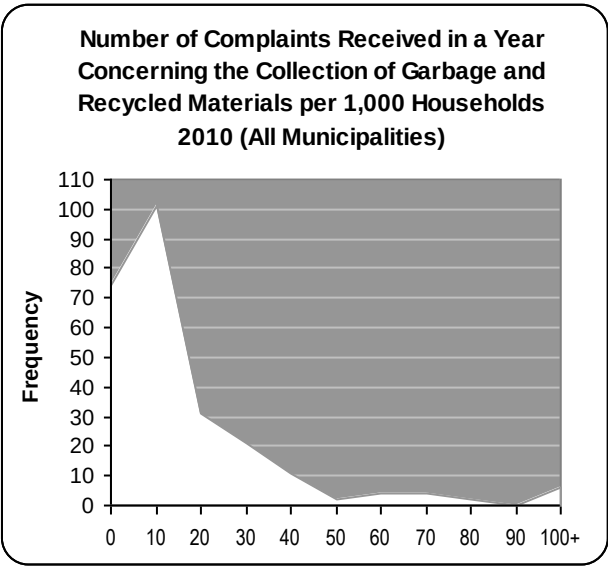
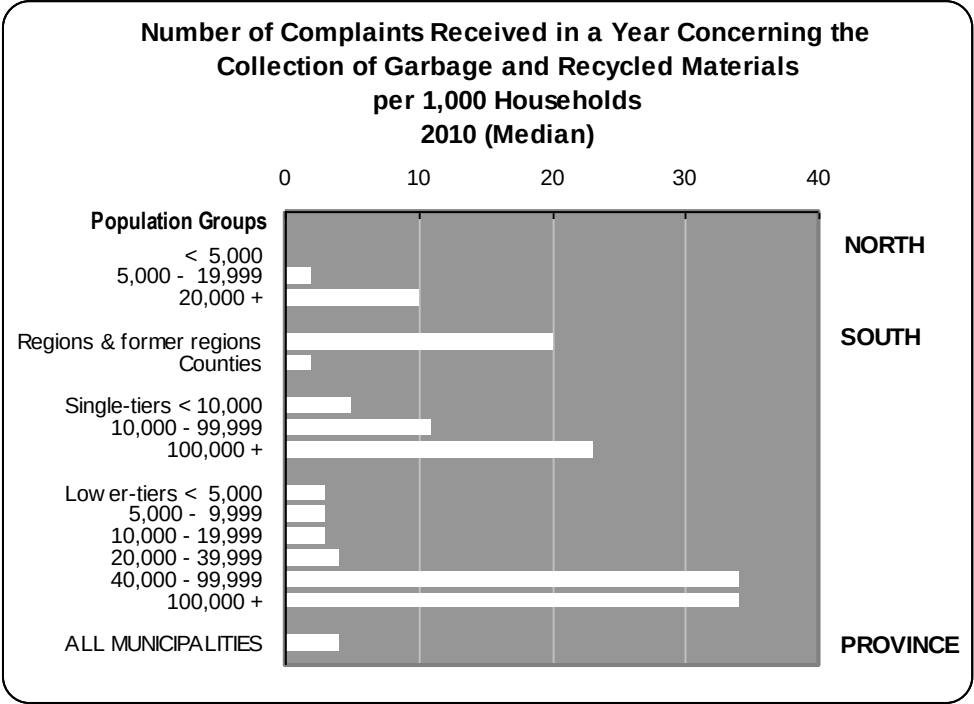
Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Solid Waste Management: Effectiveness

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

$$\frac{\text{Number of complaints received in a year concerning the collection of garbage and recycled materials}}{\text{Total households / 1,000}}$$



RESULTS		Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	69	0 to 38	0	1	0	0	0
5,000 – 19,999	10	0 to 262	2	4	2	4	6
20,000 +	4	6 to 26	10	10	13	13	13
SOUTH							
Regions & Former Regions	11	0 to 122	20	13	28	26	31
Counties	7	0 to 53	2	4	6	4	1
Single-tiers							
<10,000	4	3 to 16	5	8	8	10	6
10,000 – 99,999	13	3 to 159	11	9	14	19	20
100,000 +	5	1 to 44	23	23	21	21	15
Lower-tiers							
< 5,000	45	0 to 61	3	4	2	3	2
5,000 – 9,999	40	0 to 65	3	4	5	6	6
10,000 – 19,999	28	0 to 258	3	7	5	8	9
20,000 – 39,999	11	0 to 15	4	3	9	3	2
40,000 – 99,999	4	19 to 60	34	18	27	40	29
100,000 +	5	1 to 258	34	42	48	61	68
ALL MUNICIPALITIES	256	0 to 262	4	4	5	6	5
# Reporting			256	240	271	278	276

FIR Reference: SLC 92 3452 07.

The number of municipalities reporting reflects the condition listed below.

Conditions:

- None.

Solid Waste Management: Effectiveness

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

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.

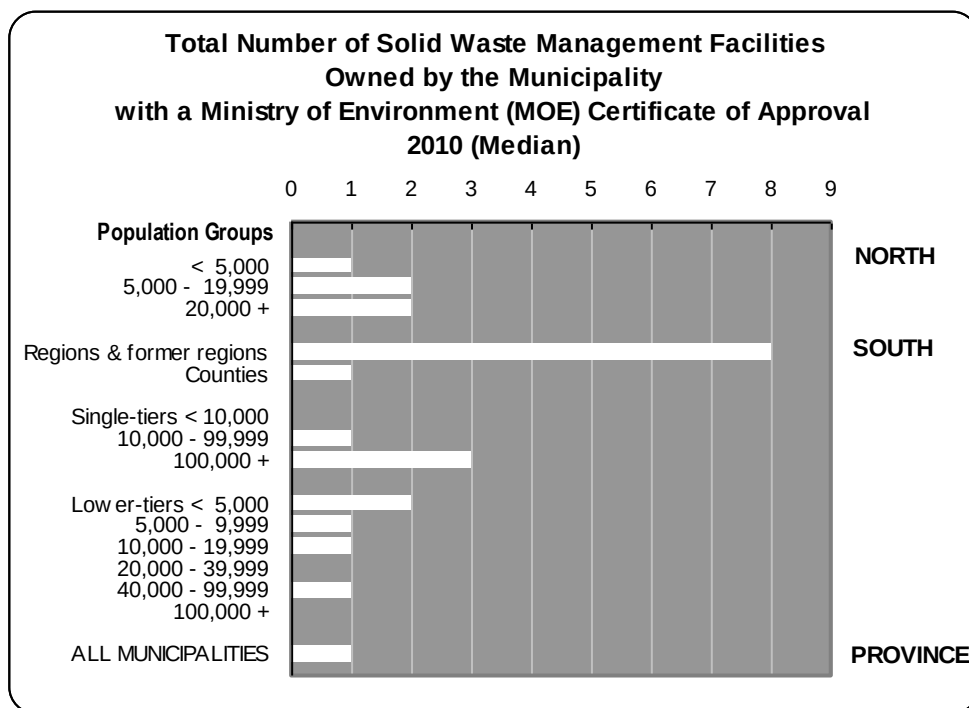
**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Solid Waste Management: Effectiveness

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



RESULTS			Total number of solid waste management sites owned by the municipality with a Ministry of Environment (MOE) Certificate of Approval.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	69	0 to 9	1	1	1	1	1
5,000 – 19,999	9	1 to 6	2	1	2	1	1
20,000 +	4	1 to 6	2	1	1	1	1
SOUTH							
Regions & Former Regions	11	1 to 20	8	6	8	7	7
Counties	8	0 to 20	1	6	4	6	4
Single-tiers							
<10,000	3	0 to 1	0	0	0	0	0
10,000 – 99,999	12	0 to 41	1	1	1	1	1
100,000 +	5	0 to 10	3	3	3	5	5
Lower-tiers							
< 5,000	36	0 to 9	2	1	2	2	2
5,000 – 9,999	35	0 to 7	1	1	2	2	2
10,000 – 19,999	29	0 to 10	1	2	2	2	2
20,000 – 39,999	5	0 to 3	0	0	2	0	0
40,000 – 99,999	1	1	1	0	0	0	0
100,000 +	1	0	0	0	0	0	0
ALL MUNICIPALITIES	228	0 to 41	1	1	1	1	1
# Reporting			228	210	223	224	221

FIR Reference: SLC 92 3552 07.

The number of municipalities reporting reflects the condition listed below.

Conditions:

None.

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.

RESULTS

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

	2010					
Population	Range	1 to 30 Days	31 to 100 Days	101 to 200 Days	201 to 365 Days	Total Reporting 1 to 365 Days # of Mun.
	# of Days	# of Mun.	# of Mun.	# of Mun.	# of Mun.	
NORTH						
< 5,000	365				2	2
5,000 – 19,999	365				1	1
20,000 +						
SOUTH						
Regions & Former Regions						
Counties						
Single-tiers						
<10,000						
10,000 – 99,999						
100,000 +						
Lower-tiers						
< 5,000	1	1				1
5,000 – 9,999						
10,000 – 19,999	365				1	1
20,000 – 39,999						
40,000 – 99,999						
100,000 +						
TOTAL, 2010 Number of municipalities with an MOE compliance order for remediation in effect during reporting year.	1 to 365	1	0	0	4	5
TOTAL, 2009	1 to 365	3	1	0	5	9
TOTAL, 2008	1 to 365	1	2	0	6	9
TOTAL, 2007	1 to 365	2	2	3	3	10
TOTAL, 2006	1 to 365	2	2	3	3	10

FIR reference: SLC 92 3553 07 to SLC 92 3562 07

Reporting is optional for municipalities with no compliance orders for remediation.

Results in the table reflect the conditions listed below.

Conditions:

- Municipality reported that a Ministry of Environment (MOE) compliance order for remediation of an air or groundwater standard was in effect for one or more days for one or more facilities.
- 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.

Solid Waste Management: Effectiveness

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

Objective

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

Notes

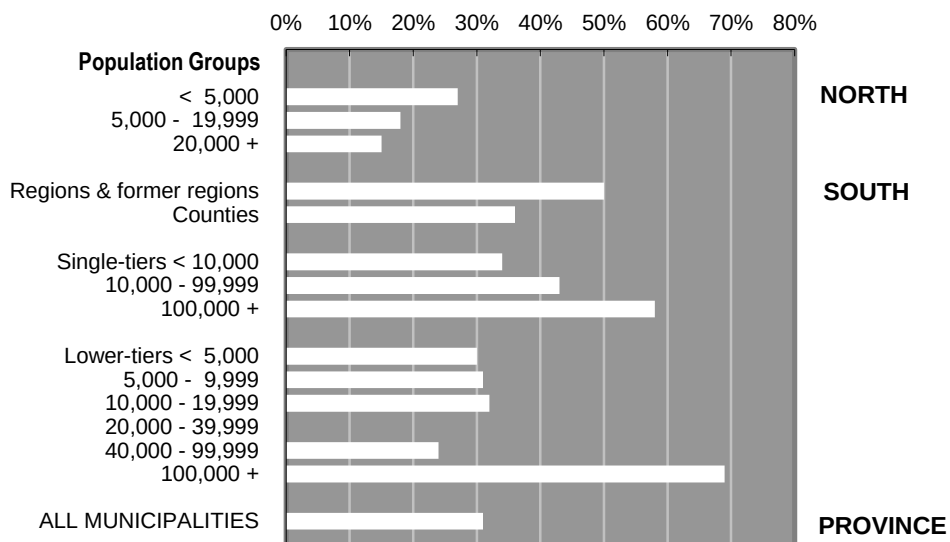
This measure applies only to solid waste management facilities owned by the municipality which have a Ministry of Environment (MOE) Certificate of Approval and a compliance order for remediation concerning an air or groundwater standard.

Solid Waste Diversion: Effectiveness

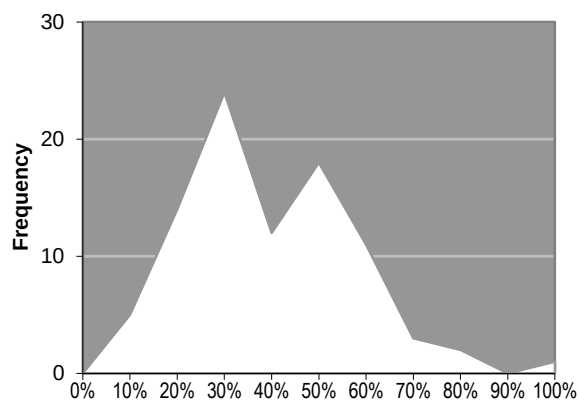
Percentage of residential solid waste diverted.

$$\frac{\text{Total tonnes of residential solid waste diverted}}{\text{Total tonnes of residential solid waste disposed of and total tonnes diverted}} \times 100$$

Percentage of Residential Solid Waste Diverted for Recycling 2010 (Median)



Percentage of Residential Solid Waste Diverted for Recycling 2010 (All Municipalities)



RESULTS		Percentage of residential solid waste diverted.					
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	20	1% to 93%	27%	23%	20%	18%	20%
5,000 – 19,999	7	15% to 28%	18%	16%	15%	18%	18%
20,000 +	1	15%	15%	7%	12%	8%	8%
SOUTH							
Regions & Former Regions	5	44% to 61%	50%	51%	43%	43%	45%
Counties	4	31% to 58%	36%	40%	32%	29%	33%
Single-tiers							
<10,000	3	21% to 55%	34%	31%	38%	32%	58%
10,000 – 99,999	5	24% to 53%	43%	47%	40%	45%	37%
100,000 +	3	49% to 58%	58%	56%	46%	45%	44%
Lower-tiers							
< 5,000	9	9% to 56%	30%	30%	23%	27%	28%
5,000 – 9,999	19	13% to 72%	31%	29%	26%	26%	27%
10,000 – 19,999	12	13% to 59%	32%	27%	34%	30%	26%
20,000 – 39,999				42%	64%	41%	31%
40,000 – 99,999	1	24%	24%	48%		33%	33%
100,000 +	1	69%	69%	67%	67%	56%	32%
ALL MUNICIPALITES	90	1% to 93%	31%	30%	31%	29%	29%
# Reporting			90	91	91	91	89

FIR Reference: SLC 92 3655 07.

The number of municipalities reporting reflects the condition listed below.

Basic Conditions:

- The measure is greater than 0.
- Percentage of residential solid waste diverted is less than 100%.

See additional conditions below.

CONDITIONS

Percentage of residential solid waste diverted.

Additional Conditions

The conditions below compare tonnes reported in the numerator and denominator with tonnes reported in the denominator of efficiency measures.

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 3655 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 3606 31 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 3607 31 when units are tonnes.)

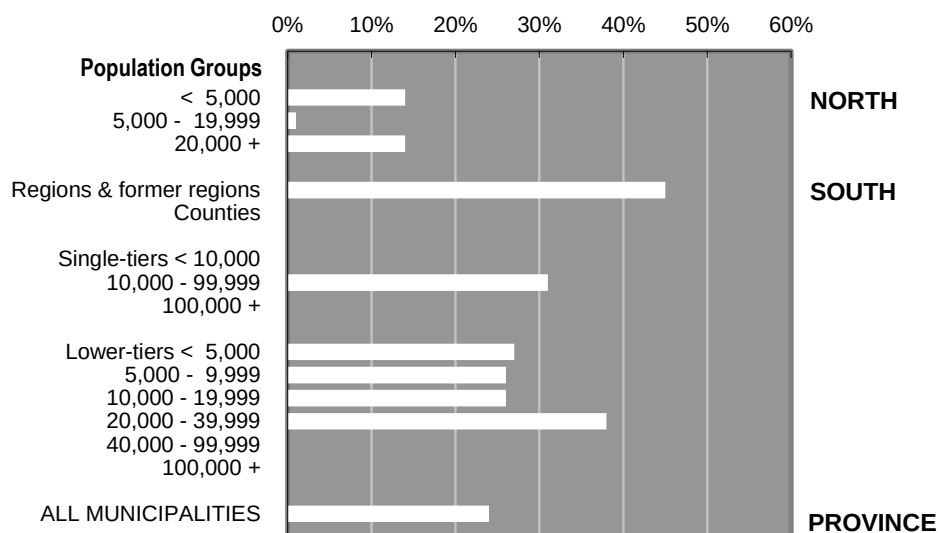
FIR Reference: SLC 92 3655 07

Solid Waste Diversion: Effectiveness

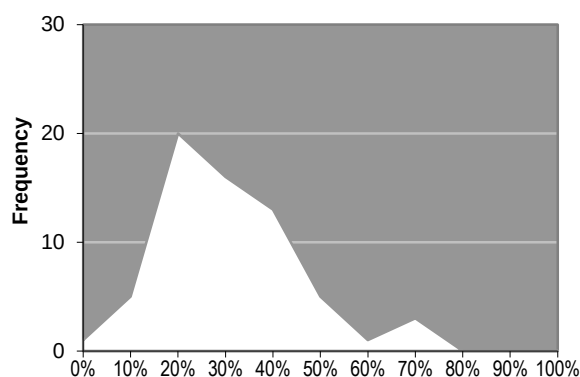
Percentage of residential solid waste diverted (based on combined residential & ICI tonnage).

$$\frac{\text{Total tonnes of solid waste diverted from all property classes}}{\text{Total tonnes of solid waste disposed of and total tonnes diverted from all property classes}} \times 100$$

Percentage of Residential Solid Waste Diverted for Recycling (Based on Combined Residential and ICI Tonnage) 2010 (Median)



Percentage of Residential Solid Waste Diverted for Recycling (Based on Combined Residential & ICI Tonnage) 2010 (All Municipalities)



RESULTS		Percentage of residential solid waste diverted (based on combined residential & ICI tonnage).					
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	16	0% to 40%	14%	15%	22%	12%	19%
5,000 – 19,999	2	1% to 20%	1%	20%	14%	3%	19%
20,000 +	1	14%	14%	13%	12%	9%	8%
SOUTH							
Regions & Former Regions	1	45%	45%	40%		38%	35%
Counties							
Single-tiers							
<10,000							
10,000 – 99,999	4	16% to 60%	31%	35%	30%	24%	52%
100,000 +				36%			
Lower-tiers							
< 5,000	14	13% to 48%	27%	19%	30%	26%	25%
5,000 – 9,999	14	10% to 63%	26%	20%	25%	24%	22%
10,000 – 19,999	9	17% to 49%	26%	25%	28%	25%	27%
20,000 – 39,999	3	18% to 67%	38%	29%	20%	18%	20%
40,000 – 99,999					34%	33%	34%
100,000 +							
ALL MUNICIPALITIES	64	0% to 67%	24%	24%	27%	22%	23%
# Reporting							
			64	69	76	74	64

FIR Reference: SLC 92 3656 07.

The number of municipalities reporting reflects the condition listed below.

Basic Conditions:

- The measure is greater than 0.
- Percentage of residential solid waste diverted is less than 100%.

See additional conditions below.

CONDITIONS

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

Additional Conditions

The conditions below compare tonnes reported in the numerator and denominator with tonnes reported in the denominator of efficiency measures.

Comparison with effectiveness measure for Percentage of Residential Solid Waste Diverted.

- If both effectiveness measures for diversion were reported, then "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 of the measure based on the diversion of residential solid waste.
- (SLC 92 3656 05 > SLC 92 3655 05)
- If both effectiveness measures for diversion were reported, "Total tonnes of solid waste disposed of 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 the measure based on residential tonnage.
- (SLC 92 3656 06 > SLC 92 3655 06)

Comparison with efficiency measures for Solid Waste Diversion and Integrated System for Solid Waste

- "Total tonnes of solid waste diverted from all property classes" in the numerator of this measure must be equal to "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 3656 05 = SLC 91 3606 31 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 be equal to "Total tonnes disposed of and total tonnes diverted from all property classes" in the denominator of the efficiency measure for an Integrated System of solid waste management, if that measure is completed and units are tonnes.
- (SLC 92 3656 06 = SLC 91 3607 31 when units are tonnes.)

FIR Reference: SLC 92 3656 07.

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.

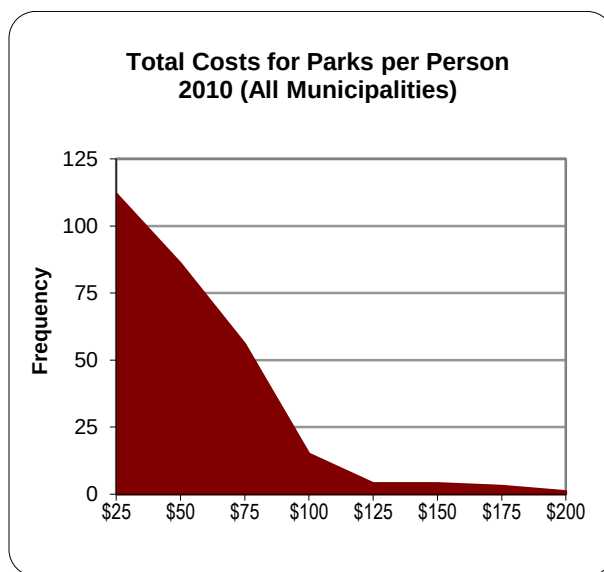
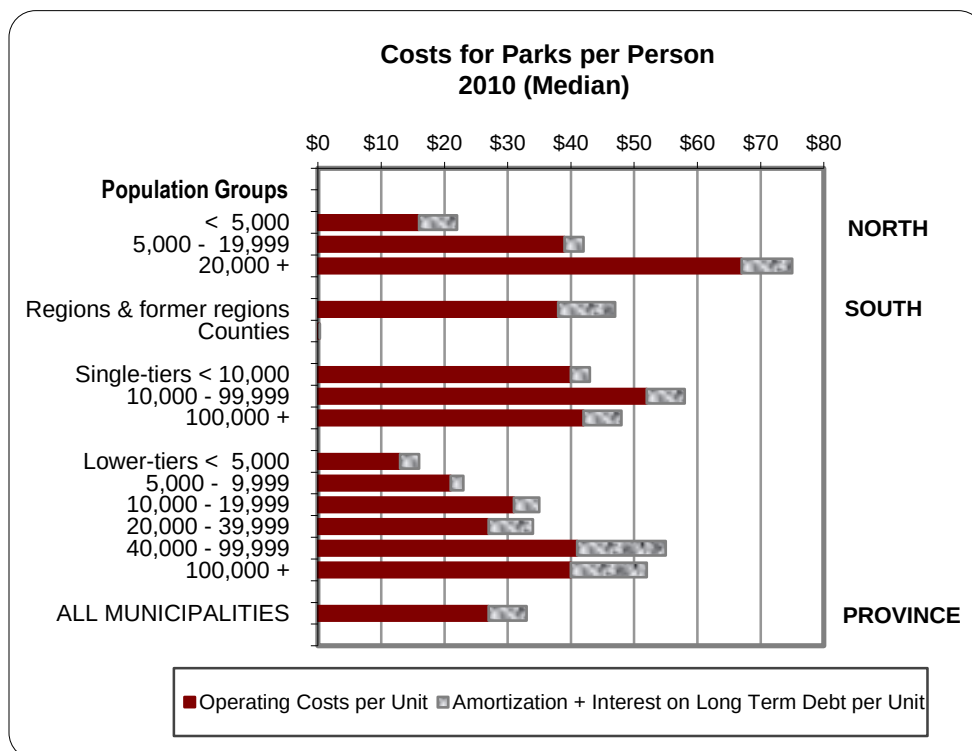
Parks: Efficiency

Operating costs for parks per person.

Total costs for parks per person.

Costs for parks

Total population



RESULTS		Operating costs for parks per person. Total costs for parks per person.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	60	0.59 to 184	16	18
	Total Costs	60	2 to 184	22	
5,000 – 19,999	Operating Costs	10	0.06 to 83	39	47
	Total Costs	10	15 to 99	42	
20,000 +	Operating Costs	4	26 to 95	67	52
	Total Costs	4	29 to 110	75	
SOUTH					
Regions & Former Regions	Operating Costs	5	2 to 62	38	41
	Total Costs	5	2 to 75	47	
Counties	Operating Costs	3	0.17 to 3	0.26	0.22
	Total Costs	3	0.19 to 3	0.29	
Single-tiers					
<10,000	Operating Costs	4	36 to 68	40	34
	Total Costs	4	38 to 76	43	
10,000 – 99,999	Operating Costs	13	17 to 74	52	34
	Total Costs	13	17 to 77	58	
100,000 +	Operating Costs	6	25 to 76	42	34
	Total Costs	6	33 to 82	48	
Lower-tiers					
< 5,000	Operating Costs	36	1 to 109	13	16
	Total Costs	36	2 to 168	16	
5,000 – 9,999	Operating Costs	48	0.25 to 114	21	18
	Total Costs	48	0.25 to 165	23	
10,000 – 19,999	Operating Costs	48	3 to 108	31	34
	Total Costs	48	3 to 168	35	
20,000 – 39,999	Operating Costs	20	14 to 118	27	24
	Total Costs	20	20 to 125	34	
40,000 – 99,999	Operating Costs	10	22 to 85	41	44
	Total Costs	10	27 to 111	55	
100,000 +	Operating Costs	14	26 to 80	40	44
	Total Costs	14	27 to 127	52	
ALL MUNICIPALITIES	Operating Costs	281	0.06 to 184	27	28
	Total Costs	281	0.19 to 184	33	
# Reporting	Operating Costs			281	257
	Total Costs			281	7

FIR Reference:

SLC 91 7103 35 (Measure based on Operating Costs).

SLC 91 7103 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for parks per person.

Total costs for parks per person.

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 the allocation of Program Support as an expense or a residual amount in one of the other categories.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 146 of the 165 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 35 municipalities reported Interest on Long Term Debt.
- 63 municipalities did not report Amortization.

FIR Reference:

SLC 91 7103 35 (Measure based on Operating Costs).

SLC 91 7103 45 (Measure based on Total Costs).

Parks: Efficiency

Operating costs for parks per person.

Total costs for parks per person.

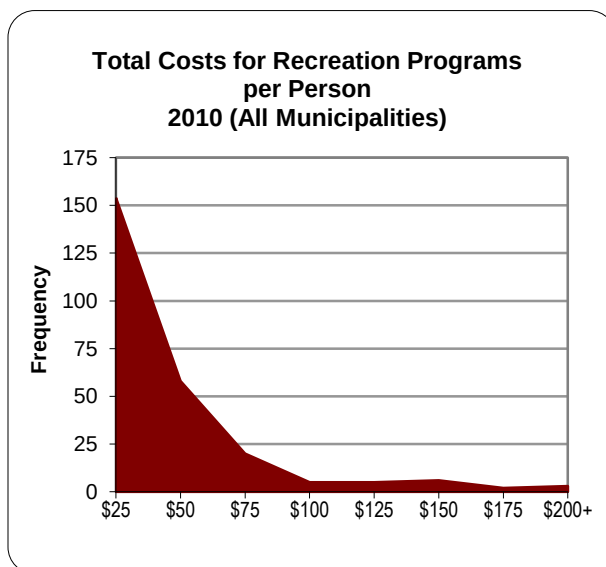
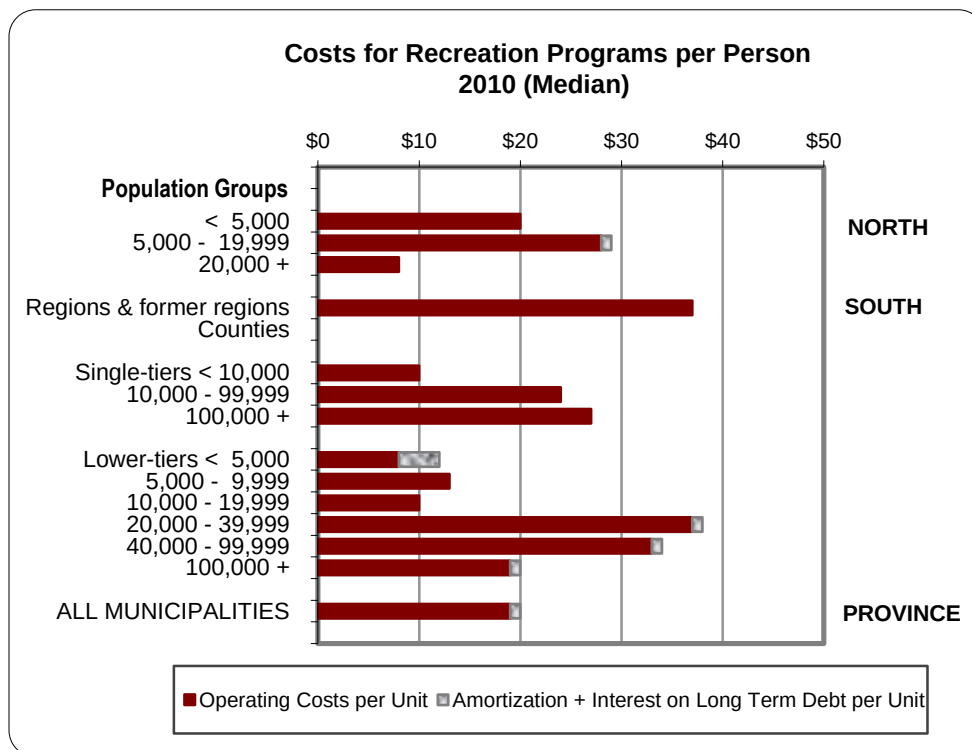
Objective	Efficient operation of parks.
Notes	This measure is automatically calculated and is based on expenses reported in Schedule 40 of the FIR, Consolidated Statement of Operations: Expenses. Parks are defined as outdoor open spaces that are generally accessible to the public all of the time. Parks 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 clean up.
Results for Total Costs Measure	Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets. ■ How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach. ■ If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Recreation Programs: Efficiency

Operating costs for recreation programs per person.

Total costs for recreation programs per person.

$$\frac{\text{Costs for recreation programs}}{\text{Total population}}$$



RESULTS		Operating costs for recreation programs per person. Total costs for recreation programs per person.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	57	1 to 224	20	18
	Total Costs	57	1 to 267	20	
5,000 – 19,999	Operating Costs	11	3 to 156	28	45
	Total Costs	11	3 to 156	29	
20,000 +	Operating Costs	4	1 to 33	8	18
	Total Costs	4	1 to 33	8	
SOUTH					
Regions & Former Regions	Operating Costs	4	26 to 134	37	75
	Total Costs	4	26 to 136	37	
Counties	Operating Costs				
	Total Costs				
Single-tiers					
<10,000	Operating Costs	3	7 to 87	10	8
	Total Costs	3	7 to 87	10	
10,000 – 99,999	Operating Costs	14	3 to 45	24	19
	Total Costs	14	3 to 45	24	
100,000 +	Operating Costs	5	22 to 58	27	24
	Total Costs	5	22 to 58	27	
Lower-tiers					
< 5,000	Operating Costs	32	0.71 to 106	8	9
	Total Costs	32	0.71 to 106	8	
5,000 – 9,999	Operating Costs	38	0.13 to 128	8	14
	Total Costs	38	0.13 to 128	12	
10,000 – 19,999	Operating Costs	42	0.21 to 148	13	18
	Total Costs	42	0.21 to 148	13	
20,000 – 39,999	Operating Costs	19	1 to 34	10	9
	Total Costs	19	1 to 64	10	
40,000 – 99,999	Operating Costs	10	9 to 69	37	29
	Total Costs	10	9 to 69	38	
100,000 +	Operating Costs	14	6 to 64	33	33
	Total Costs	14	6 to 64	34	
ALL MUNICIPALITIES	Operating Costs	253	0.13 to 224	19	19
	Total Costs	253	0.13 to 267	20	
# Reporting	Operating Costs			253	234
	Total Costs			253	

FIR Reference:

SLC 91 7203 35 (Measure based on Operating Costs).

SLC 91 7203 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for recreation programs per person.

Total costs for recreation programs per person.

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 one. This excludes municipalities reporting only the allocation of Program Support as an expense or a residual amount in one of the other categories.
- Materials or Contracted Services were negative values in Schedule 40.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 45 of the 112 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 8 municipalities reported Interest on Long Term Debt.
- 190 municipalities did not report Amortization.

FIR Reference:

SLC 91 7203 35 (Measure based on Operating Costs).

SLC 91 7203 45 (Measure based on Total Costs).

Recreation Programs: Efficiency

Operating costs for recreation programs per person.

Total costs for recreation programs per person.

Objective	Efficient operation of recreation programs.
Notes	This measure is automatically calculated and is based on expenses reported in Schedule 40 of the FIR, Consolidated Statement of Operations: Expenses. 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.
Results for Total Costs Measure	Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets. ■ How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach. ■ If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Recreation Facilities: Efficiency

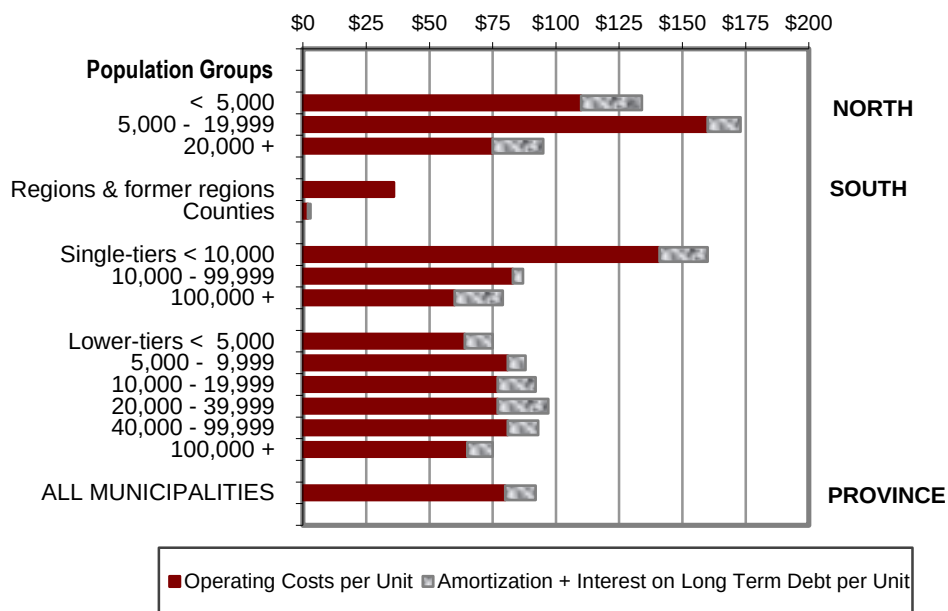
Operating costs for recreation facilities per person.

Total costs for recreation facilities per person.

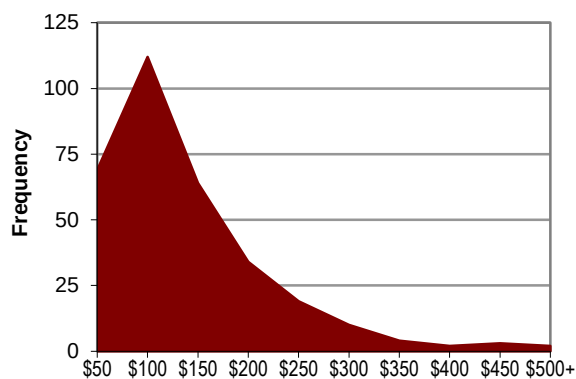
Costs for recreation facilities

Total population

**Costs for Recreation Facilities per Person
2010 (Median)**



**Total Costs for Recreation Facilities per Person
2010 (All Municipalities)**



RESULTS		Operating costs for recreation facilities per person. Total costs for recreation facilities per person.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	79	0.19 to 8,295	110	92
	Total Costs	79	0.19 to 10,244	134	
5,000 – 19,999	Operating Costs	11	68 to 254	160	146
	Total Costs	11	68 to 262	173	
20,000 +	Operating Costs	4	49 to 97	75	75
	Total Costs	4	62 to 104	95	
SOUTH					
Regions & Former Regions	Operating Costs	4	15 to 85	36	37
	Total Costs	4	23 to 93	36	
Counties	Operating Costs	1	2	2	2
	Total Costs	1	3	3	
Single-tiers					
<10,000	Operating Costs	4	104 to 270	141	117
	Total Costs	4	113 to 415	160	
10,000 – 99,999	Operating Costs	13	30 to 110	83	67
	Total Costs	13	42 to 160	87	
100,000 +	Operating Costs	6	36 to 73	60	60
	Total Costs	6	52 to 123	79	
Lower-tiers					
< 5,000	Operating Costs	50	0.62 to 270	64	54
	Total Costs	50	0.62 to 352	75	
5,000 – 9,999	Operating Costs	51	4 to 240	81	73
	Total Costs	51	9 to 303	88	
10,000 – 19,999	Operating Costs	52	4 to 171	77	72
	Total Costs	52	4 to 221	92	
20,000 – 39,999	Operating Costs	20	35 to 192	77	78
	Total Costs	20	36 to 252	97	
40,000 – 99,999	Operating Costs	10	44 to 99	81	78
	Total Costs	10	51 to 154	93	
100,000 +	Operating Costs	14	50 to 119	65	61
	Total Costs	14	50 to 174	75	
ALL MUNICIPALITIES	Operating Costs	319	0.19 to 8,265	80	73
	Total Costs	319	0.19 to 10,244	92	
# Reporting					
				319	296
				319	

FIR Reference:

SLC 91 7306 35 (Measure based on Operating Costs).

SLC 91 7306 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for recreation programs per person.

Total costs for recreation programs per person.

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 the allocation of Program Support as an expense or a residual amount in one of the other categories.
- Materials or Contracted Services were negative values in Schedule 40.

NOTES

Both population and costs affect results.

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 200 of the 214 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 105 municipalities reported Interest on Long Term Debt.
- 26 municipalities did not report Amortization.

FIR Reference:

SLC 91 7306 35 (Measure based on Operating Costs).

SLC 91 7306 45 (Measure based on Total Costs).

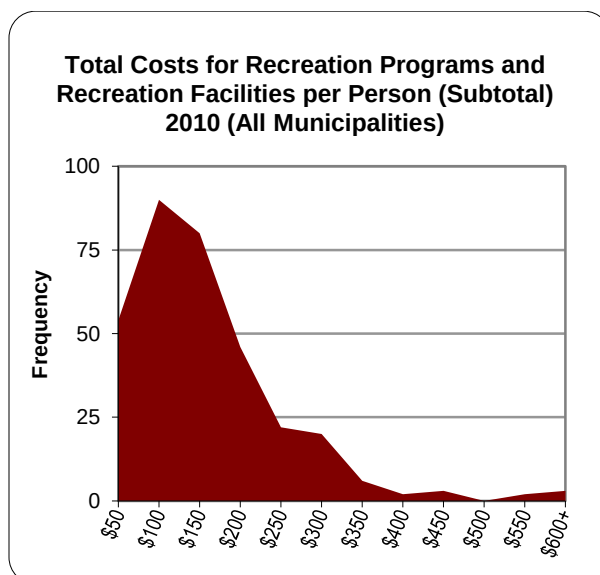
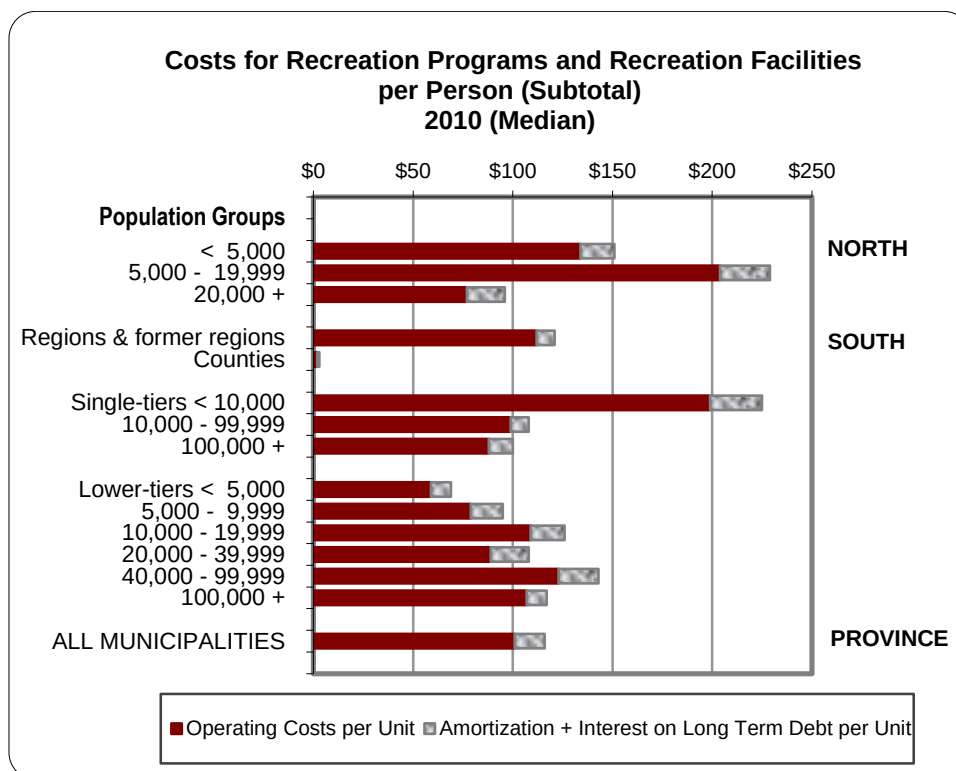
Objective	Efficient operation of recreation facilities.
Notes	This measure is automatically calculated and is based on expenses reported in Schedule 40 of the FIR, Consolidated Statement of Operations: Expenses. Recreation facilities include built or enclosed structures used for community recreation 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.

Recreation Programs and Recreation Facilities (Subtotal): Efficiency

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

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

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



RESULTS		Operating costs for recreation programs and recreation facilities per person. (Subtotal)			
		Total costs for recreation programs and recreation facilities per person. (Subtotal)			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	38	22 to 581	134	119
	Total Costs	38	26 to 674	151	
5,000 – 19,999	Operating Costs	10	128 to 379	204	199
	Total Costs	10	143 to 403	229	
20,000 +	Operating Costs	4	68 to 130	77	122
	Total Costs	4	80 to 137	96	
SOUTH					
Regions & Former Regions	Operating Costs	3	92 to 150	112	112
	Total Costs	3	97 to 159	121	
Counties	Operating Costs	1	2	2	2
	Total Costs	1	3	3	
Single-tiers					
<10,000	Operating Costs	3	141 to 356	199	117
	Total Costs	3	160 to 501	225	
10,000 – 99,999	Operating Costs	12	41 to 134	99	87
	Total Costs	12	54 to 178	108	
100,000 +	Operating Costs	6	70 to 121	88	84
	Total Costs	6	86 to 150	100	
Lower-tiers					
< 5,000	Operating Costs	22	4 to 281	59	68
	Total Costs	22	6 to 333	69	
5,000 – 9,999	Operating Costs	36	14 to 216	79	80
	Total Costs	36	15 to 272	95	
10,000 – 19,999	Operating Costs	35	13 to 265	109	110
	Total Costs	35	14 to 296	126	
20,000 – 39,999	Operating Costs	17	39 to 202	89	80
	Total Costs	17	42 to 262	108	
40,000 – 99,999	Operating Costs	10	66 to 156	123	115
	Total Costs	10	73 to 199	143	
100,000 +	Operating Costs	13	54 to 181	107	90
	Total Costs	13	77 to 235	117	
ALL MUNICIPALITIES	Operating Costs	210	2 to 581	101	99
	Total Costs	210	3 to 674	116	
# Reporting	Operating Costs			210	183
	Total Costs			210	183

FIR Reference:

SLC 91 7320 35 (Measure based on Operating Costs). SLC 91 7320 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for recreation programs and recreation facilities per person.

Total costs for recreation programs and recreation facilities per person.

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 one. This excludes municipalities reporting only the allocation of Program Support as an expense or a residual amount in one of the other categories.
- Materials or Contracted Services were negative values in Schedule 40.

NOTES

Both population and costs affect results.

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 223 of the 326 municipalities reporting expenses for Contracted Services also reported Amortization.
- 108 municipalities reported Interest on Long Term Debt.
- 25 municipalities did not report Amortization.

FIR Reference:

SLC 91 7320 35 (Measure based on Operating Costs).

SLC 91 7320 45 (Measure based on Total Costs).

Objective Efficient operation of recreation programs and recreation facilities.

Notes This measure is automatically calculated and is based on the sum of expenses for recreation programs and recreation facilities reported in Schedule 40 of the FIR, Consolidated Statement of Operations: Expenses. This subtotal reflects the way many municipalities group their recreation expenses.

Factors Results are influenced by:

**Affecting
Results**

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

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

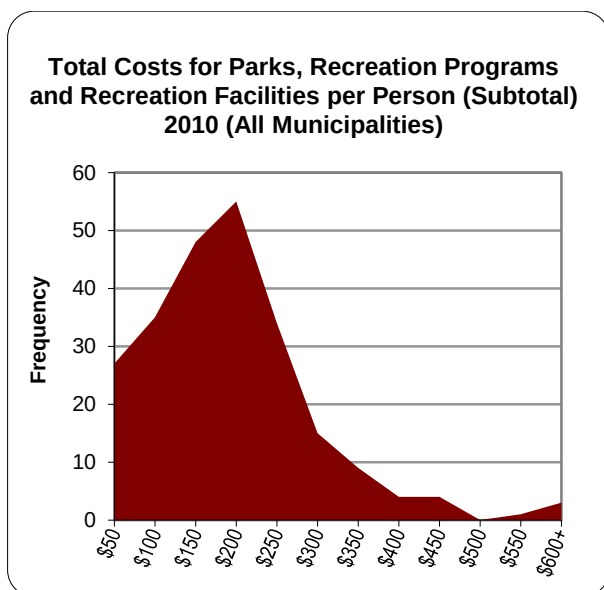
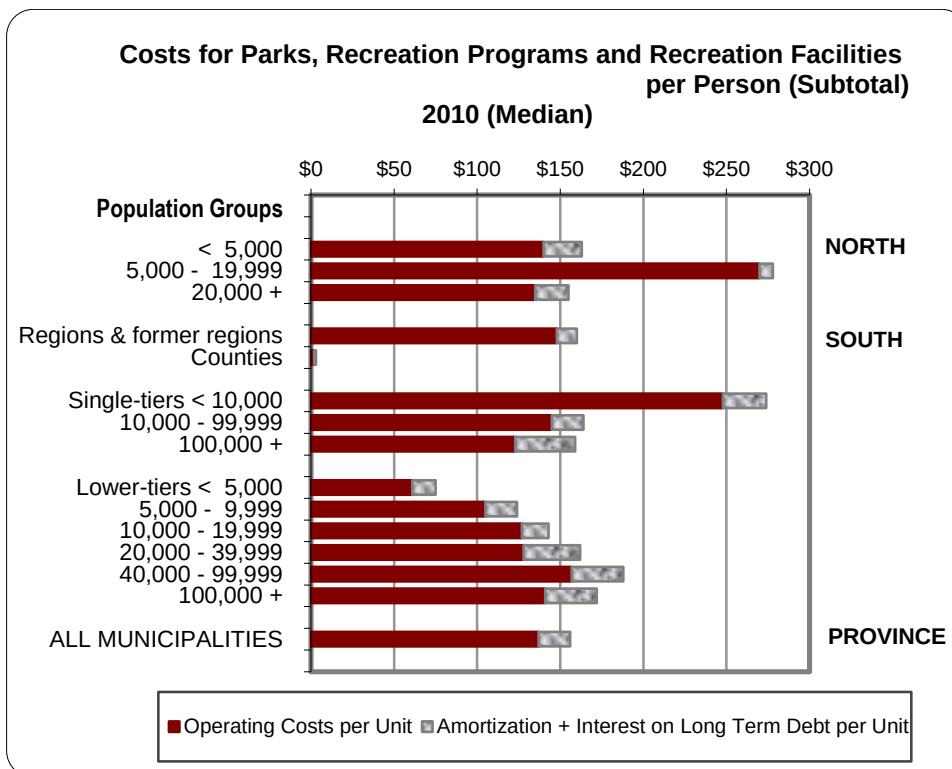
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Recreation Programs and Recreation Facilities (Subtotal): Efficiency

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

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

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



RESULTS		Operating costs for parks, recreation programs and recreation facilities per person. (Subtotal)			
		Total costs for parks, recreation programs and recreation facilities per person. (Subtotal)			
				2010	2009
Population	Reporting	Range	Median	Median	
	#	\$	\$	\$	\$
NORTH					
< 5,000	Operating Costs	41	21 to 602	140	132
	Total Costs	41	25 to 715	163	
5,000 – 19,999	Operating Costs	11	88 to 405	270	236
	Total Costs	11	124 to 429	278	
20,000 +	Operating Costs	4	128 to 225	135	142
	Total Costs	4	136 to 247	155	
SOUTH					
Regions & Former Regions	Operating Costs	5	2 to 188	148	167
	Total Costs	5	2 to 203	160	
Counties	Operating Costs	3	0.26 to 3	2	.026
	Total Costs	3	0.29 to 3	3	
Single-tiers					
<10,000	Operating Costs	3	177 to 424	248	148
	Total Costs	3	198 to 578	274	
10,000 – 99,999	Operating Costs	12	69 to 190	145	130
	Total Costs	12	90 to 233	164	
100,000 +	Operating Costs	6	95 to 197	123	116
	Total Costs	6	121 to 225	159	
Lower-tiers					
< 5,000	Operating Costs	28	10 to 326	61	70
	Total Costs	28	11 to 382	75	
5,000 – 9,999	Operating Costs	40	22 to 352	105	107
	Total Costs	40	25 to 418	124	
10,000 – 19,999	Operating Costs	40	16 to 311	127	130
	Total Costs	40	19 to 351	143	
20,000 – 39,999	Operating Costs	18	68 to 223	128	109
	Total Costs	18	76 to 285	162	
40,000 – 99,999	Operating Costs	10	126 to 204	157	142
	Total Costs	10	148 to 252	188	
100,000 +	Operating Costs	14	98 to 217	141	136
	Total Costs	14	98 to 274	172	
ALL MUNICIPALITIES	Operating Costs	235	0.26 to 602	137	132
	Total Costs	235	0.29 to 715	156	
# Reporting	Operating Costs			235	211
	Total Costs			235	211

FIR Reference:

SLC 91 7321 35 (Measure based on Operating Costs). SLC 91 7320 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

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

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

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 one. This excludes municipalities reporting only the allocation of Program Support as an expense or a residual amount in one of the other categories.
- Materials or Contracted Services were negative values in Schedule 40.

NOTES

Both population and costs affect results.

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 231 of the 235 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 100 municipalities reported Interest on Long Term Debt.
- 4 municipalities did not report Amortization.

FIR Reference:

SLC 91 7321 35 (Measure based on Operating Costs).

SLC 91 7321 45 (Measure based on Total Costs).

Objective Efficient operation of recreation programs and recreation facilities.

Notes This measure is automatically calculated and is based on the sum of expenses for recreation programs and recreation facilities reported in Schedule 40 of the FIR, Consolidated Statement of Operations: Expenses. This subtotal reflects the way many municipalities group their recreation expenses.

Factors Results are influenced by:

Affecting Results

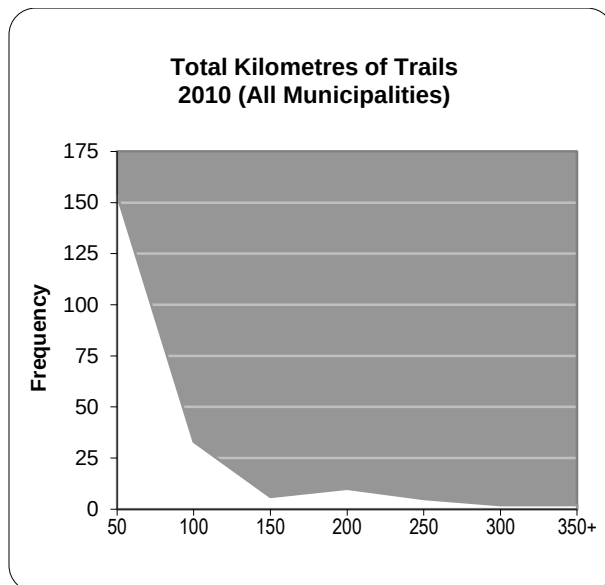
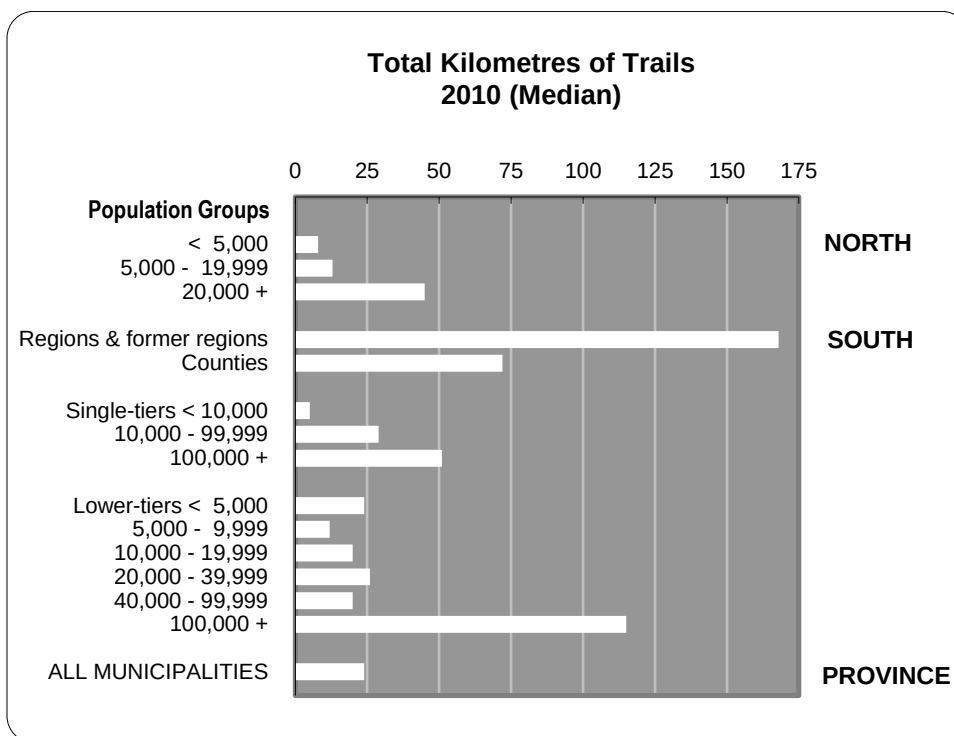
- Population reported by municipality; seasonal population.
- Storms requiring cleanup.
- Number and type of recreation facilities.
- Age of facilities.
- Extent of recreation programming.
- Volunteer involvement.

Results for Total Costs Measure Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Trails: Effectiveness

Total kilometres of trails.



RESULTS Total kilometres of trails.							
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	34	1 to 160	8	11	8	8	10
5,000 – 19,999	8	4 to 82	13	13	13	13	13
20,000 +	4	12 to 85	45	45	34	12	12
SOUTH							
Regions & Former Regions	4	50 to 8,058	168	234	169	169	156
Counties	6	6 to 200	72	72	72	6	6
Single-tiers							
<10,000	4	4 to 12	5	5	5	5	5
10,000 – 99,999	12	2 to 92	29	27	42	25	21
100,000 +	6	30 to 194	51	50	51	51	51
Lower-tiers							
< 5,000	15	1 to 135	24	25	18	10	7
5,000 – 9,999	34	2 to 100	12	9	9	10	10
10,000 – 19,999	43	1 to 1,200	20	22	22	22	20
20,000 – 39,999	18	6 to 239	26	16	16	13	16
40,000 – 99,999	10	7 to 182	20	22	21	23	23
100,000 +	14	27 to 267	115	115	90	90	89
ALL MUNICIPALITIES	212	1 to 8,058	24	23	21	18	18
# Reporting			212	203	221	220	213

FIR Reference: SLC 92 7152 05.

The number of municipalities reporting reflects the condition listed below.

Basic Conditions:

- Total kilometres of trails reported in SLC 92 7152 05 were greater than 0.

Notes:

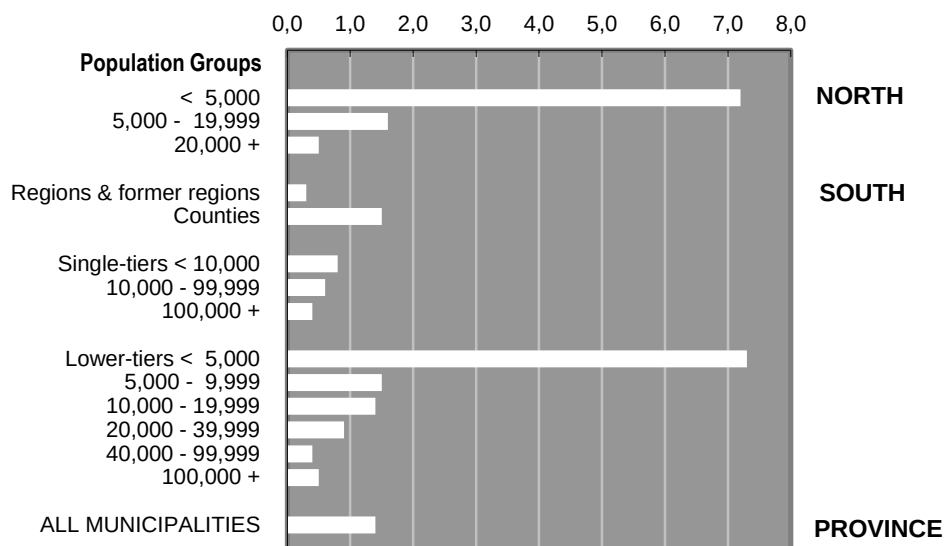
- Trails consist of trails that are owned by municipalities and trails owned by third parties.
- "Total kilometres of trails" is the numerator of the measure, "Kilometres of trails per 1,000 persons".

Trails: Effectiveness

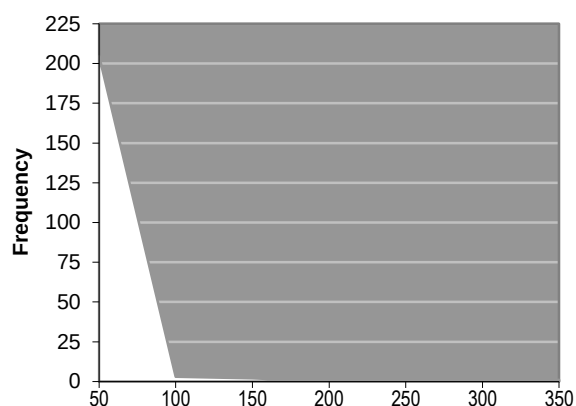
Total kilometres of trails per 1,000 persons.

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

**Total Kilometres of Trails per 1,000 Persons
2010 (Median)**



**Total Kilometres of Trails per 1,000 Persons
2010 (All Municipalities)**



RESULTS Total kilometres of trails per 1,000 persons							
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	34	0.5 to 234	7.2	11.2	10.3	10.3	10.6
5,000 – 19,999	8	0.3 to 8	1.6	1.6	2.1	1.9	1.9
20,000 +	4	0.2 to 1	0.5	0.5	0.3	0.2	0.2
SOUTH							
Regions & Former Regions	4	0.1 to 1	0.3	1.1	0.3	0.1	0.1
Counties	6	0.1 to 3	1.5	0.9	0.9	0.1	0.1
Single-tiers							
<10,000	4	0.6 to 3	0.8	0.8	0.8	0.8	0.8
10,000 – 99,999	12	0.2 to 3	0.6	0.7	0.7	0.6	0.6
100,000 +	6	0.3 to 1	0.4	0.4	0.4	0.4	0.4
Lower-tiers							
< 5,000	15	0.9 to 301	7.3	7.3	5.1	4.0	3.7
5,000 – 9,999	34	0.3 to 15	1.5	1.3	1.1	1.2	1.2
10,000 – 19,999	43	0.1 to 99	1.4	1.7	1.8	1.6	1.4
20,000 – 39,999	18	0.3 to 11	0.9	0.7	0.6	0.4	0.7
40,000 – 99,999	10	0.1 to 3	0.4	0.4	0.4	0.4	0.4
100,000 +	14	0.2 to 1	0.5	0.5	0.4	0.4	0.4
ALL MUNICIPALITIES	212	0.1 to 301	1.4	1.2	1.2	1.2	1.2
# Reporting							
			212	203	221	220	213

FIR Reference: SLC 92 7152 07.

The number of municipalities reporting reflects the condition listed below.

Basic Conditions:

- Total kilometres of trails reported in SLC 92 7152 05 were greater than 0.

Notes:

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

Trails: Effectiveness

Total kilometres of trails.

Total kilometres of trails per 1,000 persons.

Objective

Trails provide recreation opportunities.

Factors

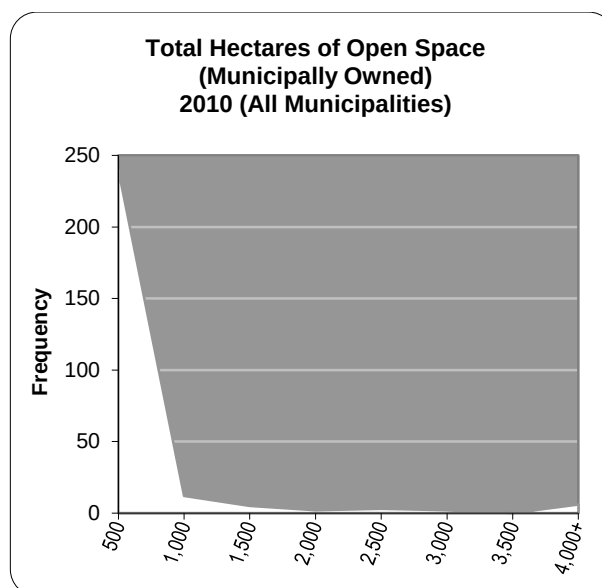
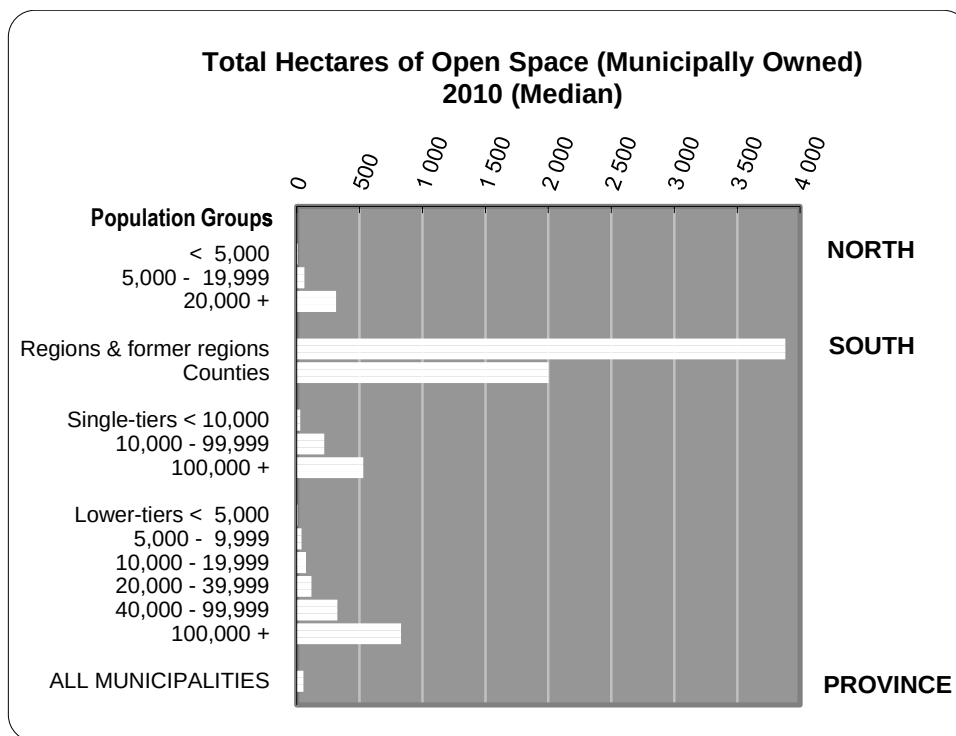
Results are influenced by:

Affecting**Results**

- 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).



RESULTS		Hectares of open space (municipally owned).					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	58	1 to 74,196	11	11	11	13	12
5,000 – 19,999	9	4 to 606	61	40	61	61	40
20,000 +	4	91 to 1,516	315	315	315	900	900
SOUTH							
Regions & Former Regions	3	2,635 to 6,109	3,881	5,464	2,124	1,797	1,797
Counties	4	140 to 5,800	2,002	2,002	605	605	605
Single-tiers							
<10,000	4	11 to 44	30	32	30	30	30
10,000 – 99,999	12	60 to 4,152	219	219	211	209	185
100,000 +	6	257 to 2,414	529	505	479	478	567
Lower-tiers							
< 5,000	36	1 to 406	9	10	10	10	10
5,000 – 9,999	43	1 to 399	38	35	35	30	28
10,000 – 19,999	48	7 to 235	74	61	70	70	61
20,000 – 39,999	19	43 to 402	118	115	89	81	80
40,000 – 99,999	10	167 to 655	323	365	365	280	311
100,000 +	14	283 to 2,963	830	893	893	837	827
ALL MUNICIPALITIES	270	1 to 74,196	54	54	50	48	49
# Reporting			270	257	290	285	274

FIR Reference: SLC 92 7155 05.

The number of municipalities reporting reflects the condition listed below.

Basic Conditions:

- Total hectares of open space reported were greater than 0.

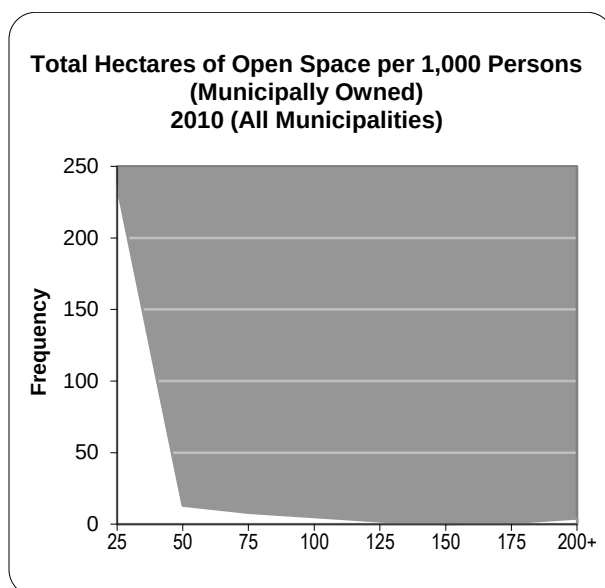
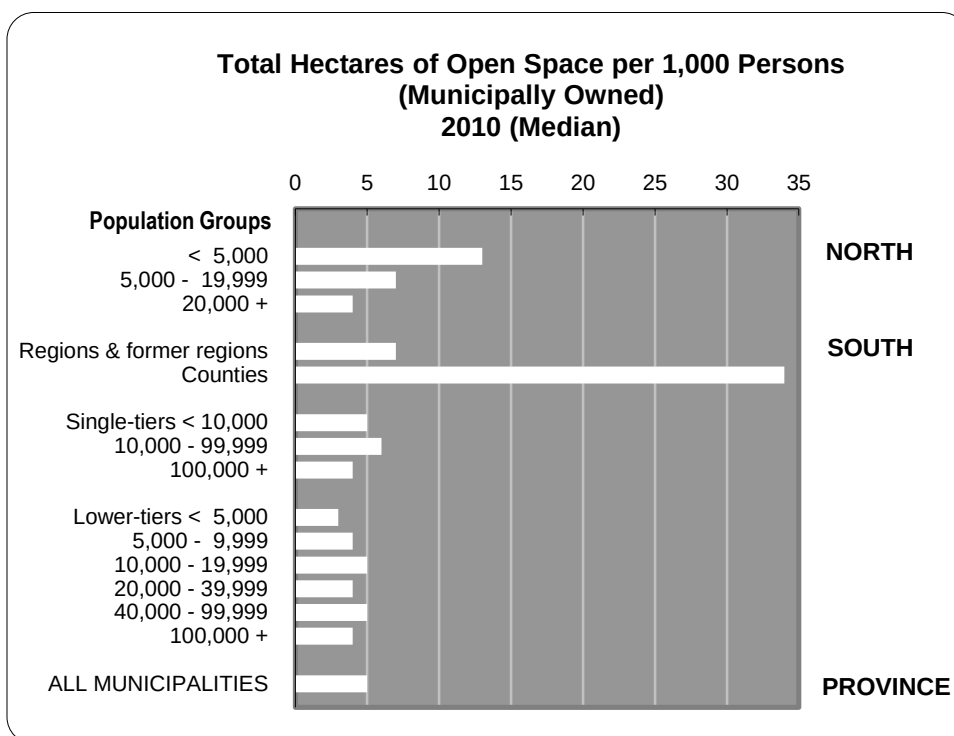
Notes:

- "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 per 1,000 persons (municipally owned).

$$\frac{\text{Total hectares of open space}}{\text{Total population} / 1,000}$$



RESULTS		Hectares of open space per 1,000 persons (municipally owned).					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	58	0.3 to 27,893	13	13	12	15	16
5,000 – 19,999	9	0.8 to 75	7	5	6	6	5
20,000 +	4	2 to 17	4	4	4	15	15
SOUTH							
Regions & Former Regions	3	5 to 24	7	6	4	3	3
Counties	4	2 to 93	34	34	11	11	11
Single-tiers							
<10,000	4	2 to 8	5	5	5	5	5
10,000 – 99,999	12	2 to 56	6	6	6	5	5
100,000 +	6	2 to 10	4	4	4	4	4
Lower-tiers							
< 5,000	36	0.3 to 119	3	4	4	4	4
5,000 – 9,999	43	0.2 to 62	4	4	4	4	4
10,000 – 19,999	48	0.6 to 15	5	5	5	5	4
20,000 – 39,999	19	2 to 18	4	4	3	3	3
40,000 – 99,999	10	2 to 11	5	5	5	5	5
100,000 +	14	3 to 8	4	4	4	4	3
ALL MUNICIPALITIES	270	0.2 to 27,893	5	5	5	5	5
# Reporting			270	257	290	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 in SLC 92 7155 05 were greater than 0.

Open space: Effectiveness

Hectares of open space (municipally owned).

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.

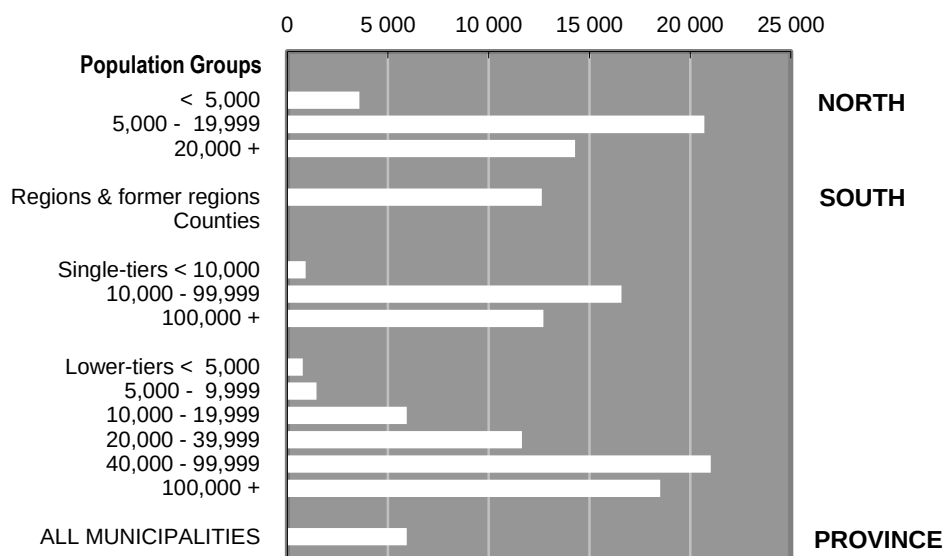
Recreation Programs: Effectiveness

Total participant hours for recreation programs per 1,000 persons

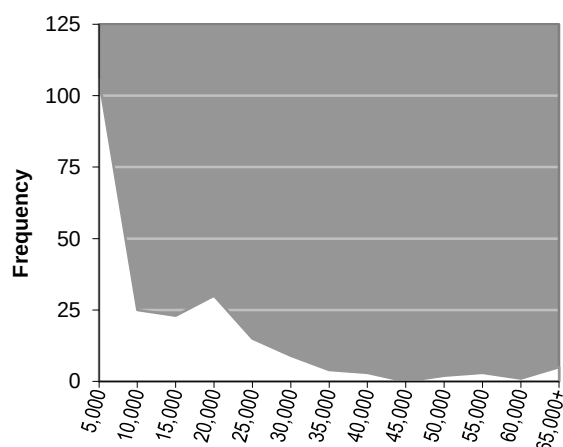
Total participant hours for recreation programs:
registered, drop-in and permitted programs

Total population / 1,000

**Total Participant Hours for Recreation Programs
per 1,000 Persons
2010 (Median)**



**Total Participant Hours for Recreation
Programs per 1,000 Persons
2010 (All Municipalities)**



RESULTS			Total participant hours for recreation programs per 1,000 persons				
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	40	89 to 59,327	3,589	1,442	1,652	897	1,054
5,000 – 19,999	10	45 to 66,071	20,708	22,793	24,851	21,151	15,164
20,000 +	4	35 to 34,204	14,288	10,014	16,164	3,833	3,985
SOUTH							
Regions & Former Regions	3	7,571 to 14,800	12,634	12,045	9,034	7,102	15,721
Counties							
Single-tiers							
<10,000	4	42 to 15,445	915	15,437	1,086	1,086	1,086
10,000 – 99,999	11	697 to 30,406	16,588	16,119	14,592	16,225	16,148
100,000 +	6	2,119 to 46,627	12,722	12,722	13,481	12,410	12,063
Lower-tiers							
< 5,000	23	12 to 30,473	769	831	528	1,086	826
5,000 – 9,999	38	12 to 74,984	1,452	1,631	891	1,330	890
10,000 – 19,999	46	7 to 106,615	5,940	6,379	4,993	10,073	5,749
20,000 – 39,999	17	31 to 35,328	11,652	6,559	6,712	3,949	2,846
40,000 – 99,999	10	750 to 2,935,946	21,029	17,485	17,385	19,813	20,571
100,000 +	14	9,638 to 35,595	18,515	19,453	20,268	18,370	16,653
ALL MUNICIPALITIES	226	7 to 2,935,946	5,940	6,309	3,664	3,386	2,578
# Reporting			226	222	256	247	243

FIR Reference: SLC 92 7255 07.

The number of municipalities reporting reflects the condition listed below.

Basic 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.

Recreation Programs: Effectiveness

Total participant hours for recreation programs per 1,000 persons

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

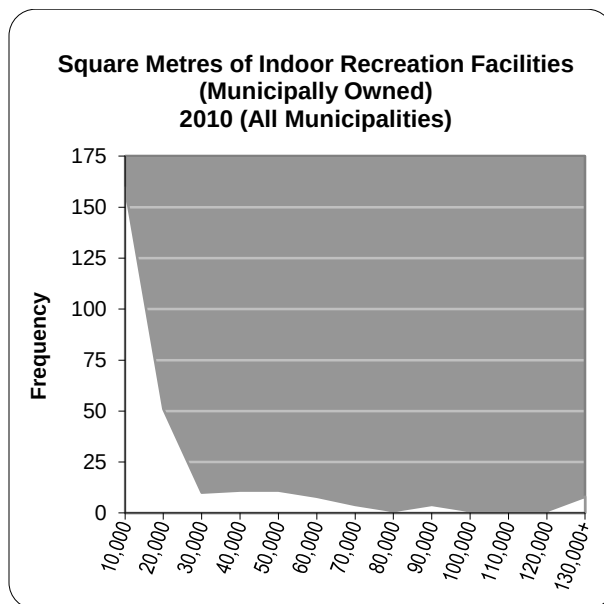
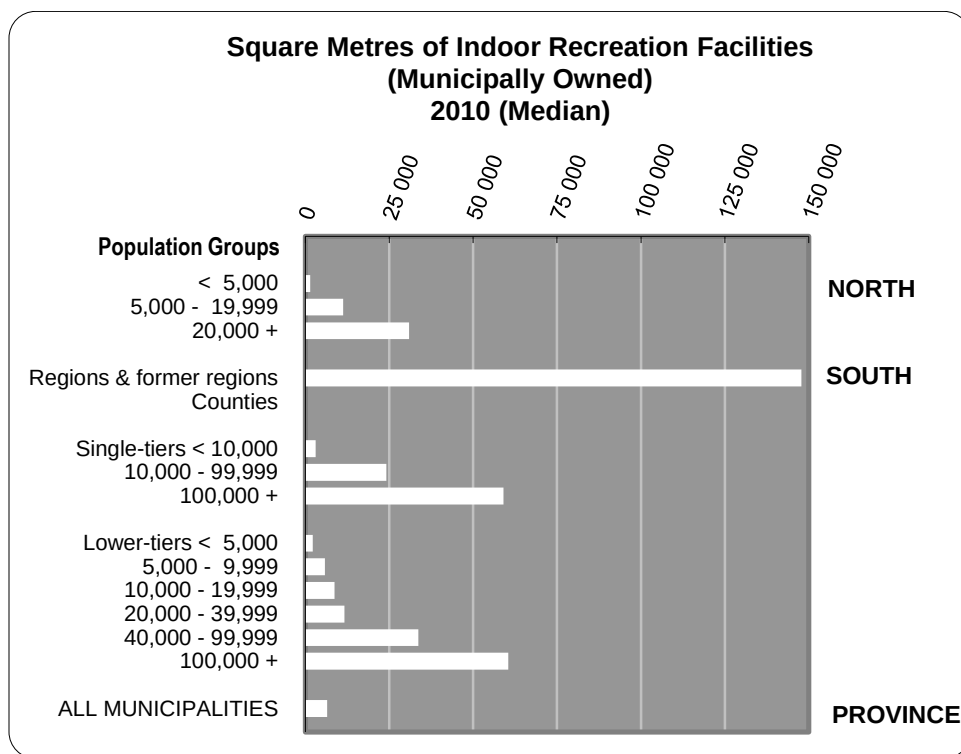
Results are influenced by:

Affecting**Results**

- 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).



RESULTS		Square metres of indoor recreation facilities (municipally owned).					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	59	5 to 49,285	1,500	1,785	1,643	1,643	1,323
5,000 – 19,999	10	5,281 to 52,500	11,298	12,211	11,298	11,298	11,298
20,000 +	4	12,326 to 56,841	30,967	30,967	45,314	45,314	56,841
SOUTH							
Regions & Former Regions	4	111,899 to 415,161	147,741	375,479	135,267	135,267	135,267
Counties							
Single-tiers							
<10,000	4	2,542 to 10,154	3,057	6,932	3,057	3,057	3,057
10,000 – 99,999	12	7,665 to 45,990	24,136	24,136	28,786	28,786	17,512
100,000 +	6	53,166 to 86,589	59,008	58,882	59,685	47,853	53,582
Lower-tiers							
< 5,000	37	6 to 24,380	2,232	2,032	2,415	2,356	2,356
5,000 – 9,999	45	54 to 104,295	5,873	5,130	5,735	5,735	5,873
10,000 – 19,999	47	780 to 500,000	8,701	7,636	8,701	8,701	7,841
20,000 – 39,999	19	5,126 to 27,208	11,690	11,792	11,792	11,273	11,273
40,000 – 99,999	10	17,836 to 357,990	33,677	32,128	33,450	33,450	27,669
100,000 +	14	31,776 to 207,067	60,491	61,653	61,653	60,491	60,491
ALL MUNICIPALITIES	271	5 to 500,000	6,534	6,215	6,092	5,873	5,873
# Reporting			271	258	296	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:

- Square metres of indoor recreation facilities is the numerator of the measure, Square metres of indoor recreation facilities per 1,000 persons (municipally owned).

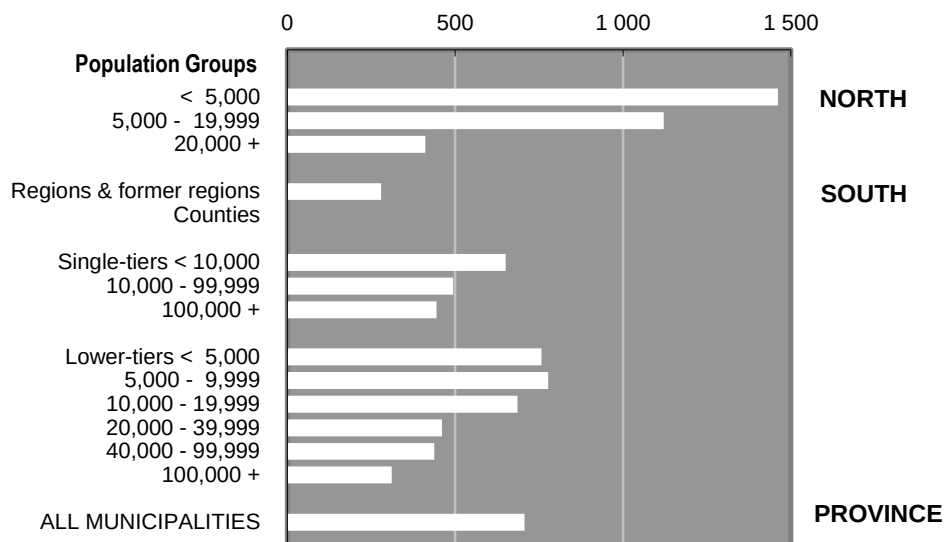
Indoor Recreation Facilities: Effectiveness

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

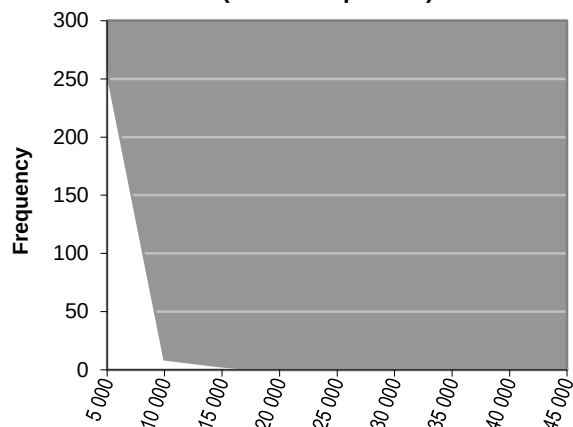
Square metres of indoor recreation facilities

Total population / 1,000

Square Metres of Indoor Recreation Facilities per 1,000 Persons (Municipally Owned) 2010 (Median)



Square Metres of Indoor Recreation Facilities per 1,000 Persons (Municipally Owned) 2010 (All Municipalities)



RESULTS		Square metres of indoor recreation facilities per 1,000 persons (municipally owned).					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	59	8 to 30,801	1,462	1,179	1,377	1,336	1,349
5,000 – 19,999	10	473 to 9,839	1,121	1,121	1,187	1,187	1,176
20,000 +	4	28 to 1,054	411	411	521	521	521
SOUTH							
Regions & Former Regions	4	150 to 704	280	413	418	261	263
Counties							
Single-tiers							
<10,000	4	608 to 1,535	650	790	650	650	650
10,000 – 99,999	12	279 to 1,275	494	494	495	495	396
100,000 +	6	228 to 493	445	448	446	255	256
Lower-tiers							
< 5,000	37	3 to 10,786	757	815	882	819	814
5,000 – 9,999	45	6 to 10,530	777	702	749	776	782
10,000 – 19,999	47	66 to 41,322	686	605	617	685	601
20,000 – 39,999	19	256 to 1,358	461	458	463	428	428
40,000 – 99,999	10	273 to 4,356	438	371	437	441	399
100,000 +	14	241 to 531	311	306	318	321	291
ALL MUNICIPALITIES	271	3 to 41,322	707	689	723	702	717
# Reporting			271	258	296	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 in the numerator in SLC 92 7356 05 is greater than 0.

Recreation Facilities: Effectiveness

Square metres of indoor recreation facilities (municipally owned).

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.

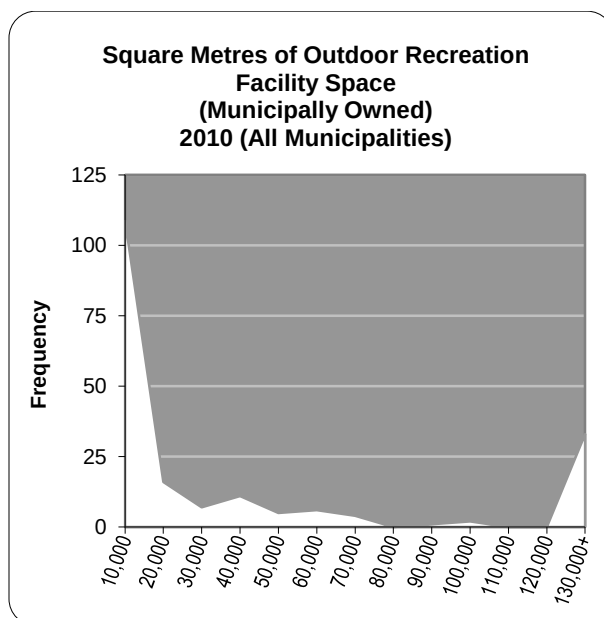
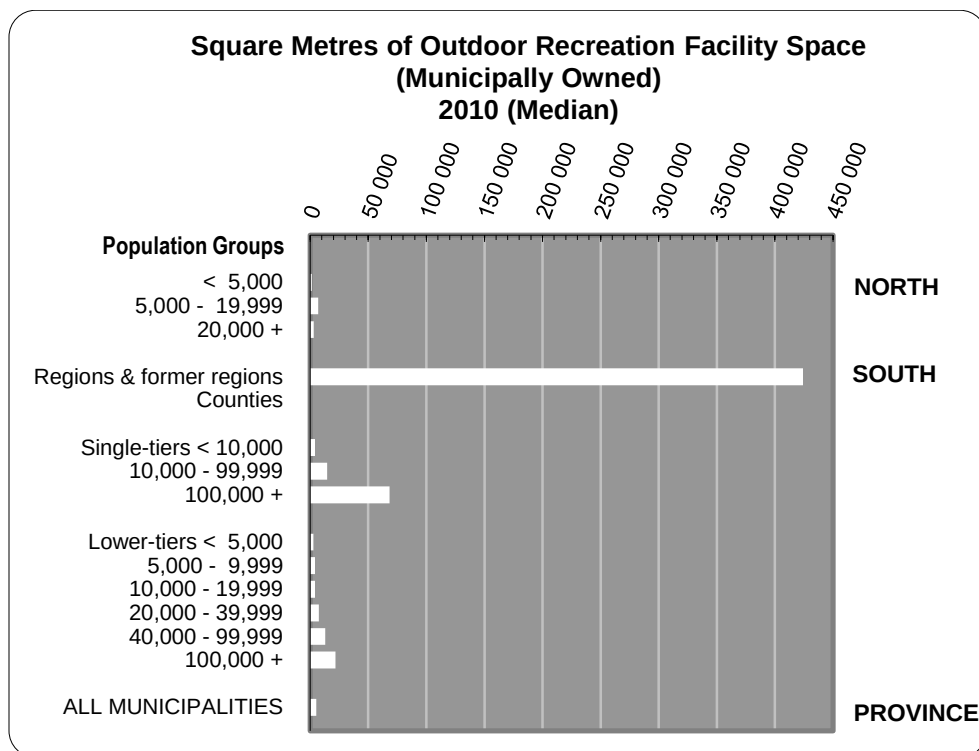
**Factors
Affecting
Results**

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 Facilities: Effectiveness

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



RESULTS		Square metres of outdoor recreation facility space (municipally owned).					
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	39	5 to 1,570,500	1,337	1,398	1,398	1,398	1,782
5,000 – 19,999	6	929 to 705,281	6,836	39,210	6,836	6,836	6,836
20,000 +	3	611 to 911,151	2,910	2,910	6,573	6,573	2,910
SOUTH							
Regions & Former Regions	4	42,810 to 2,920,200	424,297	42,810	42,810	422,429	447,222
Counties							
Single-tiers							
<10,000	4	1,113 to 300,000	4,047	4,047	1,113	1,113	1,113
10,000 – 99,999	9	2,015 to 59,270	14,629	5,880	9,000	14,784	15,332
100,000 +	5	17,415 to 478,011	68,284	18,578	18,578	18,578	18,578
Lower-tiers							
< 5,000	17	34 to 50,424	2,894	2,894	2,785	1,980	1,980
5,000 – 9,999	34	13 to 316,800	4,047	2,532	5,351	5,351	5,130
10,000 – 19,999	37	35 to 1,451,965	4,013	3,051	4,013	5,073	4,013
20,000 – 39,999	14	221 to 429,371	7,381	6,917	6,917	2,098	3,458
40,000 – 99,999	8	2,421 to 1,980,316	12,883	12,833	12,883	12,883	8,061
100,000 +	14	677 to 3,233,283	21,751	22,188	22,188	22,188	22,188
ALL MUNICIPALITIES	194	5 to 3,233,283	5,374	4,013	5,073	4,322	4,271
# Reporting			194	181	205	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.

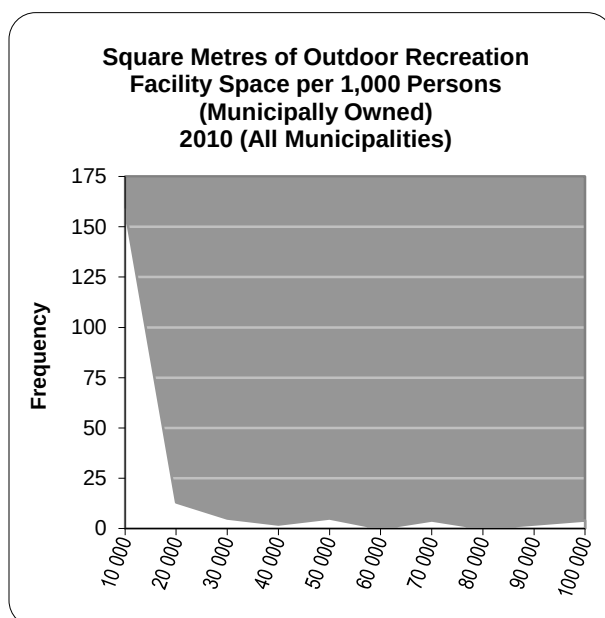
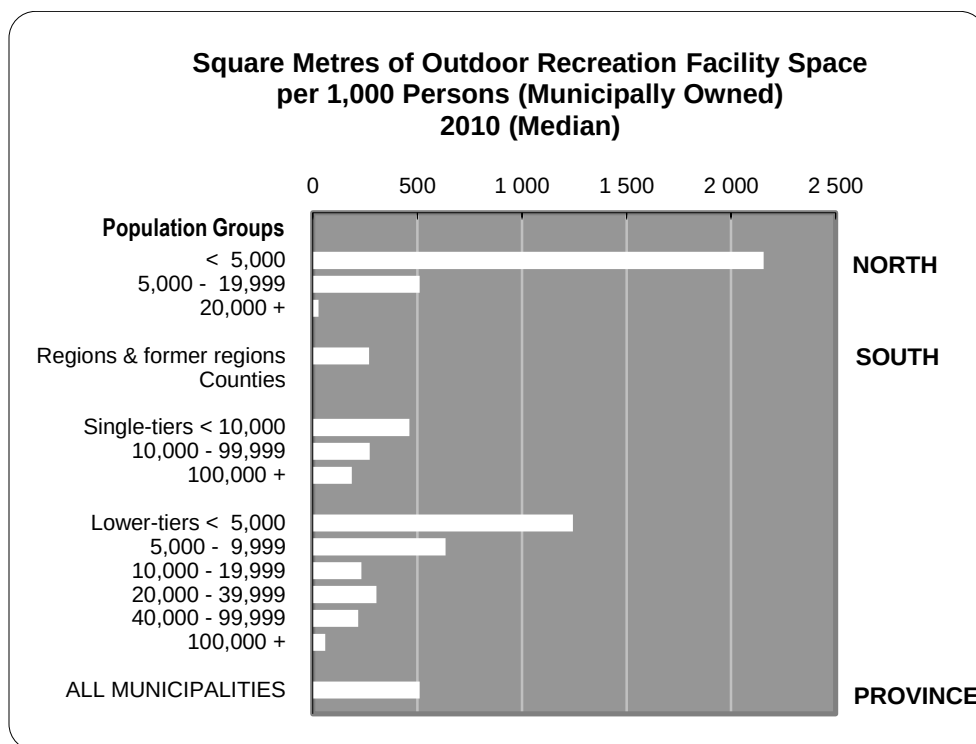
Notes:

- 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.
- In 2008 and 2009, only two former municipalities in the group, "Regions and Former Regions" reported, affecting results.

Outdoor Recreation Facility space: Effectiveness

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

$$\frac{\text{Square metres of outdoor recreation facility space}}{\text{Total population} / 1,000}$$



RESULTS			Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).				
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	39	6 to 1,191,578	2,156	1,736	1,876	1,930	1,930
5,000 – 19,999	6	113 to 69,720	510	2,893	510	510	511
20,000 +	3	8 to 21,191	27	27	87	88	27
SOUTH							
Regions & Former Regions	4	153 to 3,183	269	266	266	266	271
Counties							
Single-tiers							
<10,000	4	266 to 45,338	461	461	266	266	266
10,000 – 99,999	9	42 to 1,641	272	186	199	281	285
100,000 +	5	145 to 3,390	187	172	172	172	172
Lower-tiers							
< 5,000	17	9 to 31,949	1,243	1,293	1,192	966	435
5,000 – 9,999	34	2 to 44,767	634	485	691	687	651
10,000 – 19,999	37	3 to 92,077	232	182	233	341	303
20,000 – 39,999	14	10 to 21,434	304	304	304	95	165
40,000 – 99,999	8	28 to 24,096	217	223	223	211	147
100,000 +	14	2 to 17,219	60	60	61	62	63
ALL MUNICIPALITIES	194	2 to 1,191,578	510	436	559	496	398
# Reporting			194	181	205	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 in the numerator in SLC 92 7359 05 are greater than zero.

Notes:

- 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 per 1,000 persons (municipally owned).

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.

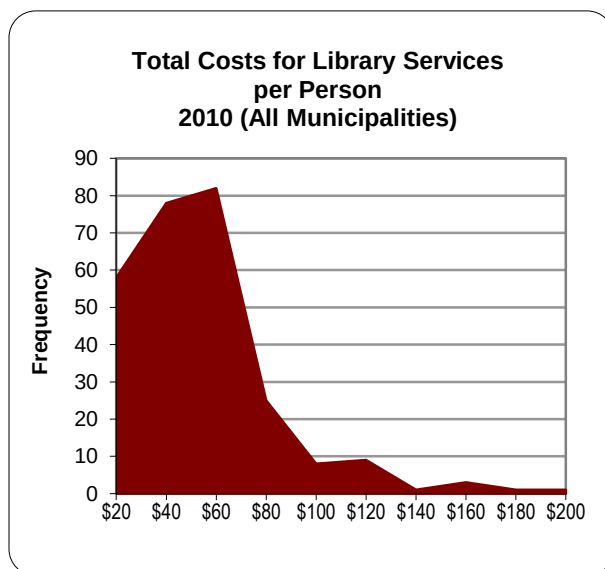
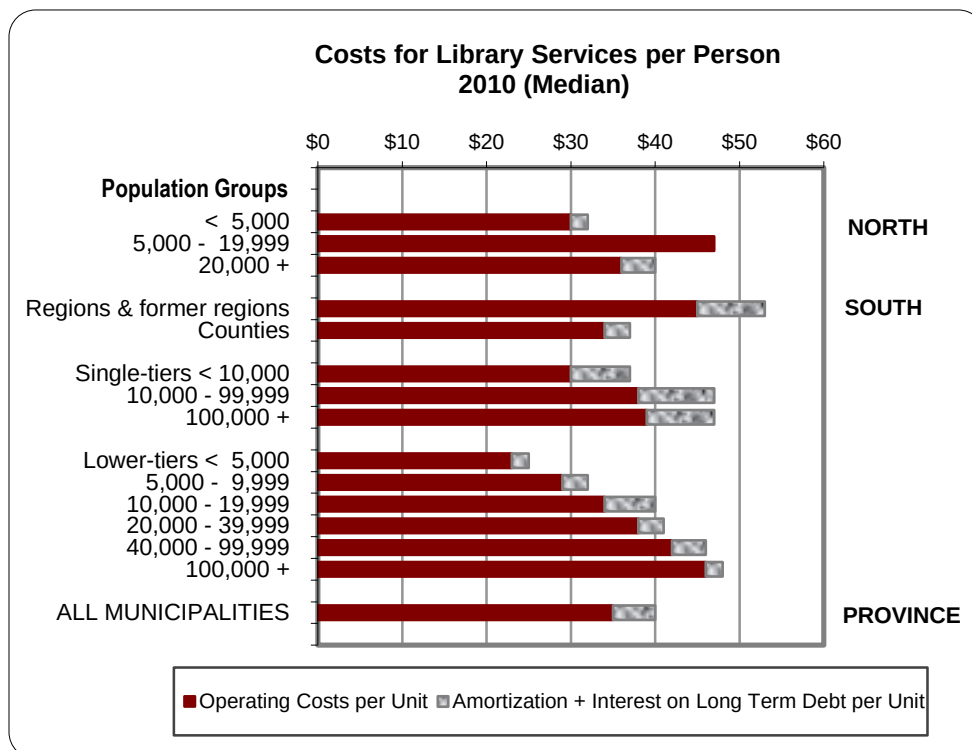
Library Services: Efficiency

Operating costs for library services per person.

Total costs for library services per person.

Costs for library services

Total population / 1,000



RESULTS		Operating costs for library programs per person.			
		Total costs for library programs per person.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	80	2 to 189	30	24
	Total Costs	80	2 to 197	32	
5,000 – 19,999	Operating Costs	11	25 to 82	47	46
	Total Costs	11	27 to 95	47	
20,000 +	Operating Costs	4	34 to 75	36	34
	Total Costs	4	38 to 80	40	
SOUTH					
Regions & Former Regions	Operating Costs	4	42 to 61	45	43
	Total Costs	4	51 to 72	53	
Counties	Operating Costs	12	3 to 48	34	33
	Total Costs	12	3 to 58	37	
Single-tiers					
<10,000	Operating Costs	4	30 to 88	30	38
	Total Costs	4	35 to 99	37	
10,000 – 99,999	Operating Costs	13	26 to 68	38	38
	Total Costs	13	26 to 75	47	
100,000 +	Operating Costs	6	32 to 50	39	36
	Total Costs	6	38 to 60	47	
Lower-tiers					
< 5,000	Operating Costs	39	3 to 136	23	25
	Total Costs	39	3 to 165	25	
5,000 – 9,999	Operating Costs	27	8 to 75	29	28
	Total Costs	27	8 to 106	32	
10,000 – 19,999	Operating Costs	31	4 to 91	34	35
	Total Costs	31	4 to 109	40	
20,000 – 39,999	Operating Costs	12	12 to 59	38	41
	Total Costs	12	12 to 71	41	
40,000 – 99,999	Operating Costs	10	28 to 59	42	36
	Total Costs	10	37 to 67	46	
100,000 +	Operating Costs	13	20 to 53	46	39
	Total Costs	13	24 to 64	48	
ALL MUNICIPALITIES	Operating Costs	266	2 to 189	35	33
	Total Costs	266	2 to 197	40	
# Reporting	Operating Costs			266	252
	Total Costs			266	

FIR Reference:

SLC 91 7405 35 (Measure based on Operating Costs). SLC 91 7405 45 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for library programs per person.

Total costs for library recreation programs per person.

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 \$0. This excludes municipalities reporting only the Allocation of Program Support as an expense or a residual amount in one of the other categories.
- 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 Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 111 of the 155 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 27 municipalities reported Interest on Long Term Debt.
- 77 municipalities did not report Amortization.

FIR Reference:

SLC 91 7405 35 (Measure based on Operating Costs).

SLC 91 7405 45 (Measure based on Total Costs).

Objective**Efficient Library Services****Notes**

This measure is automatically calculated based on costs reported in Schedule 40, Consolidated Statement of Operations: Expenses, of the FIR and population.

Results were not included if the Allocation of Program Support was the only expense 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 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.

**Results
for Total
Costs
Measure**

Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

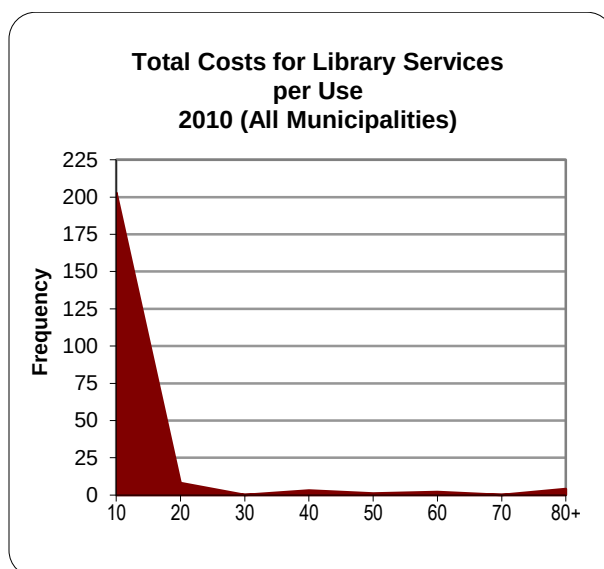
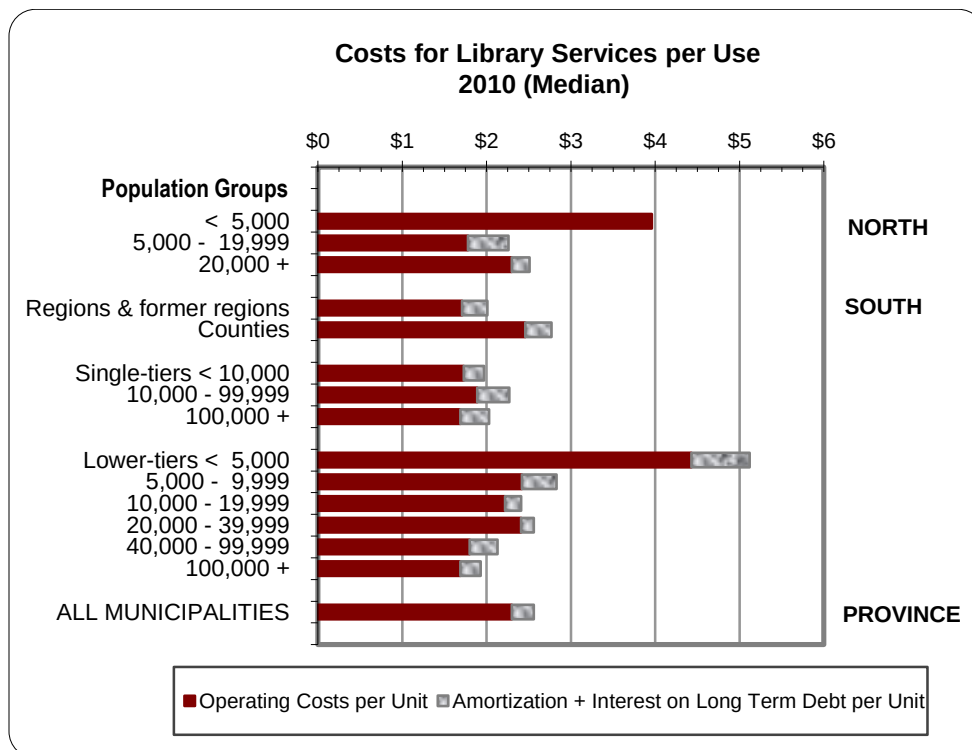
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Library Services: Efficiency

Operating costs for library services per use.

Total costs for library services per use.

$$\frac{\text{Costs for library services}}{\text{Total library uses for your municipality}}$$



RESULTS		Operating costs for library programs per use.			
		Total costs for library programs per use.			
				2010	2009
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	53	0.16 to 809.51	3.96	3.65
	Total Costs	53	0.61 to 865.45	3.96	
5,000 – 19,999	Operating Costs	10	0.94 to 3.05	1.78	1.60
	Total Costs	10	1.05 to 3.14	2.26	
20,000 +	Operating Costs	4	0.56 to 2.92	2.30	1.81
	Total Costs	4	0.63 to 3.23	2.51	
SOUTH					
Regions & Former Regions	Operating Costs	4	1.66 to 5.46	1.71	1.99
	Total Costs	4	2.00 to 6.47	2.01	
Counties	Operating Costs	11	1.53 to 29.14	2.46	2.36
	Total Costs	11	1.57 to 33.18	2.77	
Single-tiers					
<10,000	Operating Costs	4	1.72 to 4.24	1.73	2.14
	Total Costs	4	1.94 to 5.11	1.97	
10,000 – 99,999	Operating Costs	12	0.76 to 3.42	1.89	2.21
	Total Costs	12	0.77 to 3.92	2.27	
100,000 +	Operating Costs	6	0.38 to 2.01	1.69	1.65
	Total Costs	6	0.45 to 2.47	2.03	
Lower-tiers					
< 5,000	Operating Costs	31	0.24 to 528.74	4.43	4.09
	Total Costs	31	0.24 to 544.05	5.12	
5,000 – 9,999	Operating Costs	23	0.90 to 71.09	2.42	2.44
	Total Costs	23	1.06 to 71.09	2.83	
10,000 – 19,999	Operating Costs	31	0.82 to 10.26	2.22	2.10
	Total Costs	31	0.82 to 10.35	2.41	
20,000 – 39,999	Operating Costs	9	1.18 to 5.22	2.41	2.53
	Total Costs	9	1.34 to 8.35	2.56	
40,000 – 99,999	Operating Costs	10	0.40 to 5.02	1.80	1.77
	Total Costs	10	0.45 to 5.46	2.13	
100,000 +	Operating Costs	13	0.83 to 2.66	1.69	1.24
	Total Costs	13	0.83 to 3.04	1.93	
ALL MUNICIPALITIES	Operating Costs	221	0.16 to 809.51	2.30	2.27
	Total Costs	221	0.24 to 865.45	2.56	
# Reporting	Operating Costs			221	195
	Total Costs			221	

FIR Reference:

SLC 91 7406 35 (Measure based on Operating Costs). SLC 91 7405 46 (Measure based on Total Costs).

See the next page for the conditions used to identify and remove outlying values.

CONDITIONS

Operating costs for library programs per use.

Total costs for library recreation programs per use.

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 the allocation of Program Support as an expense or a residual amount in one of the other categories.
- 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.
- 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 expenses.

NOTES

The formula for Total Costs was changed in 2010 to net out revenue received from other municipalities for Tangible Capital Assets.

For the municipalities included in the chart for 2010:

- 119 of the 143 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 30 municipalities reported Interest on Long Term Debt.
- 40 municipalities did not report Amortization.

FIR Reference:

SLC 91 7406 35 (Measure based on Operating Costs).

SLC 91 7406 45 (Measure based on Total Costs).

Objective	Efficient Library Services
Notes	This measure is automatically calculated based on operating costs reported in Schedule 40, Consolidated Statement of Operations: Expenses. 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, Consolidated Statement of Operations: Expenses. Results were not included if the Allocation of Program Support was the only expense 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 expenses 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 expenses. 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 expenses 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 expenses in the following situations: municipality provides library service on a contractual basis, municipality purchases service, municipality is a member of a union public library.

**Results
for Total
Costs
Measure**

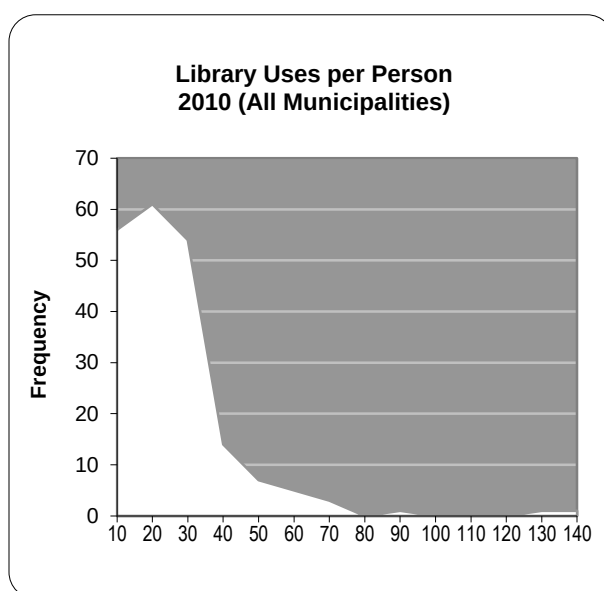
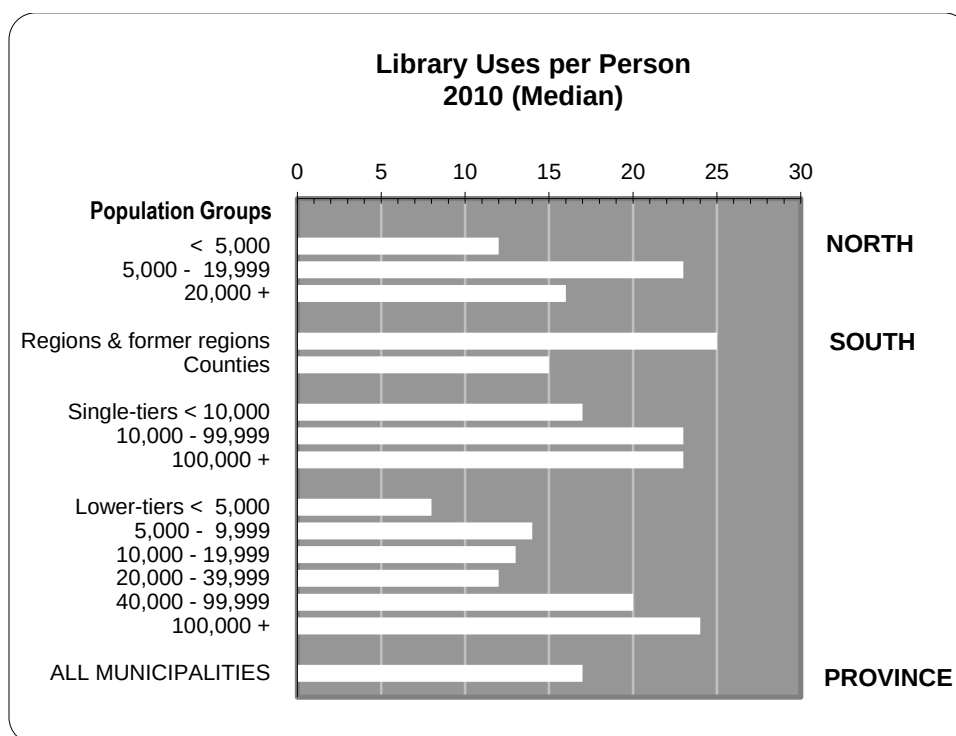
Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a municipality owns tangible capital assets. Service contracts may or may not reflect Amortization costs.

Library Services: Effectiveness

Library uses per person.

$$\frac{\text{Total library uses}}{\text{Total population}}$$



RESULTS Library uses per person.							
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	49	0.05 to 128	12	10	9	9	10
5,000 – 19,999	10	11 to 55	23	30	21	21	18
20,000 +	4	12 to 64	16	18	17	18	17
SOUTH							
Regions & Former Regions	6	8 to 37	25	22	27	26	22
Counties	9	7 to 32	15	16	12	13	14
Single-tiers							
<10,000	4	7 to 51	17	18	14	15	14
10,000 – 99,999	10	11 to 57	23	21	16	18	17
100,000 +	6	18 to 83	23	32	22	24	25
Lower-tiers							
< 5,000	26	0.37 to 67	8	8	5	6	4
5,000 – 9,999	21	5 to 41	14	11	8	9	9
10,000 – 19,999	29	2 to 38	13	15	15	14	14
20,000 – 39,999	6	3 to 25	12	11	15	15	18
40,000 – 99,999	10	12 to 134	20	20	16	16	15
100,000 +	13	17 to 39	24	27	22	22	22
ALL MUNICIPALITIES	203	0.05 to 134	17	15	14	13	13
# Reporting			203	187	222	208	208

FIR Reference: SLC 92 7460 07.

The number of municipalities reporting reflects the conditions 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 expenses.
NOT (SLC 91 7406 20 > 0 AND SLC 92 7460 05 ≥ SLC 94 7403 02 AND SLC 94 7403 02 IS NOT NULL)

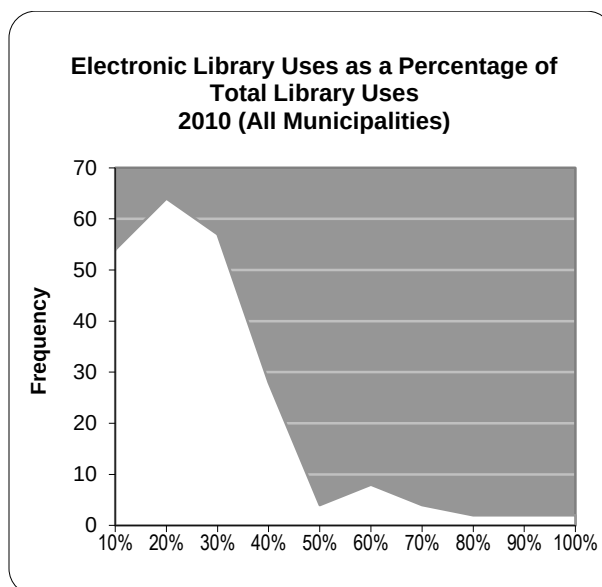
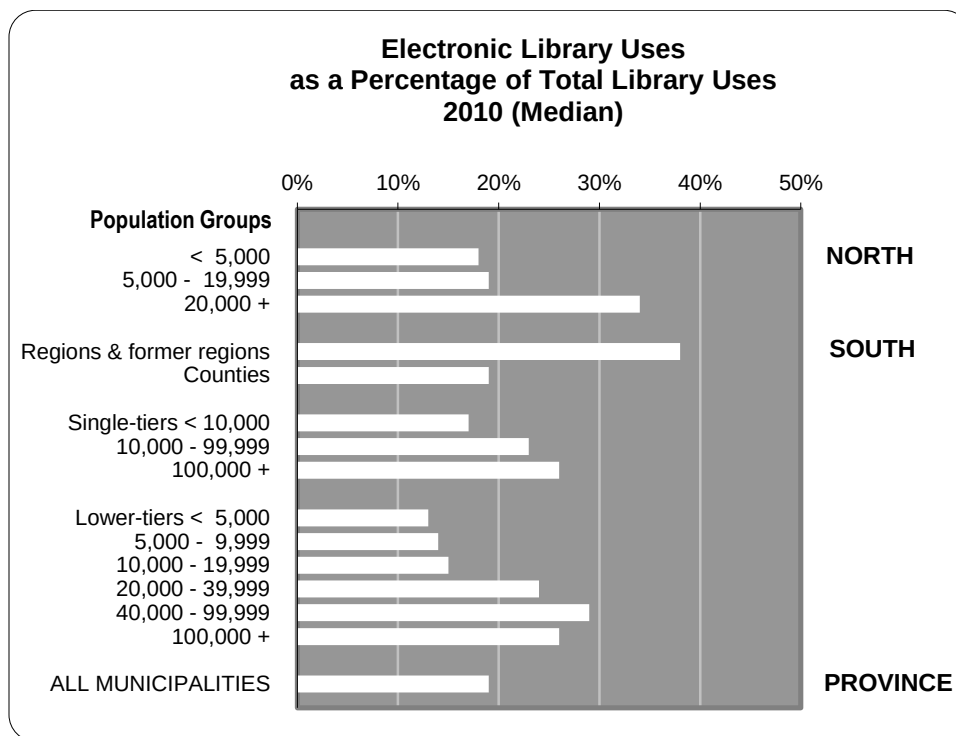
Library Services: Effectiveness

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 expenses 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 expenses.
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.



RESULTS Electronic library uses as a percentage of total library uses.				
			2010	2009
Population	Reporting #	Range %	Median %	Median %
NORTH				
< 5,000	56	0% to 100%	18%	15%
5,000 – 19,999	9	5% to 31%	19%	19%
20,000 +	4	23% to 91%	34%	35%
SOUTH				
Regions & Former Regions	5	24% to 64%	38%	36%
Counties	11	3% to 65%	19%	17%
Single-tiers				
<10,000	4	14% to 55%	17%	19%
10,000 – 99,999	11	12% to 61%	23%	23%
100,000 +	6	16% to 81%	26%	23%
Lower-tiers				
< 5,000	30	0% to 60%	13%	15%
5,000 – 9,999	23	0% to 74%	14%	12%
10,000 – 19,999	32	0% to 71%	15%	11%
20,000 – 39,999	10	7% to 33%	24%	19%
40,000 – 99,999	10	20% to 85%	29%	28%
100,000 +	14	9% to 51%	26%	28%
ALL MUNICIPALITIES	225	0% to 100%	19%	18%
# Reporting			225	221

FIR Reference: SLC 92 7463 07.

The number of municipalities reporting reflects the condition listed below.

Condition:

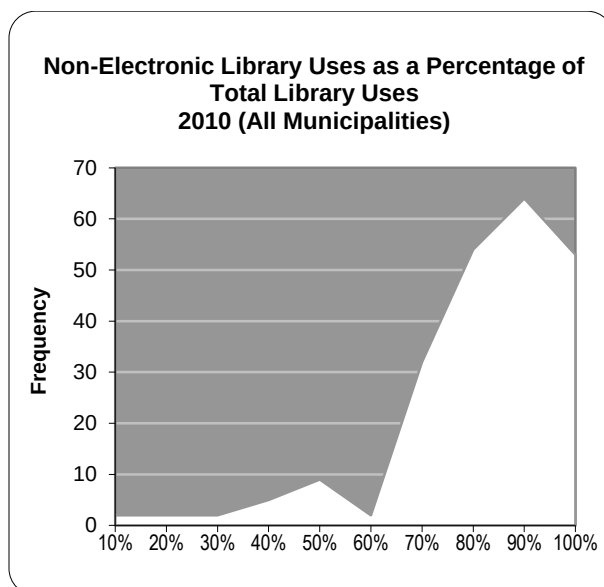
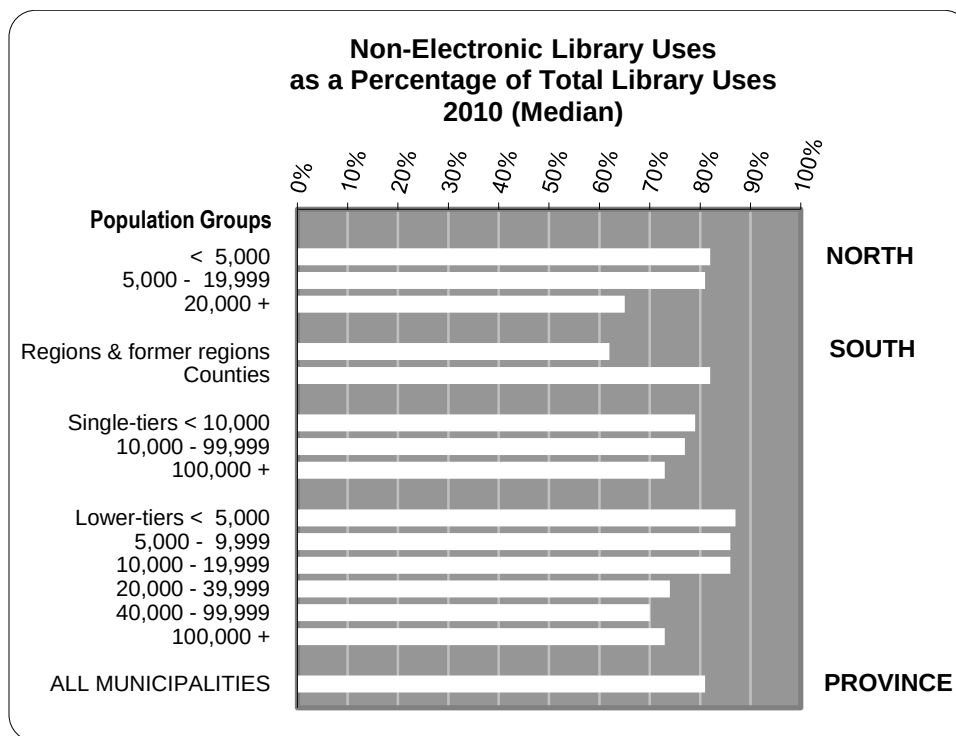
- The sum of electronic and non-electronic library uses does not exceed 100%.

Notes:

- The calculation of electronic library uses was updated in 2009 to include the number of people using the public library wireless connection.

Library Services: Effectiveness

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



RESULTS Non-electronic library uses as a percentage of total library uses.				
			2010	2010
Population	Reporting #	Range %	Median %	Median %
NORTH				
< 5,000	56	0.2% to 100%	82%	85%
5,000 – 19,999	9	69% to 96%	81%	81%
20,000 +	4	9% to 77%	65%	64%
SOUTH				
Regions & Former Regions	5	36% to 76%	62%	64%
Counties	11	35% to 97%	82%	82%
Single-tiers				
<10,000	4	45% to 86%	79%	81%
10,000 – 99,999	11	39% to 88%	77%	76%
100,000 +	6	19% to 84%	73%	73%
Lower-tiers				
< 5,000	30	40% to 100%	87%	85%
5,000 – 9,999	23	26% to 100%	86%	88%
10,000 – 19,999	32	29% to 100%	86%	89%
20,000 – 39,999	10	67% to 93%	74%	81%
40,000 – 99,999	10	15% to 81%	70%	70%
100,000 +	14	48% to 91%	73%	72%
ALL MUNICIPALITIES	225	0.2% to 100%	81%	82%
# Reporting			225	221

FIR Reference: SLC 92 7462 07.

The number of municipalities reporting reflects the condition listed below.

Condition:

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

Notes:

- The calculation of electronic library uses was updated in 2009 to include the number of people using the public library wireless connection.

Library Services: Effectiveness

Electronic library uses as a percentage of total library uses.

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

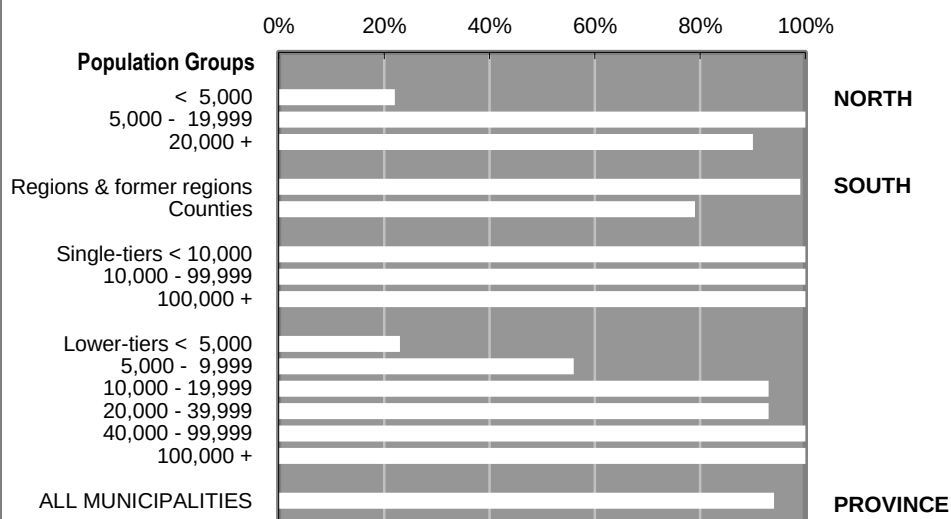
Objective	Increased use of library services.
Notes	Electronic library uses are based on the Annual Survey of Public Libraries conducted by the Ministry of Culture. Electronic library uses include the number of people using computer workstations, the number of times electronic databases are accessed by 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.

Location of New Residential Development: Effectiveness

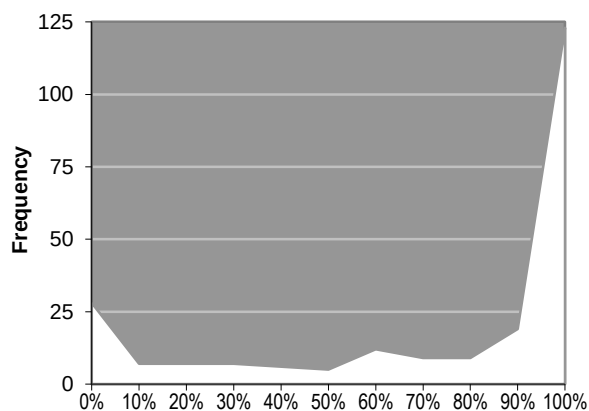
Percentage of new residential units located within settlement areas.

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

**Percentage of New Residential Units
Located Within Settlement Areas
2010 (Median)**



**Percentage of New Residential Units
Located Within Settlement Areas
2010 (All Municipalities)**



RESULTS	Percentage of new residential units located within settlement areas.					

			2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %
NORTH						
< 5,000	36	0% to 100%	22%	33%	27%	71%
5,000 – 19,999	9	24% to 100%	100%	100%	100%	100%
20,000 +	4	78% to 100%	90%	89%	85%	93%
SOUTH						
Regions & Former Regions	9	85% to 100%	99%	97%	98%	99%
Counties	3	61% to 90%	79%	65%	67%	75%
Single-tiers						
<10,000	4	0% to 100%	100%	100%	100%	100%
10,000 – 99,999	12	21% to 100%	100%	100%	100%	100%
100,000 +	4	96% to 100%	100%	100%	100%	100%
Lower-tiers						
< 5,000	25	0% to 100%	23%	29%	20%	9%
5,000 – 9,999	42	0% to 100%	56%	64%	61%	64%
10,000 – 19,999	45	0% to 100%	93%	87%	87%	91%
20,000 – 39,999	17	51% to 100%	93%	93%	88%	93%
40,000 – 99,999	9	77% to 100%	100%	100%	100%	100%
100,000 +	13	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	232	0% to 100%	94%	93%	90%	91%
# Reporting						
			232	227	259	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

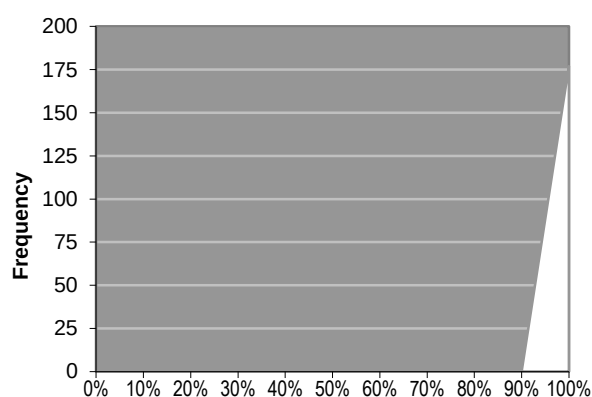
Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.

Hectares of land designated for agricultural purposes in the Official
Plan as of December 31st of reporting year

Hectares of land designated for agricultural purposes in the Official
Plan as of January 1 of the reporting year

X 100

**Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year
2010 (All Municipalities)**



RESULTS			Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	18	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	10	99% to 100%	100%	100%	100%	100%	100%
Counties	10	100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	1	100%	100%	100%	100%	68%	100%
10,000 – 99,999	7	62% to 100%	100%	100%	100%	100%	100%
100,000 +	3	98% to 100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	18	98% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	34	99% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	41	100%	100%	100%	100%	100%	100%
20,000 – 39,999	16	80% to 100%	100%	100%	100%	100%	100%
40,000 – 99,999	8	100%	100%	100%	100%	100%	100%
100,000 +	10	5% to 100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	180	5% to 100%	100%	100%	100%	100%	100%
# Reporting			180	164	193	192	183

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 8163 07 < 100.5)

Notes:

- No bar graph is included because the median result for all groups was 100% in 2010.

Preservation of Agricultural Land: Effectiveness

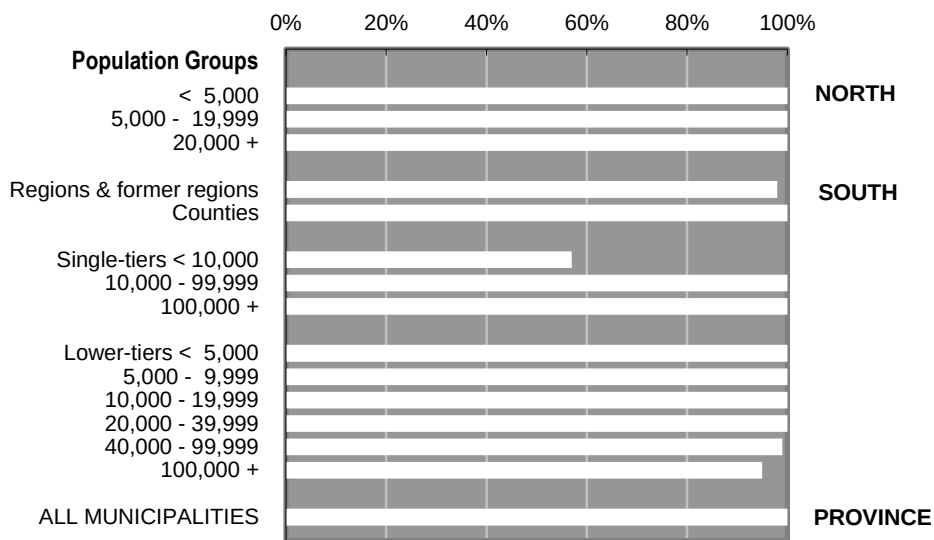
Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.

Hectares of land designated for agricultural purposes in the Official Plan as of December 31 of reporting year

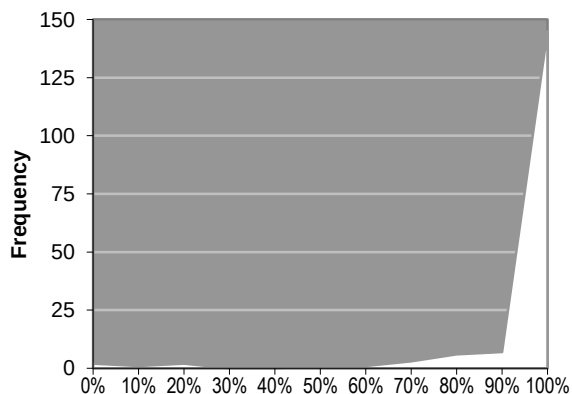
Hectares of land designated for agricultural purposes in the Official Plan as of January 1, 2000

X 100

Percentage of Land Designated for Agricultural Purposes which was not Re-designated for Other Uses Relative to the Base Year of 2000 2010 (Median)



Percentage of Land Designated for Agricultural Purposes which was not Re-designated for Other Uses Relative to the Base Year of 2000. (2010) All Municipalities



RESULTS			Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	16	19% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	2	100%	100%	100%	100%	100%	100%
20,000 +	1	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	10	88% to 100%	98%	98%	98%	98%	98%
Counties	9	99% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	1	57%	57%	57%	57%	57%	85%
10,000 – 99,999	7	0% to 100%	100%	100%	100%	100%	100%
100,000 +	3	98% to 100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	17	65% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	30	11% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	38	85% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	15	64% to 100%	100%	100%	100%	100%	100%
40,000 – 99,999	8	88% to 100%	99%	100%	99%	100%	100%
100,000 +	11	0% to 100%	95%	95%	97%	100%	100%
ALL MUNICIPALITIES	168	0% to 100%	100%	100%	100%	100%	100%
# Reporting			168	161	184	179	176

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 2010.

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 relative to the base year of 2000.

Objective

Preservation of agricultural land.

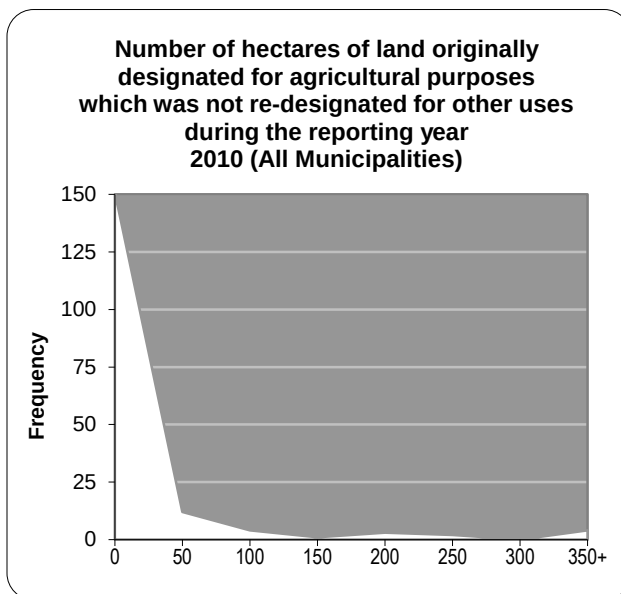
**Factors
Affecting
Results**

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.



RESULTS			Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	18	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	10	0 to 686	0	0	0	0	0
Counties	8	0 to 322	1	0	20	2	38
Single-tiers							
<10,000	1	0	0	0	0	77	0
10,000 – 99,999	6	0 to 245	0	0	0	0	0
100,000 +	3	0 to 239	6	0	0	0	0
Lower-tiers							
< 5,000	18	0 to 159	0	0	0	0	0
5,000 – 9,999	34	-3 to 3,835	0	0	0	0	0
10,000 – 19,999	41	0 to 40	0	0	0	0	0
20,000 – 39,999	16	0 to 3,577	0	0	0	0	0
40,000 – 99,999	8	0 to 100	0	0	0	0	0
100,000 +	10	0 to 198	0	0	0	0	0
ALL MUNICIPALITIES	177	-3 to 3,835	0	0	0	0	0
# Reporting			177	163	191	190	181

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 (SLC 92 8165 07 < 0) in this measure were not included in the summary statistics unless they made an entry in the Notes in Schedule 93.

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.
- No bar graph is included because the median result for all but 2 groups was 10

Preservation of Agricultural Land: Effectiveness

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

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.

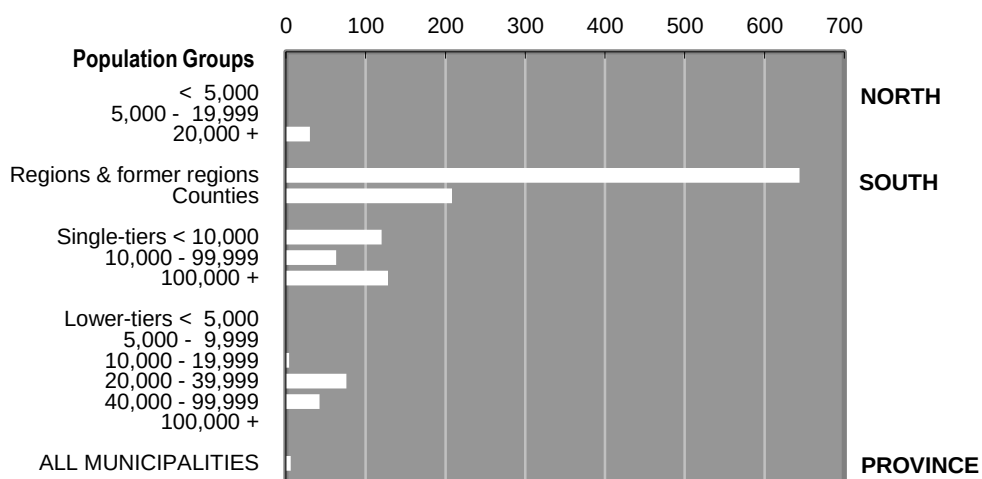
The factors influencing results are the same for all measures concerning the preservation of agricultural land. Results are influenced by:

- 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.

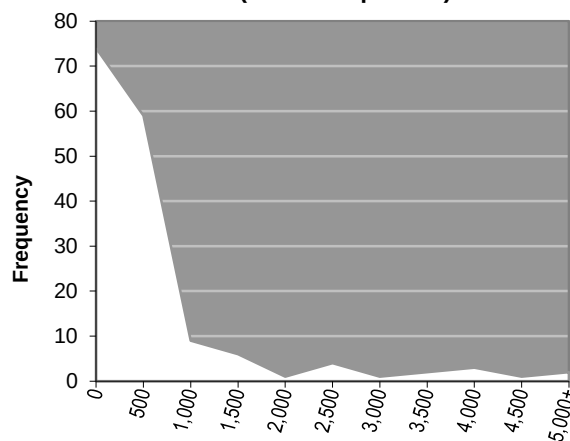
Preservation of Agricultural Land: Effectiveness

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
2010 (Median)**



**Number of Hectares of Land Originally Designated for Agricultural Purposes which was Re-designated for Other Uses Since January 1, 2000
2010 (All Municipalities)**



RESULTS			Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.				
			2010	2009	2008	2007	2006
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	16	0 to 924	0	0	0	0	0
5,000 – 19,999	2	0	0	0	0	0	0
20,000 +	1	30	30	30	30	30	30
SOUTH							
Regions & Former Regions	10	0 to 3,547	644	583	1,169	1,114	895
Counties	8	48 to 2,381	208	119	175	150	37
Single-tiers							
<10,000	1	120	120	120	120	120	43
10,000 – 99,999	6	0 to 2,545	63	85	80	85	19
100,000 +	3	0 to 264	128	26	0	27	110
Lower-tiers							
< 5,000	16	0 to 1,600	0	0	0	0	0
5,000 – 9,999	30	-695 to 5,005	0	0	1	0	0
10,000 – 19,999	36	0 to 2,107	4	11	4	4	4
20,000 – 39,999	15	0 to 8,343	76	5	15	2	2
40,000 – 99,999	8	0 to 3,922	42	6	15	6	6
100,000 +	10	0 to 1,382	0	4	4	0	0
ALL MUNICIPALITIES	162	-695 to 8,343	6	0	5	1	1
# Reporting			162	152	179	175	171

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 (SLC 92 8166 07 < 0) were not included in the summary statistics unless they made an entry in the Notes in Schedule 93.

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.

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.

2010 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, Line, Column in 2010 Financial Information Return
General government			
	Efficiency	a) Operating costs for governance and corporate management as a percentage of total municipal operating costs.	91 0206 35
		b) Total costs for governance and corporate management as a percentage of total municipal costs.	91 0206 45
Protection Services			
Fire services	Efficiency	a) Operating costs for fire services per \$1,000 of assessment.	91 1103 35
	Efficiency	b) Total costs for fire services per \$1,000 of assessment.	91 1103 45
	Effectiveness	Number of residential fire related civilian injuries per 1,000 persons	92 1151 07
	Effectiveness	Number of residential fire related civilian injuries averaged over five years per 1,000 persons.	92 1152 07
	Effectiveness	Number of residential fire related civilian fatalities per 1,000 persons	92 1155 07
	Effectiveness	Number of residential fire related civilian fatalities averaged over five years per 1,000 persons.	92 1156 07
	Effectiveness	Number of residential structural fires per 1,000 households	92 1160 07
Police services	Efficiency	a) Operating costs for police services per person.	91 1204 35
	Efficiency	b) Total costs for police services per person.	91 1204 45
	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

2010 Ontario Municipal Performance Measures				Schedule, Line, Column in 2010 Financial Information Return
Service	Type of measure	Description of Measure		
Roadways				
Roads	Efficiency	a) Operating costs for paved (hard top) roads per lane kilometre.		91 2111 35
	Efficiency	b) Total costs for paved (hard top) roads per lane kilometre.		91 2111 45
	Efficiency	a) Operating costs for unpaved (loose top) roads per lane kilometre.		91 2110 35
	Efficiency	b) Total costs for unpaved (loose top) roads per lane kilometre.		91 2110 45
	Effectiveness	Percentage of paved lane kilometres where the condition is rated as good to very good.		92 2152 07
Bridges and Culverts	Efficiency	a) Operating costs for bridges and culverts per square metre of surface area.		91 2130 35
	Efficiency	b) Total costs for bridges and culverts per square metre of surface area.		91 2130 45
	Effectiveness	Percentage of bridges and culverts where the condition is rated as good to very good.		92 2165 07
Winter control	Efficiency	a) Operating costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter.		91 2205 35
	Efficiency	b) Total costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter.		91 2205 45
	Effectiveness	Percentage of winter events where the response met or exceeded locally determined service levels for road maintenance.		92 2251 07
Conventional Transit				
	Efficiency	a) Operating costs for conventional transit per regular service passenger trip.		91 2303 35
	Efficiency	b) Total costs for conventional transit per regular service passenger trip.		91 2303 45
	Effectiveness	Number of conventional transit passenger trips per person in the service area in a year.		92 2351 07

2010 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, Line, Column in 2010 Financial Information Return
Environmental Services			
Wastewater	Efficiency	a) Operating costs for the collection/conveyance of wastewater per kilometre of wastewater main.	91 3111 35
	Efficiency	b) Total costs for the collection/conveyance of wastewater per kilometre of wastewater main.	91 3111 45
	Efficiency	a) Operating costs for the treatment and disposal of wastewater per megalitre.	91 3112 35
	Efficiency	b) Total costs for the treatment and disposal of wastewater per megalitre.	91 3112 45
	Efficiency	a) Operating costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System).	91 3113 35
	Efficiency	b) Total costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System).	91 3113 45
	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
Storm water	Efficiency	a) Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.	91 3209 35
		b) Total costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.	91 3209 45
	Efficiency	a) Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.	91 3210 35
		b) Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.	91 3210 45

2010 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2010 Financial Information Return
Environmental Services Cont'd			
Drinking Water	Efficiency	a) Operating costs for the treatment of drinking water per megalitre.	91 3311 35
	Efficiency	b) Total costs for the treatment of drinking water per megalitre.	91 3311 45
	Efficiency	a) Operating costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe.	91 3312 35
	Efficiency	b) Total costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe.	91 3312 45
	Efficiency	a) Operating costs for the treatment and distribution/transmission of drinking water per megalitre (Integrated System).	91 3313 35
	Efficiency	b) Operating costs for the treatment and distribution/transmission of drinking water per megalitre (Integrated System).	91 3313 45
	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 Management	Efficiency	a) Operating costs for garbage collection per tonne or per household.	91 3404 35
	Efficiency	b) Total costs for garbage collection per tonne or per household.	91 3404 45
	Efficiency	a) Operating costs for garbage disposal per tonne or per household.	91 3504 35
	Efficiency	b) Total costs for garbage disposal per tonne or per household.	91 3504 45
	Efficiency	a) Operating costs for solid waste diversion (recycling) per tonne or per household.	91 3606 35
	Efficiency	b) Total costs for solid waste diversion (recycling) per tonne or per household.	91 3606 45
	Efficiency	a) Average operating costs for solid waste management (collection, disposal and diversion) per tonne or per household.	91 3607 35
	Efficiency	b) Average total costs for solid waste management (collection, disposal and diversion) per tonne or per household.	91 3607 45

2010 Ontario Municipal Performance Measures

Service	Type of measure	Description of Measure	Schedule, line, column in 2010 Financial Information Return
Environmental Services Cont'd			
Solid Waste Management Cont'd	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 3562 03 92 3553 07 to 92 3562 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
Parks and Recreation			
	Efficiency	a) Operating costs for parks per person.	91 7103 35
	Efficiency	b) Total costs for parks per person.	91 7103 45
	Efficiency	a) Operating costs for recreation programs per person.	91 7203 35
	Efficiency	b) Total costs for recreation programs per person.	91 7203 45
	Efficiency	a) Operating costs for recreation facilities per person.	91 7306 35
	Efficiency	b) Total costs for recreation facilities per person.	91 7306 45
	Efficiency	a) Operating costs for recreation programs and recreation facilities (Subtotal).	91 7320 35
	Efficiency	b) Total costs for recreation programs and recreation facilities (Subtotal).	91 7320 45
	Effectiveness	a) Total kilometres of trails.	92 7152 05
	Effectiveness	b) Total kilometres of trails per 1,000 persons.	92 7152 07
	Effectiveness	a) Hectares of open space (municipally owned).	92 7155 05
	Effectiveness	b) 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

2010 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2010 Financial Information Return
Parks and Recreation Cont'd			
	Effectiveness	a) Square metres of indoor recreation facilities (municipally owned).	92 7356 05
	Effectiveness	b) Square metres of indoor recreation facilities per 1,000 persons (municipally owned).	92 7356 07
	Effectiveness	a) Square metres of outdoor recreation facility space (municipally owned).	92 7359 05
	Effectiveness	b) Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).	92 7359 07
Libraries			
	Efficiency	a) Operating costs for library services per person.	91 7405 35
	Efficiency	b) Total costs for library services per person.	91 7405 45
	Efficiency	a) Operating costs for library services per use.	91 7406 35
	Efficiency	b) Total costs for library services per use.	91 7406 45
	Effectiveness	Library uses per person.	92 7460 13
	Effectiveness	Electronic library uses as a percentage of total library uses.	92 7463 07
	Effectiveness	Non-electronic library uses as a percentage of total library uses.	92 7462 07
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 2010 Financial Information Return (FIR) in SLC 02 0041 01. If a municipality did not submit its FIR by the time this report was compiled, the population should be assumed to be equal to the population reported in the 2010 FIR.

NORTH

Population	Municipality	2010 Population	2009 Population
< 5,000	Alberton Tp	958	958
	Armour Tp	1,241	1,241
	Armstrong Tp	1,155	1,155
	Assiginack Tp	915	915
	Atikokan Tp	-	3,170
	Baldwin Tp	553	553
	Billings Tp	539	539
	Black River - Matheson Tp	2,396	2,380
	Blind River T	-	3,651
	Bonfield Tp	2,009	2,009
	Brethour Tp	117	117
	Bruce Mines T	-	584
	Burk's Falls V	893	893
	Burpee and Mills Tp	285	285
	Callander M	3,579	3,579
	Calvin Tp	608	602
	Carling Tp	1,115	1,064
	Casey Tp	385	385
	Central Manitoulin Tp	1,792	1,782
	Chamberlain Tp	310	310
	Chapleau Tp	2,072	2,354
	Chapple Tp	650	711
	Charlton-Dack M	613	613
	Chisholm Tp	1,172	1,210
	Cobalt T	961	1,229
	Cockburn Island Tp	2	2
	Coleman Tp	431	431
	Conmee Tp	689	685
	Dawson Tp	500	513
	Dorion Tp	291	290
	Dubreuilville Tp	773	773
	Ear Falls Tp	893	893
	East Ferris Tp	4,431	4,431
	Emo Tp	1,120	1,125
	Englehart T	1,494	1,494
	Evanturel Tp	473	473

MUNICIPALITIES BY GROUP

NORTH

Population	Municipality	2010 Population	2009 Population
< 5,000			
Cont'd.	Fauquier-Strickland Tp	621	621
	French River M	2,660	2,660
	Gauthier Tp	133	132
	Gillies Tp	544	544
	Gordon/Barrie Island M	523	513
	Gore Bay T	799	799
	¹ Greenstone M	4,906	4,906
	Harley Tp	551	551
	Harris Tp	519	519
	² Hearst T	4,728	4,590
	Hilliard Tp	190	190
	Hilton Beach V	-	166
	Hilton Tp	251	261
	Hornepayne Tp	1,041	1,200
	Hudson Tp	462	462
	Huron Shores M	1,696	1,696
	Ignace Tp	1,184	1,184
	Iroquois Falls T	4,192	4,298
	James Tp	414	414
	Jocelyn Tp	361	264
	Johnson Tp	588	588
	Joly Tp	237	237
	Kearney T	837	837
	Kerns Tp	325	325
	Killarney M	397	405
	La Vallee Tp	968	968
	Laird Tp	1,109	1,109
	Lake of The Woods Tp	285	308
	Larder Lake Tp	735	735
	Latchford T	446	446
	Macdonald Meredith et al Tp	1,550	1,550
	Machar Tp	813	798
	Machin Tp	978	978
	Magnetawan M	1,286	1,610
	Manitouwadge Tp	2,300	2,500
	Marathon T	3,446	3,886

¹ For 2005 and 2006 the population of the Municipality of Greenstone was just above 5,000 placing it in the group of northern municipalities with populations between 5,000 and 19,999 for those years.

² From 2005 to 2008, the population of the Town of Hearst was just over 5,000 putting it in the group of northern municipalities with populations between 5,000 to 19,999 for those years.

MUNICIPALITIES BY GROUP

NORTH

Population	Municipality	2010 Population	2009 Population
< 5,000	Markstay-Warren M	2,645	2,645
	Matachewan Tp	375	375
	Mattawa T	2,114	2,114
	Mattawan Tp	150	150
	Mattice - Val Cote Tp	727	714
	McDougall Tp	2,493	2,493
	McGarry Tp	674	674
	McKellar Tp	929	930
	McMurrich-Monteith Tp	791	791
	Moonbeam Tp	1,112	1,112
	Moosonee T	3,000	3,000
	Morley Tp	492	500
	Nairn and Hyman Tp	434	421
	Neebing M	2,190	2,184
	Nipigon Tp	1,161	1,661
	Nipissing Tp	1,612	1,578
	Northeastern Manitoulin & The Isl. T	2,711	2,711
	O'Connor Tp	720	720
	Opasatika Tp	236	280
	Papineau-Cameron Tp	1,060	1,060
	Perry Tp	1,929	1,929
	Pickle Lake Tp	-	398
	Plummer Additional Tp	625	625
	Powassan M	3,309	3,309
	Prince Tp	-	971
	Rainy River T	713	715
	Red Lake M	4,728	4,694
	Red Rock Tp	1,063	1,063
	Ryerson Tp	591	591
	Sables-Spanish Rivers Tp	2,910	2,910
	Schreiber Tp	900	900
	Seguin Tp	4,276	4,276
	Shuniah Tp	2,915	2,915
	Sioux Narrows-Nestor Falls Tp	599	604
	Smooth Rock Falls T	1,473	1,473
	South Algonquin Tp	1,104	1,102
	South River V	942	1,069
	Spanish T	740	740
	St. Joseph Tp	1,196	1,211
	St. Charles M	1,196	1,226
	Strong Tp	1,327	1,327
	Sundridge V	875	875
	Tarbutt and Tarbutt Additional Tp	428	428

MUNICIPALITIES BY GROUP

NORTH

Population	Municipality	2010 Population	2009 Population
< 5,000			
Cont'd	Tehkummah Tp	382	382
	Temagami M	814	938
	Terrace Bay Tp	1,586	1,586
	The Archipelago Tp	572	560
	The North Shore Tp	468	468
	Thessalon T	1,318	1,271
	Thornloe V	83	83
	Val Rita-Harty Tp	797	964
	Wawa M	2,726	3,074
	³ White River Tp	841	889
	Whitestone M	728	1,030
5,000 to 19,999	Cochrane T	5,487	5,073
	Dryden C	8,195	7,143
	Elliot Lake C	11,170	11,549
	Espanola T	5,079	5,079
	Fort Frances T	8,103	8,103
	Kapuskasing T	7,323	7,512
	Kenora C	12,401	13,414
	Kirkland Lake T	8,125	8,250
	Oliver Paipoonge M	5,180	5,757
	Parry Sound T	5,818	5,818
	Sioux Lookout M	5,336	5,336
	Temiskaming Shores C	10,442	10,442
	West Nipissing M	13,410	13,410
20,000+	North Bay C	53,966	53,966
	Sault Ste. Marie C	75,400	75,300
	Thunder Bay C	109,140	109,140
	Timmins C	42,997	42,997

³ Population from AMCTO's 2009 Ontario Municipal Directory.

MUNICIPALITIES BY GROUP

SOUTH

	Municipality	2010 Population	2009 Population
Regions & Former Regions	Durham R	621,420	616,780
	Greater Sudbury C	158,900	160,700
	Halton R	492,100	480,000
	Hamilton C	528,502	525,697
	Muskoka D	63,041	62,109
	Niagara R	443,866	442,908
	Ottawa C	917,570	908,390
	Oxford Co	93,711	93,147
	Peel R	1,317,900	1,303,984
	Toronto C	2,773,000	2,755,800
	Waterloo R	543,700	534,900
	York R	1,061,983	1,032,606
Counties	Bruce Co	60,264	62,745
	Dufferin Co	58,600	54,436
	Elgin Co	49,241	44,975
	Essex Co	176,642	176,642
	Frontenac Co	26,658	26,658
	Grey Co	-	92,411
	Haliburton Co	16,526	16,526
	Hastings Co	52,543	52,543
	Huron Co	57,131	56,321
	Lambton Co	128,204	128,204
	Lanark Co	55,008	55,008
	Leeds and Grenville UCo	62,159	61,632
	Lennox and Addington Co	40,542	40,542
	Middlesex Co	73,341	73,341
	Northumberland Co	83,860	83,043
	Perth Co	35,448	35,448
	Peterborough Co	58,182	58,182
	Prescott and Russell UCo	82,780	80,922
	Renfrew Co	77,693	78,463
	Simcoe Co	238,815	238,815
	Stormont, Dundas and Glengarry UCo	57,485	59,063
	Wellington Co	93,636	92,612

MUNICIPALITIES BY GROUP

SOUTH

Single-tiers	Municipality	2010 Population	2009 Population
< 10,000	Gananoque ST	4,702	4,702
	Pelee Tp	275	275
	Prescott ST	4,180	4,180
	Smiths Falls ST	8,777	8,777
	St. Marys ST	6,617	6,617
10,000 – 99,999	Belleville C	48,821	48,821
	⁴ Brant County	30,825	31,485
	Brantford C	94,493	93,399
	Brockville C	19,128	19,128
	Cornwall C	45,965	45,965
	⁵ Haldimand County	45,212	45,212
	Kawartha Lakes C	74,561	74,561
	⁶ Norfolk County	63,000	62,850
	Orillia C	31,716	31,420
	Pembroke C	12,035	12,035
	Peterborough C	76,000	76,000
	⁷ Prince Edward County C	21,486	22,203
	Quinte West C	42,697	42,697
	St. Thomas C	36,110	36,110
	Stratford C	31,641	31,641
100,000+	Barrie C	141,000	140,000
	Chatham-Kent M	108,177	108,177
	Guelph C	123,000	120,400
	Kingston C	119,712	119,080
	London C	365,200	362,235
	Windsor C	194,744	205,343

⁴ Brant County is a single-tier municipality and is grouped with single-tier municipalities with populations between 10,000 and 99,999.

⁵ Haldimand County is a single-tier municipality and is grouped with single-tier municipalities with populations between 10,000 and 99,999.

⁶ Norfolk County is a single-tier municipality and is grouped with single-tier municipalities with populations between 10,000 and 99,999.

⁷ Prince Edward County is a single-tier municipality and is grouped with single-tier municipalities with populations between 10,000 and 99,999.

MUNICIPALITIES BY GROUP

SOUTH

Lower-tiers	Municipality	2010 Population	2009 Population
< 5,000	Addington Highlands Tp	1,900	2,011
	Adelaide-Metcalf Tp	2,892	3,117
	Admaston-Bromley Tp	2,657	2,705
	Algonquin Highlands Tp	1,976	1,976
	Amaranth Tp	3,483	3,445
	Ashfield-Colborne-Wawanosh Tp	4,845	4,829
	Asphodel-Norwood Tp	4,125	4,125
	Athens Tp	2,809	2,809
	Bancroft T	3,838	3,838
	Bonnechere Valley Tp	3,186	3,280
	Brooke-Alvinston M	-	2,432
	Brudenell, Lyndoch and Raglan Tp	1,424	1,489
	Carlow-Mayo Tp	950	950
	Casselman V	3,192	3,151
	Central Frontenac Tp	3,978	3,888
	Centre Hastings M	4,390	4,390
	Dawn-Euphemia Tp	2,066	2,136
	Deep River T	4,550	4,550
	Deseronto T	1,824	1,824
	Dutton-Dunwich M	3,569	3,574
	East Garafraxa Tp	2,297	2,262
	East Hawkesbury Tp	3,289	3,289
	East Luther Grand Valley Tp	2,403	2,419
	Enniskillen Tp	3,122	3,122
	Faraday Tp	1,578	1,578
	Front of Yonge Tp	2,803	2,803
	Frontenac Islands Tp	1,596	1,596
	Georgian Bay Tp	1,781	1,781
	Greater Madawaska Tp	2,238	2,238
	Hastings Highlands M	4,033	4,033
	Havelock-Belmont-Methuen Tp	4,637	4,637
	Head, Clara and Maria Tp	210	211
	Highlands East M	2,744	2,947
	Horton Tp	2,497	2,507
	Howick Tp	3,882	3,880

MUNICIPALITIES BY GROUP

SOUTH

Lower-tiers	Municipality	2010 Population	2009 Population
< 5,000			
Cont'd	Killaloe, Hagarty and Richards Tp	2,241	2,385
	Lake of Bays Tp	2,589	2,589
	Laurentian Hills T	2,830	2,830
	Limerick Tp	365	365
	Lucan Biddulph Tp	4,187	3,986
	Madawaska Valley Tp	3,990	4,182
	Madoc Tp	1,905	1,905
	Marmora and Lake M	3,465	3,511
	Melancthon Tp	2,475	2,393
	Merrickville-Wolford V	2,812	2,812
	Montague Tp	3,140	3,140
	Morris-Turnberry M	3,379	3,379
	Mulmur Tp	3,163	3,018
	Newbury V	405	439
	North Algona-Wilberforce Tp	2,612	2,659
	North Frontenac Tp	1,904	1,904
	North Huron Tp	4,833	4,833
	North Kawartha Tp	2,062	2,062
	Northern Bruce Peninsula M	3,850	3,850
	Oil Springs V	720	720
	Perth South Tp	3,888	3,888
	Point Edward V	1,964	1,968
	Southwold Tp	4,724	4,724
	Stirling-Rawdon Tp	4,906	4,906
	Tudor and Cashel Tp	682	682
	Tyendinaga Tp	3,618	3,524
	Warwick Tp	3,833	3,945
	Westport V	594	594
	Wollaston Tp	730	730

MUNICIPALITIES BY GROUP

SOUTH

Lower-tiers	Municipality	2010 Population	2009 Population
5,000 – 9,999	Alfred and Plantagenet Tp	7,877	8,185
	Alnwick-Haldimand Tp	6,435	6,435
	Arnprior T	-	7,158
	Arran-Elderslie M	6,747	6,747
	Augusta Tp	7,510	7,510
	Aylmer T	7,069	7,069
	Bayham M	6,727	6,727
	Beckwith Tp	6,309	6,254
	Blandford - Blenheim Tp	6,796	6,799
	Bluewater M	6,578	7,120
	Brockton M	8,875	9,351
	Carleton Place T	9,905	9,731
	⁸ Cavan Monaghan Tp	9,235	9,235
	Central Huron M	6,719	7,026
	Champlain Tp	7,699	7,965
	Chatsworth Tp	6,450	6,420
	Cramahe Tp	5,375	5,396
	Douro-Dummer Tp	6,954	6,954
	Drummond-North Elmsley Tp	6,831	6,831
	⁹ Dysart et al Tp	5,526	4,824
	East Zorra - Tavistock Tp	7,000	7,000
	Edwardsburgh-Cardinal Tp	6,689	6,689
	¹⁰ Galway-Cavendish and Harvey Tp	5,284	5,284
	Goderich T	7,251	7,251
	Grey Highlands M	8,405	9,750
	Hanover T	7,147	7,147
	Huron East M	9,233	9,233
	Huron-Kinloss Tp	6,515	6,515
	¹¹ Lanark Highlands Tp	5,180	5,180
	Laurentian Valley Tp	8,288	8,520
	Leeds and the Thousand Islands Tp	9,037	8,999
	Malahide Tp	8,828	7,394

⁸ In 2007, the Township of Cavan-Millbrook-North Monaghan was renamed the Township of Cavan-Monaghan.

⁹ For 2006 and 2010, 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 those years.

¹⁰ In 2005 only, the Township of Galway-Cavendish and Harvey reported population under 5,000.

¹¹ In 2005 only, the Township of Lanark Highlands reported population under 5,000.

MUNICIPALITIES BY GROUP

SOUTH	SOUTH	SOUTH	SOUTH
Lower-tiers	Lower-tiers	Lower-tiers	Lower-tiers
5,000 – 9,999	McNab-Braeside Tp	7,222	7,222
	¹² Minden Hills Tp	5,556	5,821
	Minto T	9,230	9,150
	Mono T	6,895	7,986
	Muskoka Lakes Tp	6,467	6,467

¹² For 2005 to 2008, the Township of Minden Hills reported a population under 5,000.

MUNICIPALITIES BY GROUP

SOUTH

Lower-tiers	Municipality	2010 Population	2009 Population
5,000 – 9,999			
Cont'd			
	North Dumfries Tp	9,410	8,402
	¹³ North Glengarry Tp	9,740	10,088
	North Middlesex M	6,275	6,240
	North Stormont Tp	6,120	6,231
	Otonabee-South Monaghan Tp	6,934	6,934
	Penetanguishene T	9,354	9,354
	Perth T	6,251	6,233
	¹⁴ Petrolia T	5,222	5,222
	Plympton-Wyoming T	7,459	7,459
	Puslinch Tp	6,129	6,077
	Ramara Tp	8,355	8,631
	Renfrew T	7,846	7,846
	Rideau Lakes Tp	9,209	9,209
	Shelburne T	5,764	5,565
	South Bruce M	5,561	5,540
	¹⁵ South Huron M	9,982	9,982
	Southgate Tp	7,167	7,167
	Southwest Middlesex M	5,860	5,890
	South-West Oxford Tp	6,460	6,890
	Stone Mills Tp	6,764	6,918
	Tay Valley Tp	6,000	5,912
	The Blue Mountains T	6,825	6,825
	The South Bruce Peninsula T	7,289	7,196
	Tweed M	4,974	5,153
	Wainfleet Tp	6,250	6,601
	West Elgin M	5,242	5,223
	West Perth M	8,839	8,607
	Whitewater Region Tp	5,904	6,014
	Zorra Tp	7,440	7,547

¹³ In 2010 only, the population of North Glengarry dropped below 10,000 putting it in the population group of 5,000 – 9,999 for that year.

¹⁴ In 2005 and 2006, the Town of Petrolia reported a population under 5,000.

¹⁵ 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. From 2007 to 2010, the Municipality reported a population just under 10,000 putting it in the population group of 5,000 to 9,999.

MUNICIPALITIES BY GROUP

SOUTH

Lower-tiers	Municipality	2010 Population	2009 Population
10,000 – 19,999			
	¹⁶ Adjala-Tosorontio Tp	10,695	10,695
	Bracebridge T	15,652	15,652
	¹⁷ Brighton M	10,253	10,253
	Brock Tp	11,279	11,517
	Central Elgin M	12,015	12,015
	Clearview Tp	14,088	14,088
	Cobourg T	-	18,210
	Collingwood T	17,503	17,503
	¹⁸ Elizabethtown-Kitley Tp	10,201	10,201
	Erin T	10,068	11,830
	Essa Tp	16,901	16,901
	¹⁹ Georgian Bluffs Tp	10,506	10,506
	Gravenhurst T	11,046	11,046
	Greater Napanee T	15,400	15,400
	Guelph-Eramosa Tp	13,176	13,041
	Hamilton Tp	10,972	10,972
	Hawkesbury T	10,886	10,869
	Huntsville T	18,280	18,280
	Ingersoll T	10,512	10,512
	Kincardine M	10,763	10,170
	²⁰ King Tp	19,487	19,487
	²¹ Lambton Shores M	11,150	10,612
	Lincoln T	19,663	19,663
	Loyalist Tp	15,062	15,062

¹⁶ In 2005, 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.

¹⁷ In 2005, the Municipality of Brighton reported a population just under 10,000 placing it in the population group of 5,000 to 9,999 for that year.

¹⁸ For 2005 to 2008 the Township of Elizabethtown-Kitley reported a population just under 10,000 placing it in the population group of 5,000 to 9,999 for those years. For 2009 to 2010, the Township reported a population of over 10,000 placing it in the population group of 10,000 to 19,999.

¹⁹ For 2005 and 2006, the Township of Georgian Bluffs reported a population just under 10,000 placing it in the population group of 5,000 to 9,999 for that year.

²⁰ For 2005 and 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 two years. For 2007 to 2010, the Township reported a population just below 20,000 putting it in the population group of 10,000 to 19,999.

²¹ Population from AMCTO's 2009 Ontario Municipal Directory.

MUNICIPALITIES BY GROUP

SOUTH

Lower-tiers	Municipality	2010 Population	2009 Population
10,000 – 19,999			
Cont'd			
	²² Mapleton Tp	10,560	10,500
	²³ Meaford M	10,005	11,365
	Middlesex Centre Tp	14,787	16,000
	Midland T	17,300	17,200
	Mississippi Mills T	11,734	11,734
	Niagara-on-the-Lake T	14,587	14,587
	North Dundas Tp	12,100	12,004
	North Grenville M	14,198	14,198
	North Perth T	12,255	12,255
	²⁴ Norwich Tp	10,481	10,481
	Pelham T	16,051	16,007
	Perth East Tp	10,744	11,120
	Petawawa T	15,769	15,898
	Port Colborne C	18,003	18,003
	Port Hope M	17,300	17,279
	Russell Tp	13,883	13,385
	Saugeen Shores T	11,720	11,720
	Severn Tp	11,066	10,900
	Smith-Ennismore-Lakefield Tp	17,413	17,413
	²⁵ South Dundas Tp	10,535	10,535
	South Frontenac Tp	15,675	15,675
	South Glengarry Tp	11,781	12,067
	South Stormont Tp	12,552	12,552
	Springwater Tp	18,778	18,783
	St. Clair Tp	14,650	14,649

²² For 2005 to 2008 the Township of Mapleton reported a population just under 10,000 placing it in the population group of 5,000 to 9,999 for those years. For 2009 to 2010, the Township reported a population of over 10,000 placing it in the population group of 10,000 to 19,999.

²³ For 2006 only, 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 that year. For 2005, 2007, and 2008 to 2010, 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.

²⁴ For 2009 and 2010 the Township of Norwich reported a population of just over 10,000 putting it in the population group of 10,000 to 19,999.

²⁵ For 2006 to 2008, the Township of South Dundas reported a population just under 10,000 putting it in the population group of 5,000 to 9,999 for those years. For 2005, 2009 and 2010, South Dundas reported a population just over 10,000 putting it in the population group of 10,000 to 19,999.

MUNICIPALITIES BY GROUP

SOUTH

Population	Municipality	2010 Population	2009 Population
10,000 – 19,999			
Cont'd			
	²⁶ Strathroy-Caradoc Tp	19,980	19,977
	²⁷ Tay Tp	10,261	10,261
	Thames Centre M	12,073	12,290
	The Nation M	11,078	11,078
	Thorold C	18,224	18,224
	Tillsonburg T	14,822	14,822
	²⁸ Tiny Tp	10,784	10,784
	Trent Hills M	12,247	12,247
	Uxbridge Tp	19,169	19,169
	Wasaga Beach T	17,000	16,700
	²⁹ Wellesley Tp	10,570	10,484
	Wellington North Tp	11,175	11,944
	West Grey M	12,193	12,193
	West Lincoln Tp	13,700	13,167
	Wilmot Tp	19,621	19,151
	³⁰ Woolwich Tp	19,658	19,658

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

²⁷ For 2005 and 2006, the Township of Tay reported a population of just under 10,000 putting it in the population group of 5,000 to 9,999 for those years. For 2007 to 2010, the population is just over 10,000 putting the municipality in the 10,000 to 19,999 population group.

²⁸ For 2005 only, the Township of Tiny reported a population just under 10,000 putting it in the population group of 5,000 to 9,999 for that year. For 2006 to 2010 the population is just above 10,000 putting the municipality in the population group of 10,000 to 19,999.

²⁹ In 2007 only, 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, 2008 to 2010, 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 2007 only, the Township of Woolwich reported a population just under 20,000 putting it in the population group of 20,000 to 39,999. For 2005, 2006, 2008 to 2010, the Township reported a population of just under 20,000 putting it in the population group of 10,000 to 19,999 for those years.

MUNICIPALITIES BY GROUP

SOUTH

Population	Municipality	2010 Population	2009 Population
20,000 - 39,999	Amherstburg T	21,748	21,748
	Bradford-West Gwillimbury T	26,872	25,589
	Centre Wellington Tp	26,049	26,049
	Clarence-Rockland C	24,904	23,000
	³¹ East Gwillimbury T	24,000	24,000
	³² Essex T	20,032	20,032
	Fort Erie T	29,925	29,925
	Grimsby T	23,937	23,937
	Innisfil T	32,582	32,448
	³³ Kingsville T	21,200	21,000
	Lakeshore T	34,569	34,176
	³⁴ LaSalle T	28,772	27,700
	Leamington M	28,833	28,833
	New Tecumseth T	30,398	31,903
	Orangeville T	27,613	27,280
	³⁵ Oro-Medonte Tp	20,031	20,031
	³⁶ Owen Sound C	21,753	21,753
	Scugog Tp	21,439	21,439
	Tecumseh T	24,224	24,224
	Whitchurch - Stouffville T	36,500	34,300
	Woodstock C	32,127	32,127

³¹ For 2005 to 2007, the Town of East Gwillimbury reported a population of just under 20,000 putting it in the population group of 10,000 to 19,999 for those years. For 2008 to 2010, the Town reported a population over 20,000 putting it in the 20,000 to 39,999 group.

³² In 2005 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. For 2006 to 2010, the Town reported a population of over 20,000 putting it in the 20,000 to 39,999 population group.

³³ In 2005 only, the Town of Kingsville reported a population of just under 20,000 putting it in the population group of 10,000 to 19,999 for that year. For 2006 to 2010, the Town reported a population of over 20,000 putting it in the 20,000 to 39,999 population group.

³⁴ Population from AMCTO's *2009 Ontario Municipal Directory*.

³⁵ For 2005 to 2007, the Township of Oro-Medonte reported a population of just under 20,000 putting it in the population group of 10,000 to 19,999 for that year. For 2006 to 2010, the Township reported a population of over 20,000 putting it in the 20,000 to 39,999 population group.

³⁶ For 2005 to 2007, the City of Owen Sound reported a population of just under 20,000 putting it in the population group of 10,000 to 19,999 for those years. For 2008 to 2008, the City reported a population over 20,000 putting it in the 20,000 to 39,999 group.

MUNICIPALITIES BY GROUP

SOUTH

Population	Municipality	2010 Population	2009 Population
40,000 - 99,999	Ajax T	110,455	98,842
	Aurora T	55,024	53,686
	Caledon T	57,900	57,900
	Clarington M	87,900	86,650
	Georgina T	46,845	46,845
	Halton Hills T	59,900	58,700
	Milton T	82,000	81,000
	Newmarket T	84,351	83,048
	Niagara Falls C	82,184	82,184
	Pickering C	93,315	92,950
	Sarnia C	71,420	71,420
	Welland C	50,331	50,331
100,000+	Brampton C	504,600	497,680
	Burlington C	174,300	172,400
	Cambridge C	129,000	131,000
	Kitchener C	249,400	224,100
	Markham T	309,144	304,050
	Mississauga C	736,000	731,000
	Oakville T	180,500	177,200
	Oshawa C	151,284	149,854
	Richmond Hill T	187,776	183,237
	St. Catharines C	131,989	131,989
	Vaughan C	296,863	283,886
	Waterloo C	122,900	122,200
	Whitby T	124,495	123,400

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>

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Summary of 2009 and 2010 Results