

Municipal Performance Measurement Program



Municipal *Performance* Measurement Program

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This report summarizes Municipal Performance Measurement Program (MPMP) results contained in the 2011 Financial Information Returns. The report includes results for efficiency measure for 2011 and results for most effectiveness measures from 2007 to 2011. If the formula for a measure has been redefined, results are shown for those years which use the same definition.

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

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

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Part I:

Municipal Performance Measurement Program (MPMP)

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 thirteen key areas in 2011:

- Municipal government
- Fire protection
- Police services
- Building permits and inspection 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
2011 Results*

Municipal Groups	Number of Municipalities
North	
< 5,000	127
5,000 – 19,999	12
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	66
5,000 – 9,999	67
10,000 – 19,999	62
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 2011 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 2011 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.

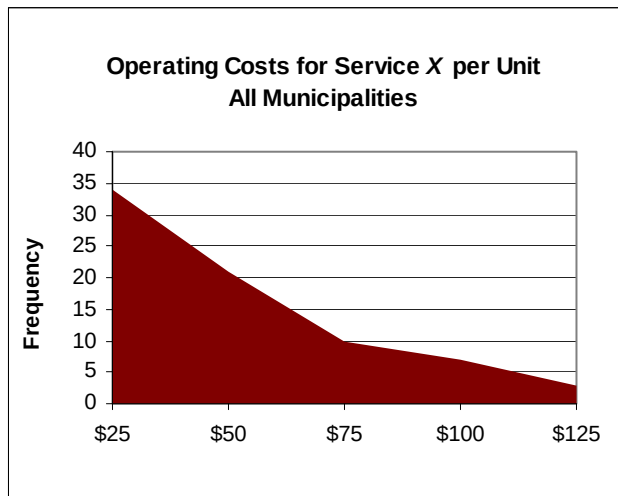
Frequency Distribution

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 2007 through 2011. This means municipalities can track their own performance over this time period.

In this report, results for efficiency measures are provided only for 2009 through 2011. 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.

Data for Earlier 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 2011 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 2011 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 and 2011 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 Revenue Received from Utilities for Utility Cut Repairs to Paved Roads

Revenue received from utilities for utility cut repairs is netted from operating costs for paved roads.

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, 2011

Methods Used to Allocate Program Support Expenses, 2011			
	Municipalities with Populations under 100,000 #	Municipalities with Populations of 100,000+ #	
Percentage of Total Expenses*	159	4	
Modified Percentage of Total Expenditures	70	5	
OMBI Method	4	20	
Modified OMBI Method	0	3	
Other Method	19	0	
No selection made (NULL)	4	1	
TOTAL	256	33	289
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 to 2011 FIR, 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, 2011, summarizes the methods municipalities used to allocate Program Support expenses reported on the line and the column for the Allocation of Program Support (SLC 40 0260 13). 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 2011, summarizes how municipalities reported indirect costs.

In 2011, 111 of the 412 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 2011, 289 reported indirect costs using the line for Program Support and the column for the Allocation of Program Support. Of this number, 174 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 2011, 12 municipalities used only the Interfunctional Adjustments column to allocate the General Government expenses to other functions.

In 2011, 115 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) from 2009 through 2011

STATUS OF THE REPORTING OF INDIRECT COSTS IN THE STATEMENT OF OPERATIONS: EXPENSES (Schedule 40) 2009 through 2011			
	2011	2010	2009
1.0 Municipalities that did not allocate indirect costs.	111	90	94
■ 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		2011	2010	2009
2.0	Municipalities reporting Program Support in the column for the Allocation of Program Support SLC 40 0260 13 < -1	289	266	275
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)	174	164	172
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.	115	102	103
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)	12	9	7
SUBTOTAL (2.0 + 3.0)		301	275	282
4.0	Types of General Government Expenditures Allocated			
	- Municipalities allocating Program Support - Municipalities allocating Corporate Management - Municipalities allocating Governance	289 90 27	266 81 17	272 77 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 2011, 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 2011 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.

Prior comparable years are shown. The formulas for "Operating Costs" & "Total Costs" for paved roads were re-defined in 2010, so 2009 results are not comparable.

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

For each group, results are shown for the "Operating Costs per Unit" measure and "Total Costs per Unit" measure.

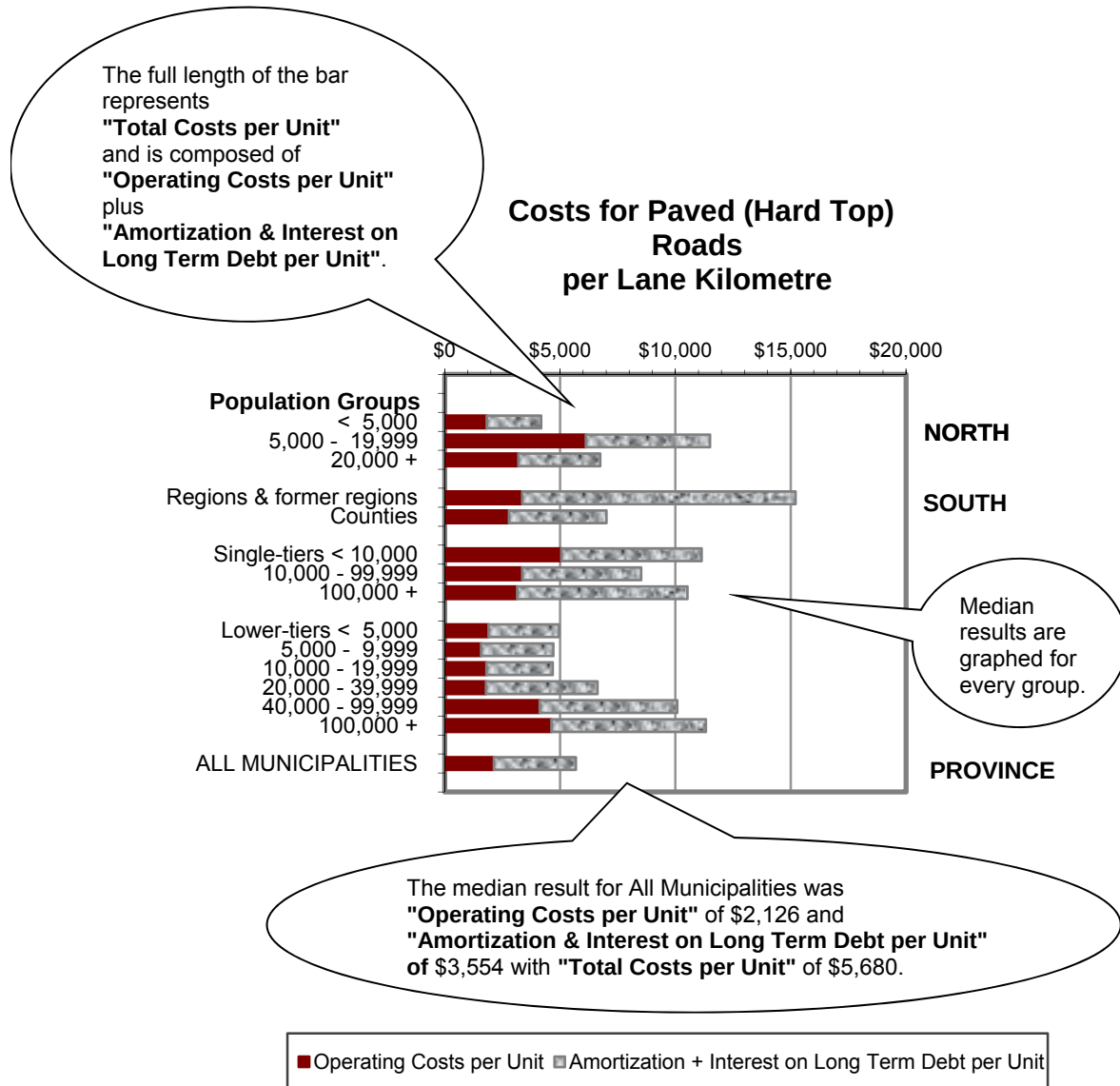
"# Reporting" means the number of municipalities reporting after conditions are applied to eliminate outliers and errors in calculation.

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

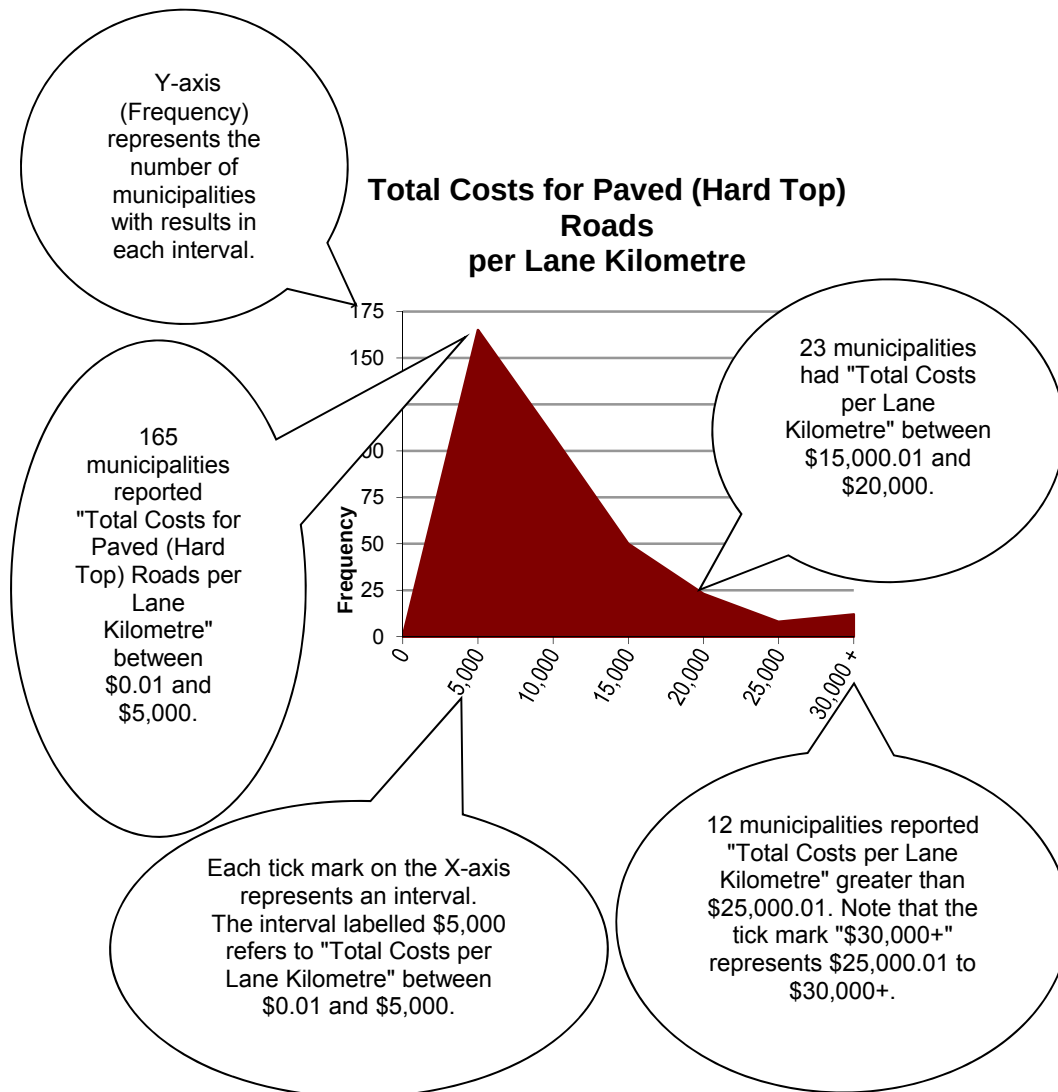
RESULTS		Operating costs for paved roads per lane kilometre			
		Total costs for paved roads per lane kilometre			
				2011	2010
Population		Reporting #	Range \$	Median \$	Median \$
NORTH					
< 5,000	Operating Costs	80	138 to 91,699	1,819	1,789
	Total Costs	80	254 to 130,561	4,197	4,141
5,000 – 19,999	Operating Costs	11	1,800 to 17,212	6,118	4,026
	Total Costs	11	2,783 to 21,157	11,497	9,128
20,000 +	Operating Costs	4	1,894 to 7,601	3,190	2,669
	Total Costs	4	4,624 to 14,633	6,740	7,521
SOUTH					
Regions & Former Regions	Operating Costs	12	534 to 12,797	3,354	4,156
	Total Costs	12	6,032 to 26,186	15,205	14,099
Counties	Operating Costs	21	420 to 10,112	2,785	1,812
	Total Costs	21	3,412 to 15,413	7,007	5,401
Single-tiers					
<10,000	Operating Costs	5	1,308 to 11,400	5,055	2,480
	Total Costs	5	4,119 to 13,893	11,136	6,111
10,000 – 99,999	Operating Costs	12	467 to 8,733	3,359	2,982
	Total Costs	12	1,341 to 21,139	8,513	8,656
100,000 +	Operating Costs	6	907 to 5,067	3,141	3,073
	Total Costs	6	3,475 to 12,044	10,520	9,224
Lower-tiers					
< 5,000	Operating Costs	52	231 to 12,772	1,895	1,767
	Total Costs	52	1,150 to 25,698	4,948	4,535
5,000 – 9,999	Operating Costs	62	164 to 19,112	1,576	2,217
	Total Costs	62	1,413 to 38,618	4,708	4,990
10,000 – 19,999	Operating Costs	57	130 to 22,058	1,804	1,881
	Total Costs	57	1,084 to 26,932	4,680	5,007
20,000 – 39,999	Operating Costs	19	248 to 14,930	1,783	1,891
	Total Costs	19	500 to 24,757	6,622	5,501
40,000 – 99,999	Operating Costs	11	454 to 23,281	4,118	2,471
	Total Costs	11	3,716 to 31,827	10,079	9,846
100,000 +	Operating Costs	14	476 to 12,815	4,626	5,599
	Total Costs	14	476 to 19,622	11,321	11,673
ALL MUNICIPALITIES					
	Operating Costs	366	130 to 91,699	2,126	2,281
	Total Costs	366	254 to 130,561	5,680	5,513
# Reporting					
	Operating Costs			366	323
	Total Costs			366	323

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

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.

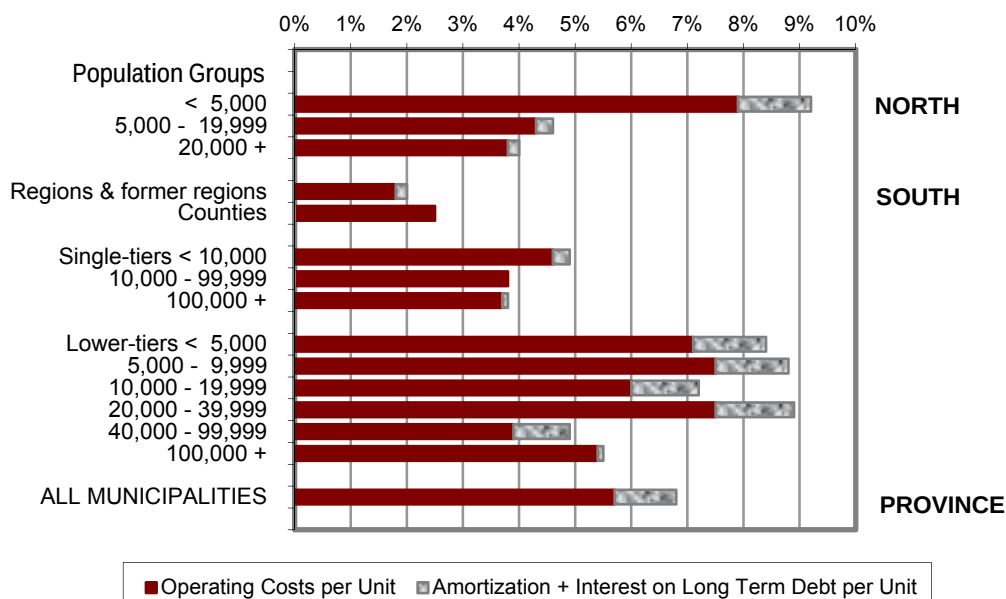
Governance and corporate management as a percentage of total municipal costs.

Costs for governance and corporate management

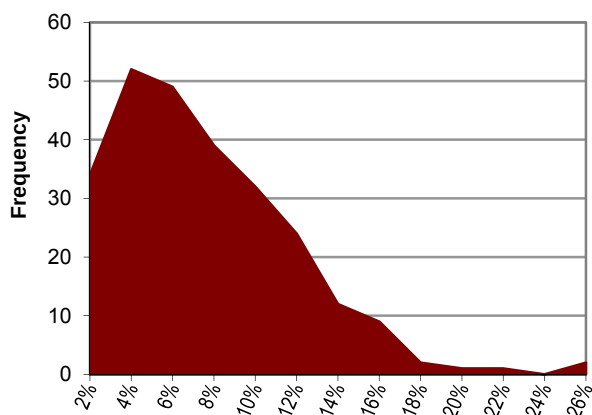
Total Municipal Operating Costs
(or Total Municipal Costs)

X 100

**Costs for Governance and Corporate Management
as a Percentage of Total Municipal Costs
2011 (Median)**



**Total Costs for Governance
and Corporate Management
as a Percentage of Total Municipal Costs
2011 (All Municipalities)**



RESULTS		Governance and corporate management as a percentage of total municipal operating costs.				
		Governance and corporate management as a percentage of total municipal costs.				
				2011	2010	2009
Population	Reporting	Range	Median	Median	Median	
	#	\$	\$	\$	\$	
NORTH						
< 5,000	Operating Costs	45	1.1% to 26.0%	7.9%	8.0%	8.8%
	Total Costs	45	1.3% to 23.9%	9.2%	6.9%	
5,000 – 19,999	Operating Costs	6	1.8% to 8.3%	4.3%	6.5%	4.5%
	Total Costs	6	2.1% to 9.4%	4.6%	6.0%	
20,000 +	Operating Costs	4	3.0% to 4.9%	3.8%	4.0%	3.7%
	Total Costs	4	3.0% to 5.5%	4.0%	3.8%	
SOUTH						
Regions & Former Regions	Operating Costs	9	1.4% to 3.9%	1.8%	1.9%	2.6%
	Total Costs	9	1.4% to 4.2%	2.0%	2.1%	
Counties	Operating Costs	16	0.8% to 5.7%	2.5%	2.3%	2.0%
	Total Costs	16	0.9% to 7.0%	2.4%	2.1%	
Single-tiers						
<10,000	Operating Costs	4	3.6% to 6.6%	4.6%	5.0%	4.7%
	Total Costs	4	4.4% to 7.5%	4.9%	4.3%	
10,000 – 99,999	Operating Costs	10	0.4% to 6.5%	3.8%	4.0%	2.4%
	Total Costs	10	0.4% to 6.6%	3.7%	4.0%	
100,000 +	Operating Costs	5	3.5% to 5.0%	3.7%	4.0%	4.0%
	Total Costs	5	3.6% to 5.8%	3.8%	3.7%	
Lower-tiers						
< 5,000	Operating Costs	38	1.1% to 15.4%	7.1%	9.6%	7.5%
	Total Costs	38	1.6% to 17.8%	8.4%	8.8%	
5,000 – 9,999	Operating Costs	36	1.8% to 15.6%	7.5%	8.9%	8.6%
	Total Costs	36	2.6% to 18.7%	8.8%	7.7%	
10,000 – 19,999	Operating Costs	47	0.8% to 15.8%	6.0%	7.3%	8.3%
	Total Costs	47	1.1% to 22.4%	7.2%	6.1%	
20,000 – 39,999	Operating Costs	15	0.5% to 15.7%	7.5%	8.2%	6.7%
	Total Costs	15	0.6% to 19.3%	8.9%	7.4%	
40,000 – 99,999	Operating Costs	10	1.0% to 9.7%	3.9%	7.4%	7.9%
	Total Costs	10	1.4% to 11.6%	4.9%	5.2%	
100,000 +	Operating Costs	12	2.4% to 25.3%	5.4%	5.4%	6.4%
	Total Costs	12	1.3% to 10.9%	5.5%	4.9%	
ALL MUNICIPALITIES	Operating Costs	257	0.4% to 26.0%	5.7%	7.0%	6.8%
	Total Costs	257	0.4% to 23.9%	6.8%	5.8%	
# Reporting	Operating Costs			257	239	235
	Total Costs			257	239	

FIR Reference:

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

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

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 in some cases are 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.

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 2011:

- 161 of the 206 municipalities reporting Contracted Services also reported Amortization.
- 60 municipalities reported Interest on Long Term Debt.
- 65 municipalities reported Amortization less than or equal to zero.

FIR reference:

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

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. - o 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. - o 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. - o 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. - o A municipality may enter a negative value if it is allocating these expenses to other lines in Schedule 40. Negative values for will decrease the numerator, resulting in a lower measure.

- Full-time versus part-time councillors.
- Responsibility for Provincial Offences Act administration.
- Inclusion of tax write-offs in corporate management.
- Centralized versus decentralized administration of services.
- Whether the administration of functional areas is included in corporate management or reported in functional areas.
- When staff performs administrative and departmental functions, whether a portion of staff salaries are reported in functional areas.

**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.

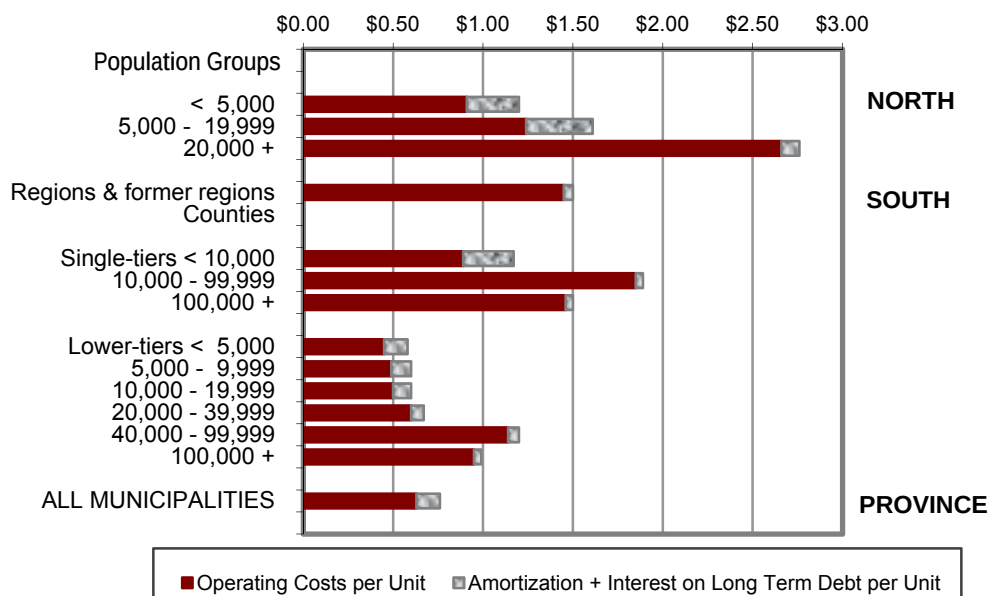
Fire Services: Efficiency

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

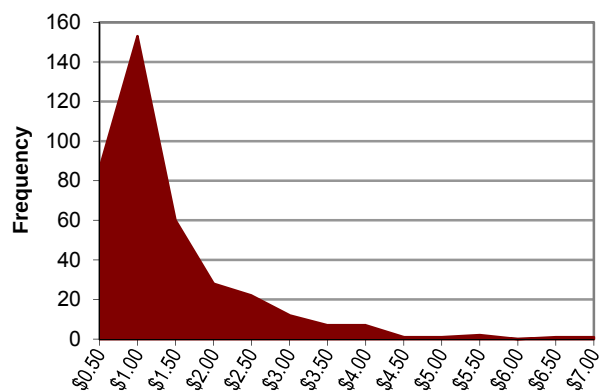
Total costs for fire services per \$1,000 of property assessment.

Costs for fire services
Total property assessment / 1,000

**Costs for Fire Services per \$1,000 of Property Assessment
2011 (Median)**



**Total Costs for Fire Services
per \$1,000 of Property Assessment
2011 (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.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	107	0.15 to 5.44	0.91	1.02	0.94
	Total Costs	107	0.17 to 6.88	1.20	1.24	
5,000 – 19,999	Operating Costs	11	0.81 to 5.16	1.24	1.40	1.55
	Total Costs	11	0.97 to 5.32	1.61	1.65	
20,000 +	Operating Costs	4	2.27 to 3.57	2.66	2.78	2.84
	Total Costs	4	2.40 to 3.63	2.76	2.86	
SOUTH						
Regions & Former Regions	Operating Costs	4	1.13 to 1.66	1.45	1.34	1.39
	Total Costs	4	1.15 to 1.73	1.50	1.39	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	5	0.12 to 1.45	0.89	0.77	0.86
	Total Costs	5	0.14 to 1.68	1.17	1.05	
10,000 – 99,999	Operating Costs	14	0.54 to 3.03	1.85	1.95	1.88
	Total Costs	14	0.64 to 3.11	1.89	2.04	
100,000 +	Operating Costs	6	1.35 to 2.66	1.46	1.49	1.59
	Total Costs	6	1.44 to 2.72	1.50	1.55	
Lower-tiers						
< 5,000	Operating Costs	60	0.00 to 4.74	0.45	0.47	0.48
	Total Costs	60	0.05 to 4.87	0.58	0.61	
5,000 – 9,999	Operating Costs	65	0.13 to 2.35	0.49	0.50	0.50
	Total Costs	65	0.16 to 2.43	0.60	0.61	
10,000 – 19,999	Operating Costs	60	0.18 to 1.89	0.50	0.46	0.48
	Total Costs	60	0.29 to 2.24	0.60	0.56	
20,000 – 39,999	Operating Costs	20	0.37 to 2.53	0.60	0.61	0.59
	Total Costs	20	0.43 to 2.61	0.67	0.66	
40,000 – 99,999	Operating Costs	11	0.55 to 2.62	1.14	1.04	1.16
	Total Costs	11	0.62 to 2.69	1.20	1.07	
100,000 +	Operating Costs	14	0.66 to 1.84	0.95	0.99	1.04
	Total Costs	14	0.68 to 1.89	0.99	1.03	
ALL MUNICIPALITIES	Operating Costs	381	0.00 to 5.44	.63	0.62	0.65
	Total Costs	381	0.05 to 6.88	0.76	0.76	
# Reporting	Operating Costs			381	334	343
	Total Costs			381	334	

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 2011:

- 250 of 266 municipalities reporting Contracted Services, also reported Amortization.
- 114 municipalities reported Interest on Long Term Debt.
- 20 Municipalities did not report Amortization.

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.

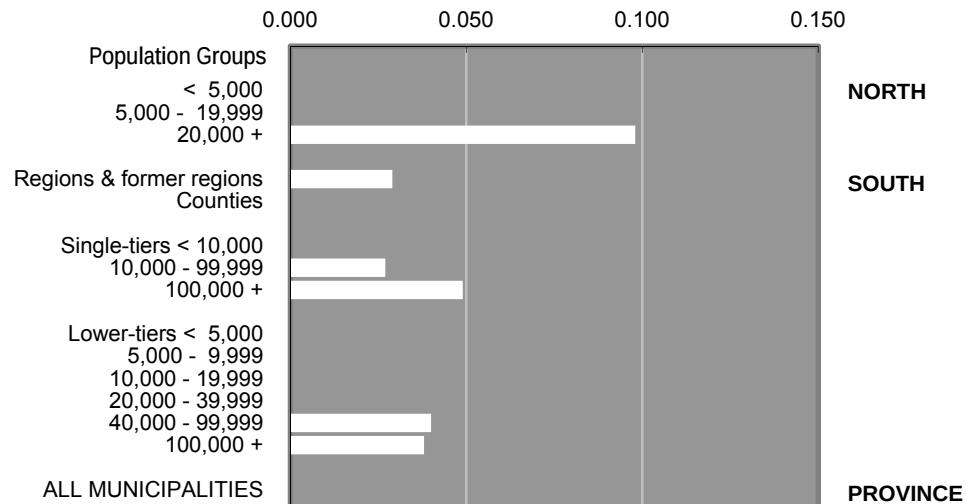
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a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

Fire Services: Effectiveness

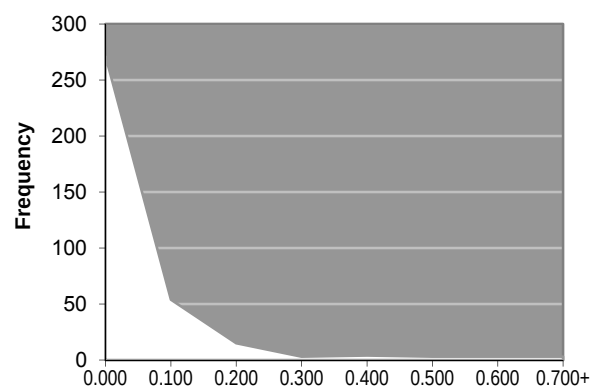
Number of residential fire related civilian injuries per 1,000 persons.

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

**Number of Residential Fire Related Civilian Injuries
per 1,000 Persons
2011 (Median)**



**Number of Residential Fire Related Civilian
Injuries per 1,000 Persons
2011 (All Municipalities)**



RESULTS Number of residential fire related civilian injuries per 1,000 persons.					
			2011	2010	2009
Population	Reporting #	Range #	Median #	Median #	Median #
NORTH					
< 5,000	96	0.000 to 12.821	0.000	0.000	0.000
5,000 – 19,999	11	0.000 to 0.474	0.000	0.000	0.000
20,000 +	4	0.070 to 0.120	0.098	0.092	0.053
SOUTH					
Regions & Former Regions	4	0.026 to 0.070	0.029	0.028	0.044
Counties					
Single-tiers					
<10,000	4	0.000	0.000	0.000	0.000
10,000 – 99,999	14	0.000 to 0.392	0.027	0.053	0.080
100,000 +	6	0.038 to 0.161	0.049	0.042	0.042
Lower-tiers					
< 5,000	52	0.000 to 0.553	0.000	0.000	0.000
5,000 – 9,999	61	0.000 to 0.539	0.000	0.000	0.000
10,000 – 19,999	60	0.000 to 0.123	0.000	0.000	0.000
20,000 – 39,999	20	0.000 to 0.040	0.000	0.000	0.000
40,000 – 99,999	10	0.011 to 0.138	0.040	0.017	0.046
100,000 +	14	0.010 to 0.075	0.038	0.030	0.016
ALL MUNICIPALITIES	356	0.000 to 12.821	0.000	0.000	0.000
# Reporting			356	318	310

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.

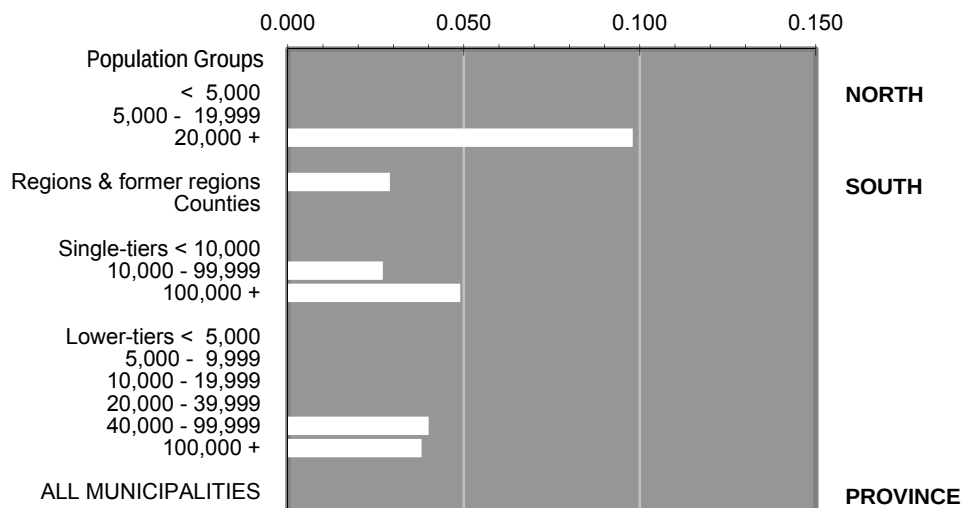
Fire Services: Effectiveness

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

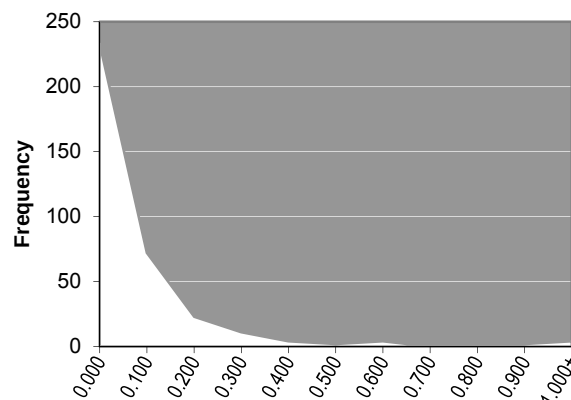
Total number of residential fire related civilian injuries for
(2006 + 2007 + 2008 + 2009 + 2010) / 5

Population / 1,000

Number of Residential Fire Related Civilian Injuries per 1,000 Persons 2011 (Median)



Number of Residential Fire Related Civilian Injuries Averaged Over Five Years per 1,000 Persons 2011 (All Municipalities)



RESULTS		Number of residential fire related civilian injuries averaged over five years per 1,000 persons.			
			2011	2010	2009
Population	Reporting #	Range #	Median #	Median #	Median #
NORTH					
< 5,000	96	0.000 to 0.954	0.000	0.000	0.000
5,000 – 19,999	11	0.000 to 0.284	0.000	0.096	0.139
20,000 +	4	0.039 to 0.133	0.046	0.047	0.119
SOUTH					
Regions & Former Regions	4	0.027 to 0.087	0.039	0.044	0.048
Counties					
Single-tiers					
<10,000	4	0.000	0.000	0.000	0.000
10,000 – 99,999	14	0.023 to 0.266	0.089	0.095	0.105
100,000 +	6	0.008 to 0.140	0.043	0.050	0.044
Lower-tiers					
< 5,000	52	0.000 to 2.172	0.000	0.000	0.000
5,000 – 9,999	60	0.000 to 0.559	0.000	0.000	0.000
10,000 – 19,999	60	0.000 to .571	0.000	0.000	0.000
20,000 – 39,999	20	0.000 to 0.231	0.031	0.031	0.000
40,000 – 99,999	10	0.000 to 0.168	0.034	0.036	0.061
100,000 +	14	0.005 to 0.077	0.032	0.031	0.034
ALL MUNICIPALITIES	355	0.000 to 2.172	0.000	0.000	0.000
# Reporting			355	315	309

FIR Reference: SLC 92 1152 07

Conditions:

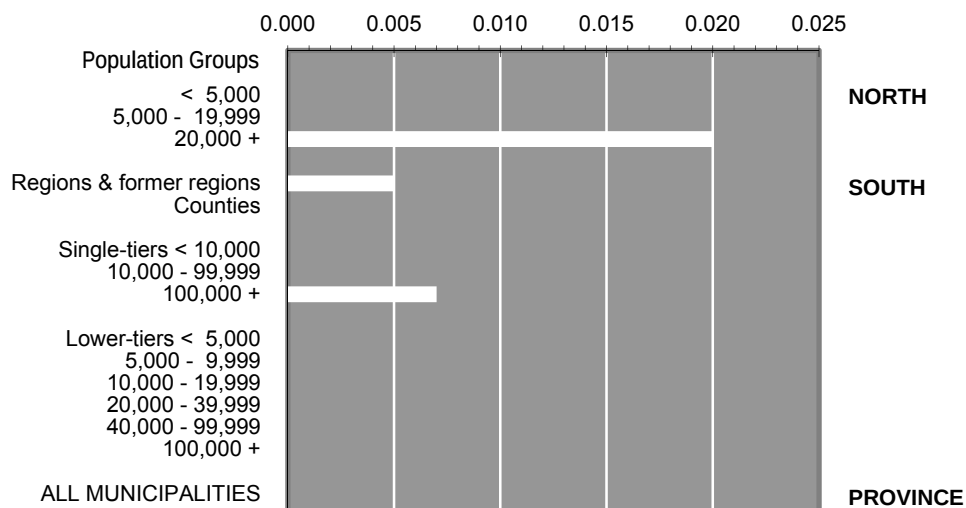
- Municipality is not an upper-tier.

Fire Services: Effectiveness

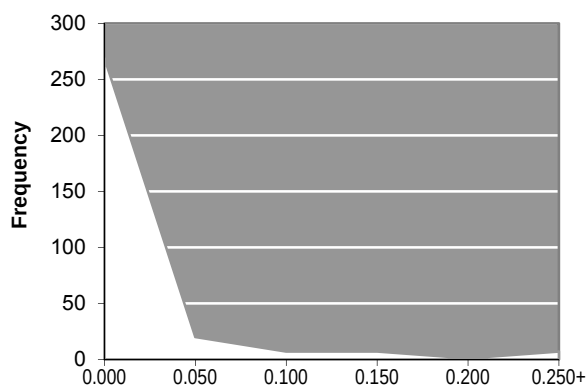
Number of residential fire related civilian fatalities per 1,000 persons.

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

**Number of Residential Fire Related Civilian Fatalities
per 1,000 Persons
2011 (Median)**



**Number of Residential Fire Related Civilian
Fatalities per 1,000 Persons
2011 (All Municipalities)**



RESULTS		Number of residential fire related civilian fatalities per 1,000 persons.			
			2011	2010	2009
Population	Reporting #	Range #	Median #	Median #	Median #
NORTH					
< 5,000	96	0.000 to 0.806	0.000	0.000	0.000
5,000 – 19,999	11	0.000 to 0.134	0.000	0.000	0.000
20,000 +	4	0.018 to 0.027	0.020	0.013	0.000
SOUTH					
Regions & Former Regions	4	0.002 to 0.006	0.005	0.006	0.007
Counties					0.000
Single-tiers					
<10,000	4	0.000 to 0.193	0.000	0.000	0.000
10,000 – 99,999	14	0.000 to 0.052	0.000	0.000	0.000
100,000 +	6	0.000 to 0.019	0.007	0.007	0.000
Lower-tiers					
< 5,000	52	0.000 to 0.892	0.000	0.000	0.000
5,000 – 9,999	61	0.000 to 0.161	0.000	0.000	0.000
10,000 – 19,999	60	0.000 to 0.104	0.000	0.000	0.000
20,000 – 39,999	20	0.000 to 0.062	0.000	0.000	0.000
40,000 – 99,999	10	0.000 to 0.011	0.000	0.000	0.000
100,000 +	14	0.000 to 0.015	0.000	0.000	0.000
ALL MUNICIPALITIES	356	0.000 to 0.892	0.000	0.000	0.000
# Reporting			356	318	311

FIR Reference: SLC 92 1155 07

Conditions:

- Municipality is not an upper-tier.

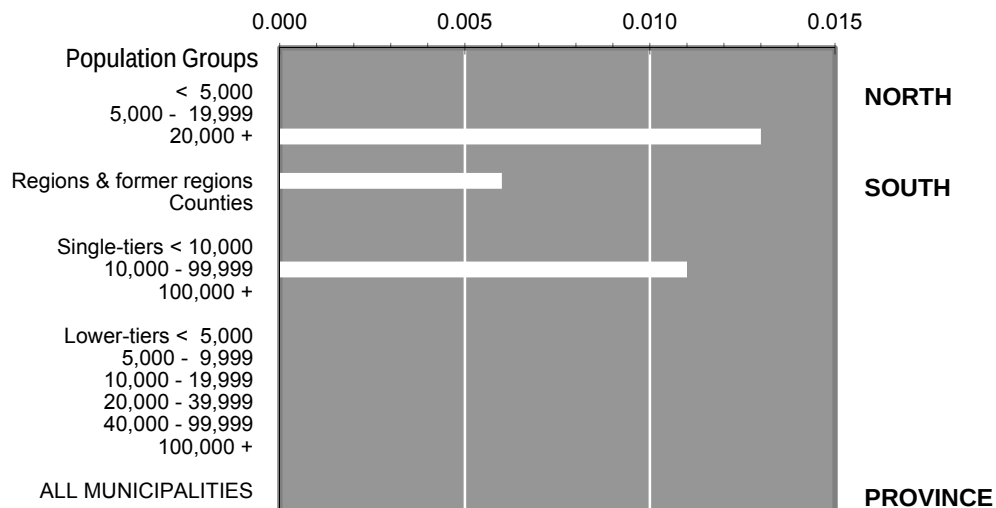
Fire Services: Effectiveness

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

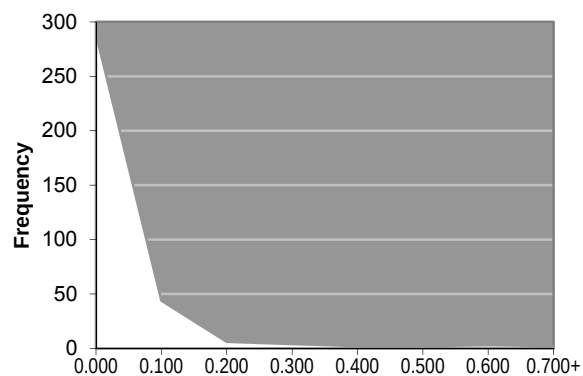
Total number of residential fire related civilian fatalities for
(2006 + 2007 + 2008 + 2009 + 2010) / 5

Population / 1,000

Number of Residential Fire Related Civilian Fatalities Averaged Over Five Years per 1,000 Persons 2011 (Median)



Number of Residential Fire Related Civilian Fatalities Averaged Over Five Years per 1,000 Persons 2011 (All Municipalities)



RESULTS		Number of residential fire related civilian fatalities averaged over five years per 1,000 persons.			
			2011	2010	2009
Population	Reporting #	Range #	Median #	Median #	Median #
NORTH					
< 5,000	95	0.000 to 1.560	0.000	0.000	0.000
5,000 – 19,999	11	0.000 to 0.559	0.000	0.000	0.000
20,000 +	4	0.009 to 0.023	0.013	0.009	0.015
SOUTH					
Regions & Former Regions	4	0.004 to 0.006	0.006	0.005	0.006
Counties					
Single-tiers					
<10,000	4	0.000	0.000	0.000	0.000
10,000 – 99,999	14	0.000 to 0.089	0.011	0.016	0.000
100,000 +	6	0.000 to 0.010	0.000	0.005	0.006
Lower-tiers					
< 5,000	51	0.000 to 1.017	0.000	0.000	0.000
5,000 – 9,999	60	0.000 to 0.271	0.000	0.000	0.000
10,000 – 19,999	60	0.000 to 0.208	0.000	0.000	0.000
20,000 – 39,999	20	0.000 to 0.047	0.000	0.000	0.000
40,000 – 99,999	9	0.000 to 0.017	0.000	0.000	0.000
100,000 +	14	0.000 to 0.016	0.000	0.001	0.004
ALL MUNICIPALITIES	352	0.000 to 1.560	0.000	0.000	0.000
# Reporting			352	316	309

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:

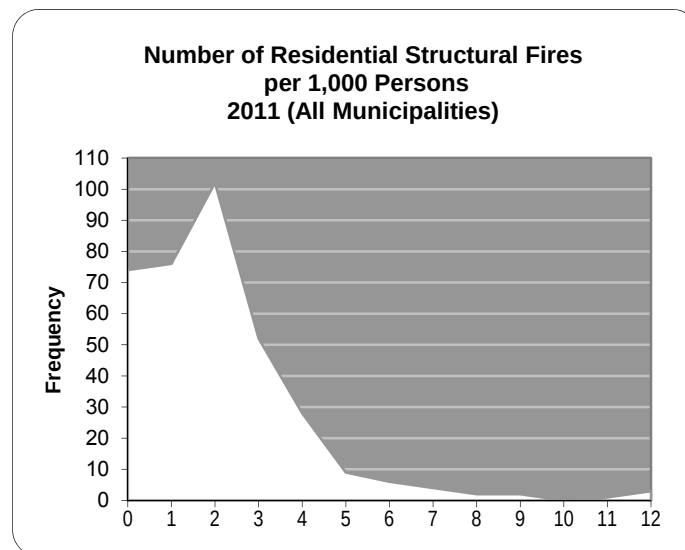
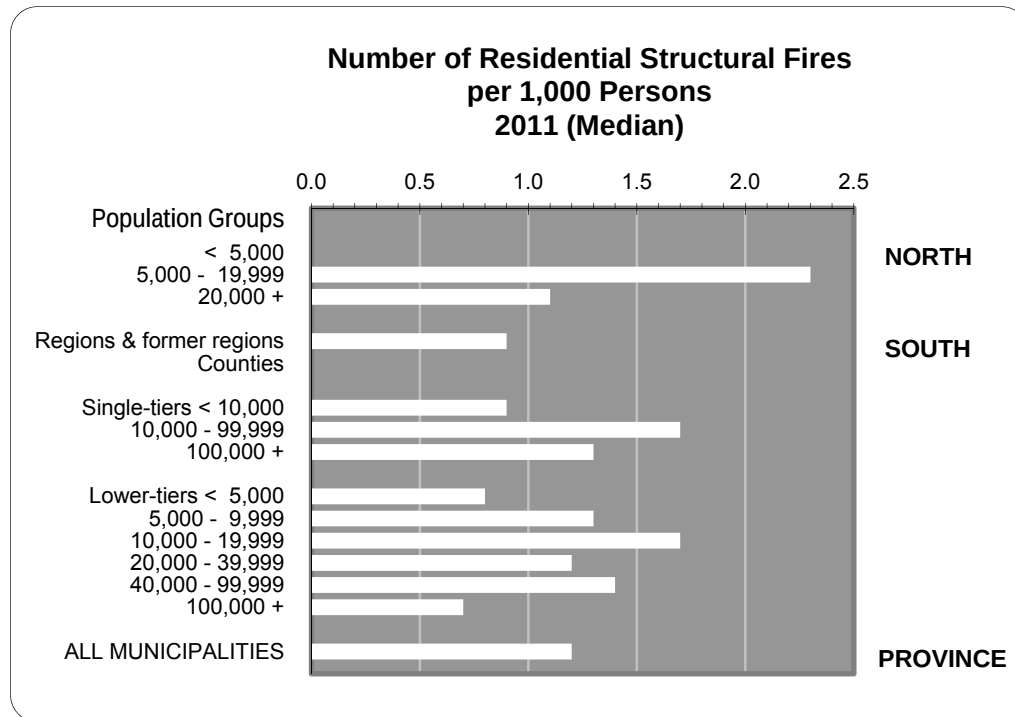
**Affecting
Results**

- 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			
			2011	2010	2010
Population	Reporting #	Range #	Median #	Median #	Median #
NORTH					
< 5,000	97	0.0 to 16.7	0.0	1.0	1.0
5,000 – 19,999	11	1.0 to 4.4	2.3	1.2	2.4
20,000 +	4	0.2 to 1.8	1.1	1.5	1.6
SOUTH					
Regions & Former Regions	4	0.7 to 1.3	0.9	1.0	1.2
Counties					
Single-tiers					
<10,000	4	0.0 to 3.2	0.9	0.5	0.3
10,000 – 99,999	14	0.3 to 10.6	1.7	1.5	1.7
100,000 +	6	0.8 to 1.6	1.3	1.4	1.2
Lower-tiers					
< 5,000	54	0.0 to 22.9	0.8	1.3	1.3
5,000 – 9,999	61	0.0 to 7.0	1.3	1.4	1.8
10,000 – 19,999	60	0.0 to 15.3	1.7	1.4	1.9
20,000 – 39,999	20	0.7 to 3.0	1.2	1.5	1.1
40,000 – 99,999	10	0.4 to 1.9	1.4	1.2	1.0
100,000 +	14	0.1 to 2.0	0.7	0.9	1.1
ALL MUNICIPALITIES	359	0.0 to 22.9	1.2	1.3	1.4
# Reporting			359	314	310

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.

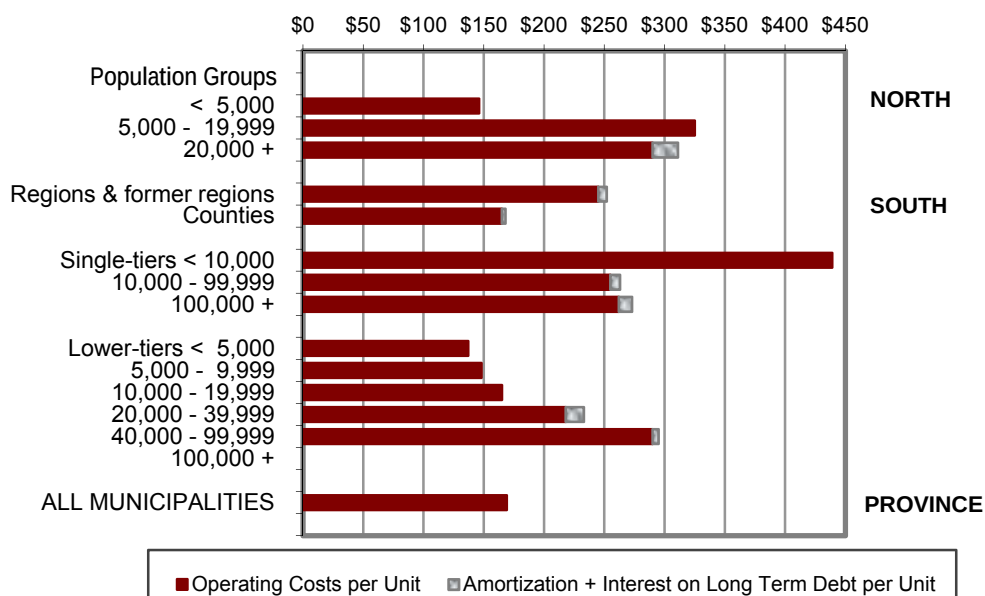
Police Services: Efficiency

Operating costs for police services per person.

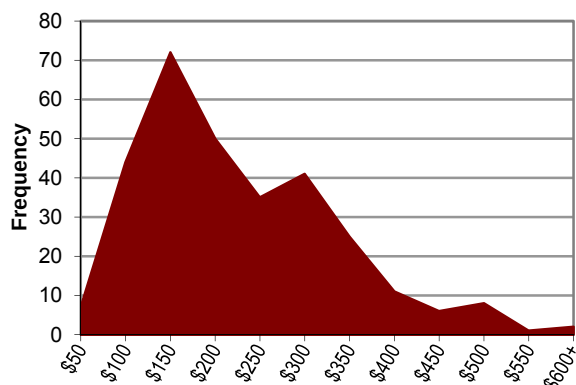
Total costs for police services per person.

Costs for police services
Total population

**Costs for Police Services per Person
2011 (Median)**



**Total Costs for Police Services
per Person
2011 (All Municipalities)**



RESULTS		Operating costs for police services per person. Total costs for police services per person.				
				2011	2010	2009
Population		Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	105	29 to 485	146	144	141
	Total Costs	105	29 to 485	146	144	
5,000 – 19,999	Operating Costs	11	170 to 554	325	315	302
	Total Costs	11	170 to 555	325	315	
20,000 +	Operating Costs	4	288 to 363	290	286	287
	Total Costs	4	297 to 370	311	309	
SOUTH						
Regions & Former Regions	Operating Costs	11	154 to 358	245	241	223
	Total Costs	11	154 to 377	252	248	
Counties	Operating Costs	2	165 to 206	165	154	150
	Total Costs	2	168 to 206	168	156	
Single-tiers						
<10,000	Operating Costs	5	116 to 605	439	406	343
	Total Costs	5	116 to 614	439	406	
10,000 – 99,999	Operating Costs	14	183 to 487	255	272	239
	Total Costs	14	183 to 491	263	279	
100,000 +	Operating Costs	6	253 to 408	262	255	241
	Total Costs	6	261 to 421	273	265	
Lower-tiers						
< 5,000	Operating Costs	49	64 to 422	137	130	132
	Total Costs	49	64 to 422	137	130	
5,000 – 9,999	Operating Costs	47	85 to 454	148	150	152
	Total Costs	47	85 to 463	148	150	
10,000 – 19,999	Operating Costs	35	95 to 391	165	164	151
	Total Costs	35	95 to 391	165	164	
20,000 – 39,999	Operating Costs	12	117 to 373	218	208	203
	Total Costs	12	117 to 384	233	210	
40,000 – 99,999	Operating Costs	1	290	290		
	Total Costs	1	295	295		
100,000 +	Operating Costs					
	Total Costs					
ALL MUNICIPALITIES	Operating Costs	302	29 to 605	169	169	161
	Total Costs	302	29 to 614	169	169	
# Reporting	Operating Costs			302	268	278
	Total Costs			302	268	

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 2011:

- 70 reported Amortization.
- 66 of the 283 reporting Contracted Services also reported Amortization.
- 31 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.

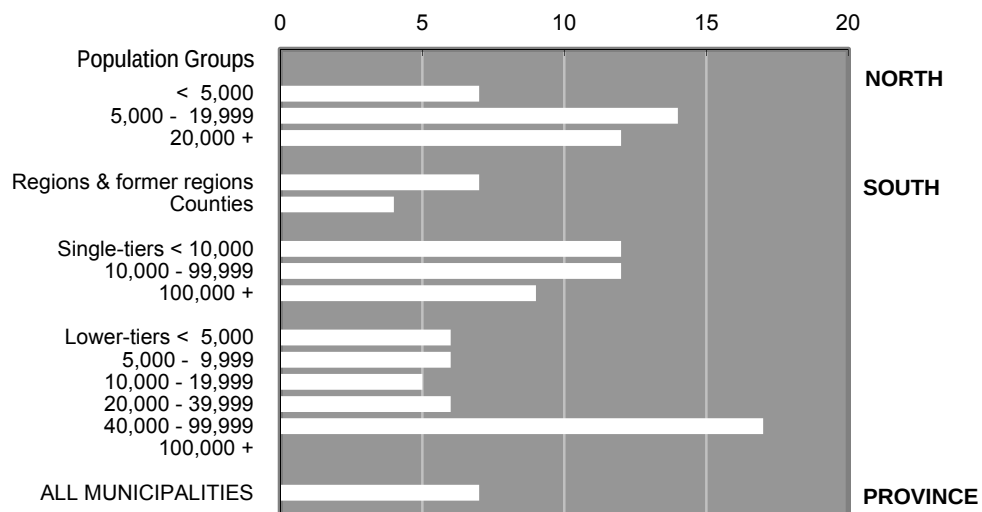
Police Services: Effectiveness

Violent crime rate per 1,000 persons.

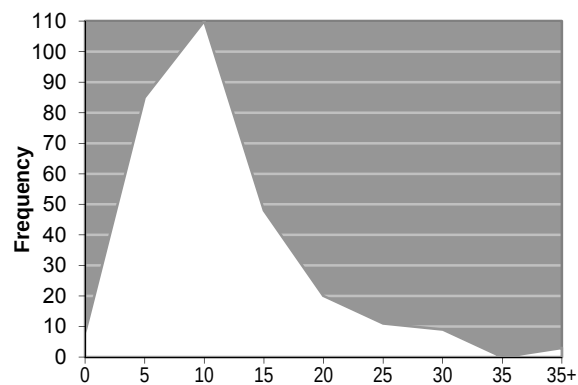
Total number of actual incidents of violent crime,
including incidents involving youths

Population / 1,000

**Violent Crime Rate per 1,000 Persons
2011 (Median)**



**Violent Crime Rate per 1,000 Persons
2011 (All Municipalities)**



RESULTS		Violent crime rate per 1,000 persons.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	87	0 to 68	7	8	8	9	8
5,000 – 19,999	10	4 to 35	14	16	18	18	18
20,000 +	4	10 to 19	12	11	11	11	13
SOUTH							
Regions & Former Regions	11	5 to 13	7	8	6	6	6
Counties	2	4 to 8	4	4	4	5	4
Single-tiers							
<10,000	4	7 to 27	12	17	18	9	20
10,000 – 99,999	14	6 to 26	12	14	12	13	11
100,000 +	6	9 to 12	9	11	11	8	8
Lower-tiers							
< 5,000	53	1 to 22	6	5	6	6	5
5,000 – 9,999	50	2 to 18	6	6	7	5	5
10,000 – 19,999	39	3 to 27	5	7	7	7	7
20,000 – 39,999	13	3 to 20	6	7	6	6	7
40,000 – 99,999	1	17	17		3	15	15
100,000 +							
ALL MUNICIPALITIES	294	0 to 68	7	7	8	8	7
# Reporting			294	260	249	278	278

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.

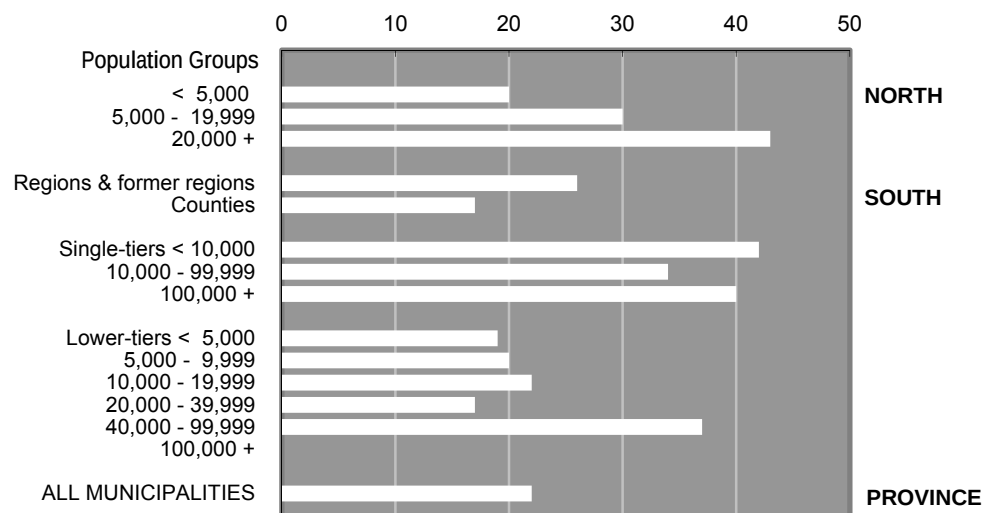
Police Services: Effectiveness

Property crime rate per 1,000 persons.

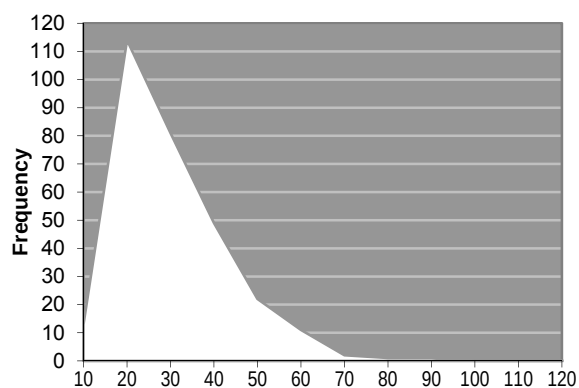
Total number of actual incidents of property crime,
including incidents involving youths

Population / 1,000

**Property Crime Rate per 1,000 Persons
2011 (Median)**



**Property Crime Rate per 1,000 Persons
2011 (All Municipalities)**



RESULTS		Property crime rate per 1,000 persons.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	87	2 to 84	20	24	26	23	25
5,000 – 19,999	10	12 to 78	30	34	42	48	41
20,000 +	4	41 to 55	43	44	45	43	42
SOUTH							
Regions & Former Regions	11	16 to 36	26	28	26	25	24
Counties	2	17 to 22	17	21	23	21	21
Single-tiers							
<10,000	4	34 to 54	42	41	41	45	43
10,000 – 99,999	14	23 to 61	34	47	42	43	43
100,000 +	6	27 to 45	40	42	44	45	44
Lower-tiers							
< 5,000	53	6 to 51	19	21	24	24	23
5,000 – 9,999	50	2 to 51	20	23	25	25	24
10,000 – 19,999	39	13 to 67	22	26	25	27	30
20,000 – 39,999	13	3 to 51	17	22	21	21	21
40,000 – 99,999	1	37	37		9	37	45
100,000 +							
ALL MUNICIPALITIES	294	2 to 84	22	25	27	27	26
# Reporting			294	260	249	278	277

FIR Reference: SLC 92 1259 07

Conditions:

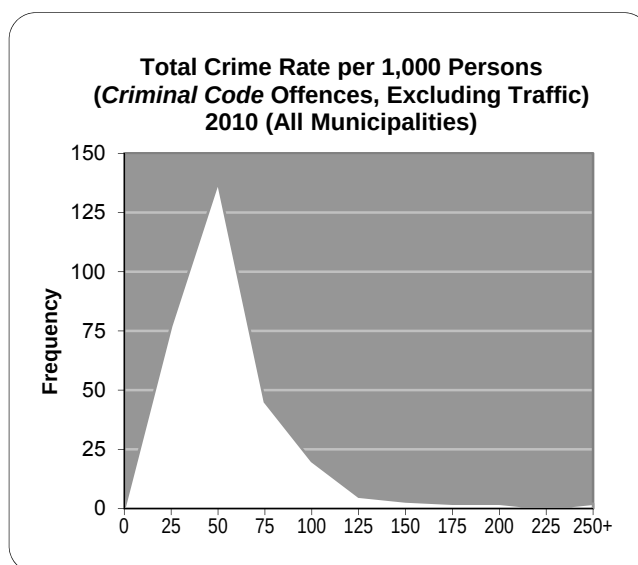
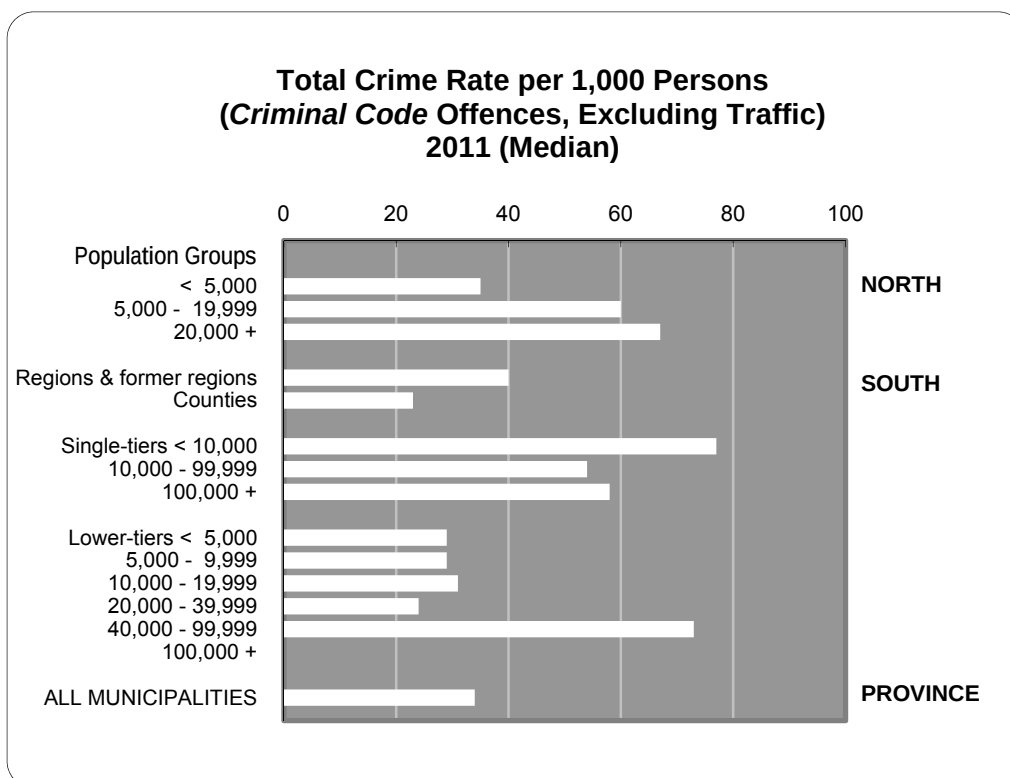
- Crime rate for Other *Criminal Code* offences, excluding traffic, is greater than 0.
- Population in the denominator equals the population reported by the municipality in SLC 02 0041 01 divided by 1,000.

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



RESULTS			Total crime rate per 1,000 persons (<i>Criminal Code</i> offences, excluding traffic)				
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	87	4 to 357	35	39	40	39	39
5,000 – 19,999	10	17 to 180	60	67	77	92	99
20,000 +	4	61 to 91	67	70	68	72	79
SOUTH							
Regions & Former Regions	11	23 to 55	40	39	40	47	47
Counties	2	23 to 35	23	27	30	28	29
Single-tiers							
<10,000	4	43 to 157	77	116	120	96	73
10,000 – 99,999	14	35 to 136	54	66	68	77	88
100,000 +	6	45 to 69	58	61	67	71	73
Lower-tiers							
< 5,000	53	15 to 353	29	28	35	33	35
5,000 – 9,999	50	8 to 83	29	30	35	34	34
10,000 – 19,999	39	19 to 109	31	38	37	42	43
20,000 – 39,999	13	9 to 75	24	37	34	33	34
40,000 – 99,999	1	73	73		47	70	79
100,000 +							
ALL MUNICIPALITIES	294	4 to 357	34	39	42	40	43
# Reporting			294	260	249	278	278

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.

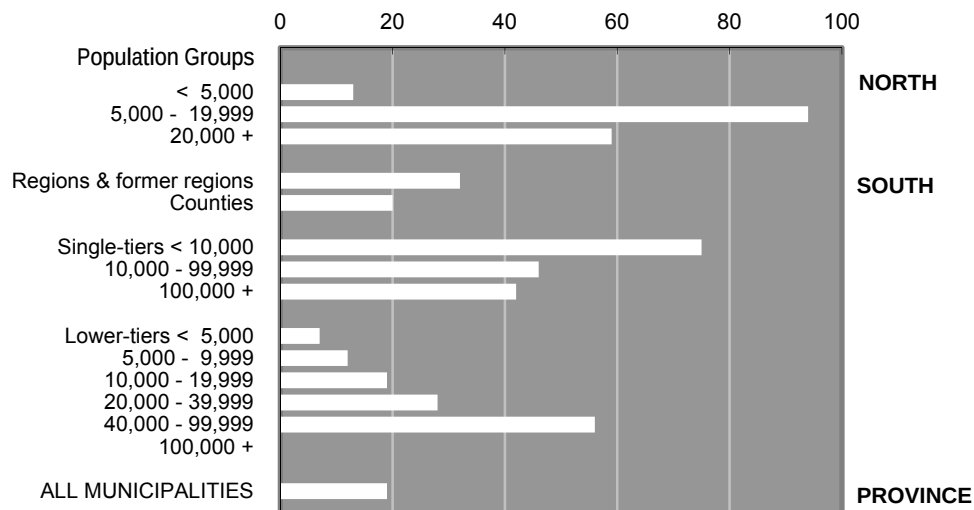
Police Services: Effectiveness

Youth crime rate per 1,000 youths.

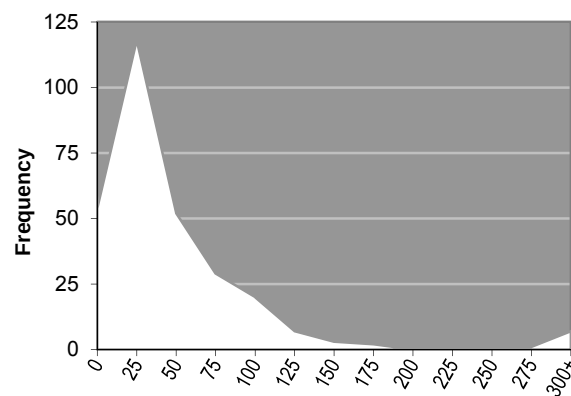
$$\frac{\text{Total number of youths cleared by charge or cleared otherwise}}{\text{Youth Population} / 1,000}$$

Youth Population / 1,000

**Youth Crime Rate per 1,000 Youths
2011 (Median)**



**Youth Crime Rate per 1,000 Youths
2011 (All Municipalities)**



RESULTS		Youth crime rate per 1,000 youths.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	89	0 to 388	13	13	22	0	0
5,000 – 19,999	10	20 to 328	94	137	37	123	51
20,000 +	4	33 to 99	59	70	57	60	99
SOUTH							
Regions & Former Regions	10	19 to 76	32	40	43	48	59
Counties	2	20 to 23	20	15	16	7	
Single-tiers							
<10,000	4	70 to 139	75	89	137	42	115
10,000 – 99,999	14	0 to 118	46	70	73	62	84
100,000 +	6	12 to 73	42	43	59	66	64
Lower-tiers							
< 5,000	52	0 to 462	7	8	11	2	0
5,000 – 9,999	49	0 to 275	12	17	19	5	8
10,000 – 19,999	39	0 to 327	19	19	24	10	14
20,000 – 39,999	13	2 to 80	28	19	24	14	23
40,000 – 99,999	1	56	56			38	32
100,000 +							
ALL MUNICIPALITIES	293	0 to 462	19	21	24	8	15
# Reporting			293	260	252	276	217

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.

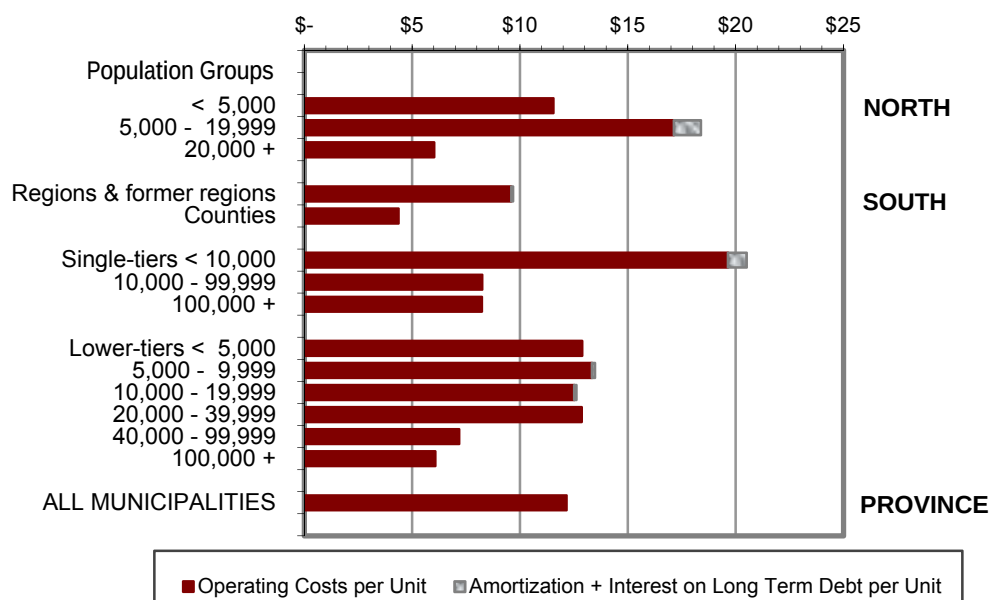
Building Permits and Inspection Services: Efficiency

Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued).

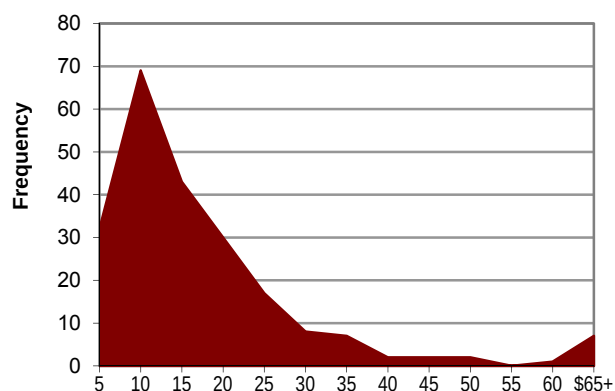
Total costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued).

$$\frac{\text{Costs for building permits and inspection services}}{\text{Total value of construction activity (based on permits issued) / \$1,000}}$$

Costs for Building Permits and Inspection Services per \$1,000 of Construction Activity (Based on Permits Issued) 2011 (Median)



Total Costs for Building Permits and Inspection Services per \$1,000 of Construction Activity (Based on Permits Issued) 2011 (All Municipalities)



RESULTS		Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued).		
		Total costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued)		
				2011
Population	Reporting #	Range \$	Median \$	
NORTH				
< 5,000	Operating Costs	40	0.90 to 66.50	11.55
	Total Costs	40	0.90 to 66.50	11.55
5,000 – 19,999	Operating Costs	5	5.87 to 30.31	17.14
	Total Costs	5	5.94 to 32.22	18.39
20,000 +	Operating Costs	3	3.53 to 8.12	6.02
	Total Costs	3	3.53 to 8.25	6.02
SOUTH				
Regions & Former Regions	Operating Costs	4	6.30 to 9.89	9.60
	Total Costs	4	6.30 to 9.89	9.68
Counties	Operating Costs	2	4.37 to 5.58	4.37
	Total Costs	2	4.37 to 5.73	4.37
Single-tiers				
<10,000	Operating Costs	3	9.99 to 1,358.65	19.65
	Total Costs	3	9.99 to 1,358.65	20.51
10,000 – 99,999	Operating Costs	9	2.04 to 22.28	8.25
	Total Costs	9	2.04 to 22.28	8.25
100,000 +	Operating Costs	4	4.27 to 21.38	8.23
	Total Costs	4	4.27 to 21.77	8.23
Lower-tiers				
< 5,000	Operating Costs	30	0.31 to 776.41	12.88
	Total Costs	30	0.31 to 794.71	12.88
5,000 – 9,999	Operating Costs	43	-3.30 to 1,469.99	13.34
	Total Costs	43	-3.27 to 1,469.99	13.48
10,000 – 19,999	Operating Costs	42	2.91 to 41.95	12.52
	Total Costs	42	2.91 to 42.71	12.62
20,000 – 39,999	Operating Costs	15	5.51 to 49.15	12.86
	Total Costs	15	5.51 to 49.68	12.86
40,000 – 99,999	Operating Costs	10	1.70 to 20.95	7.18
	Total Costs	10	1.70 to 20.95	7.18
100,000 +	Operating Costs	10	3.80 to 14.00	6.07
	Total Costs	10	3.80 to 14.00	6.07
ALL MUNICIPALITIES	Operating Costs	220	-3.30 to 1,469.99	12.16
	Total Costs	220	-3.27 to 1,469.99	12.16
# Reporting	Operating Costs	220		
	Total Costs	220		

FIR Reference:

SLC 91 1301 35 (Measure based on Operating Costs). SLC 91 1301 45 (Measure based on Total Costs).

CONDITIONS

Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued).

Total costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued)

The number of municipalities reporting reflects the conditions listed below.

Conditions

Municipalities were excluded if:

- The Total Value of Construction Activity divided by the population in SLC 02 0041 01 was greater than \$50,000. This condition is designed to filter out municipalities that did not divide the Total Value of Construction Activity by \$1,000.
$$[(\text{SLC } 91 \text{ } 1301 \text{ } 31 \times 1,000) / \text{SLC } 02 \text{ } 0041 \text{ } 01] > \$50,000.$$
- The Total Value of Construction Activity divided by population in SLC 02 0041 01 was less than \$5.00. This condition is designed to filter out municipalities that divided the Total Value of Construction Activity by \$1,000 twice.
$$[(\text{SLC } 91 \text{ } 1301 \text{ } 31 \times 1,000) / \text{SLC } 02 \text{ } 0041 \text{ } 01] < \$5.00.$$
- 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

Additional Statistics for municipalities meeting the above conditions in 2011:

- 61 of the 160 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 5 municipalities reported Interest on Long Term Debt.
- 169 municipalities did not report Amortization.

FIR Reference:

SLC 91 1301 35 (Measure based on Operating Costs). SLC 91 1301 45 (Measure based on Total Costs).

Building Permits and Inspection Services: Efficiency

Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued).

Total costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued).

Objective	Efficient building permit and inspection services
Notes	The measures for reviewing complete building permit applications are reported by the level of government that issues building permits. Construction value is used as the denominator of the measure because it is a proxy for building department workload. Conditions were set to remove municipalities with data input errors in the denominator, "Total value of construction activity (based on permits issued) / \$1,000". The main error was entering "Total value of construction activity" without first dividing by \$1,000. This error may occur if there is uncertainty as to whether the building department or finance department will do the division.
Factors Affecting Results	Results are influenced by: ■ The type and number of construction projects in the municipality. ■ The method used to determine the total value of construction activity, i.e. construction cost schedules or estimation. Examples of construction cost schedules include <i>Hanscomb Yardsticks for Costing</i>, the <i>Toronto Real Estate Board's Guide to Construction Costs</i> and the Toronto Area Chief Building Officials Committee's (TACBOC) annual <i>Construction Value Standard</i>. ■ Staffing. Some smaller municipalities report sharing expenses for a Chief Building Officer.

Building Permits and Inspection Services: Effectiveness

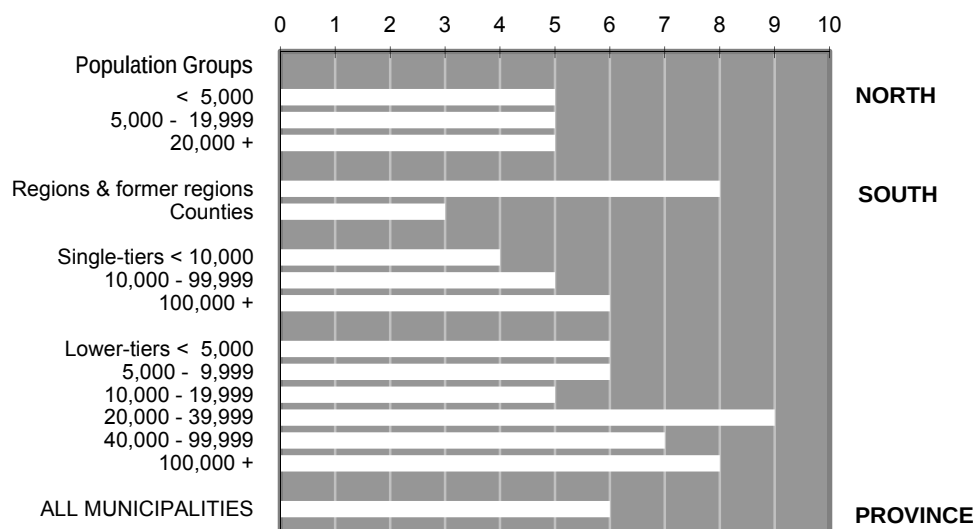
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

Category 1: Houses (houses not exceeding 3 storeys/600 square metres)

Reference: Provincial standard is 10 working days.

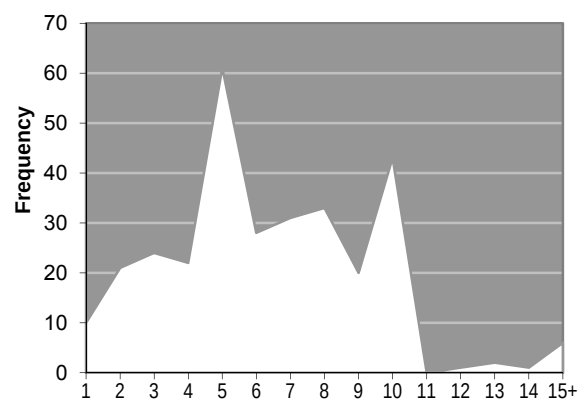
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 1: HOUSES
(houses not exceeding 3 storeys/600 square metres)
2011 (Median)



Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 1: HOUSES
(houses not exceeding 3 storeys/600 square metres)
2011 (All Municipalities)



RESULTS	Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:		
	Category 1: Houses (houses not exceeding 3 storeys/600 square metres)		
	<i>Reference: Provincial standard is 10 working days.</i>		

			2011
Population	Reporting	Range Working Days	Median Working Days #
	#	#	
NORTH			
< 5,000	72	1 to 30	5
5,000 – 19,999	10	2 to 10	5
20,000 +	4	1 to 10	5
SOUTH			
Regions & Former Regions	3	6 to 8	8
Counties	2	3 to 6	3
Single-tiers			
<10,000	4	4 to 10	4
10,000 – 99,999	12	2 to 10	5
100,000 +	6	1 to 9	6
Lower-tiers			
< 5,000	41	1 to 70	6
5,000 – 9,999	53	1 to 233	6
10,000 – 19,999	55	1 to 14	5
20,000 – 39,999	19	1 to 13	9
40,000 – 99,999	10	2 to 16	7
100,000 +	12	5 to 15	8
ALL MUNICIPALITIES	303	1 to 233	6
# Reporting			303

FIR Reference: SLC 92 1351 07

The number of municipalities reporting reflects the condition below:

Condition:

- Measure is greater than zero.

Notes:

Number of municipalities which reported zero (0) days to review a complete application: 9.

Building Permits and Inspection Services: Effectiveness

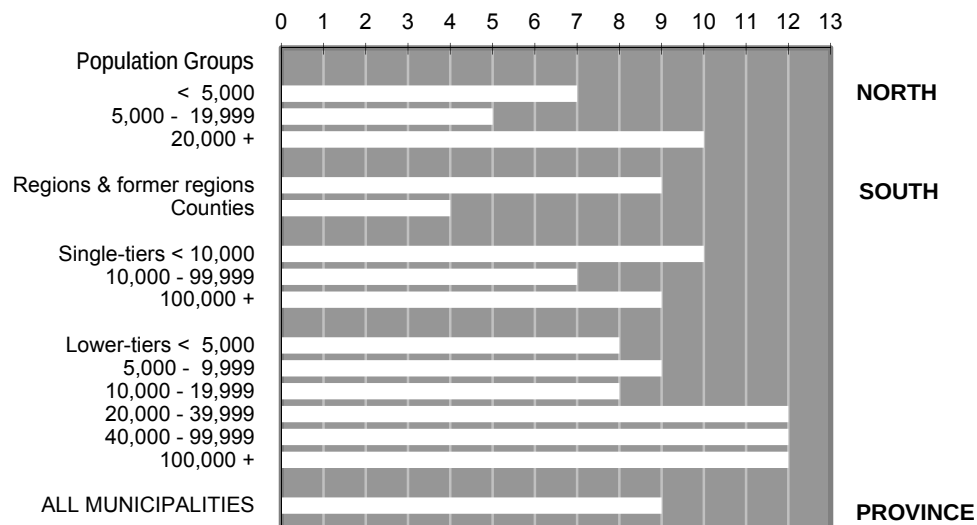
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)

Reference: Provincial standard is 15 working days.

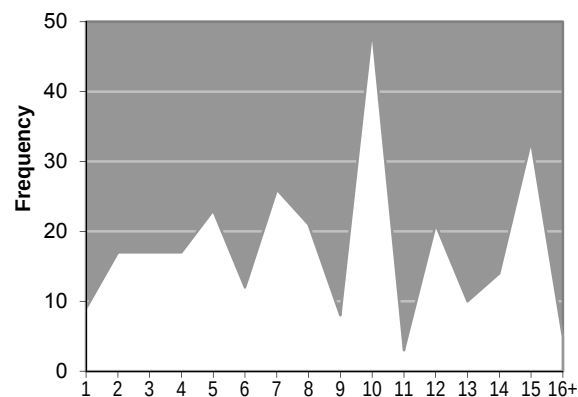
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 2: SMALL BUILDINGS
(small commercial/industrial not exceeding 3 storeys/600 square metres)
2011 (Median)



Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 2: SMALL BUILDINGS
(small commercial/industrial not exceeding 3 storeys/
600 square metres)
2011 (All Municipalities)



RESULTS	Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:		
	Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)		
	<i>Reference: Provincial standard is 15 working days.</i>		

			2011
Population	Reporting #	Range Working Days #	Median Working Days #
NORTH			
< 5,000	62	1 to 15	7
5,000 – 19,999	10	1 to 15	5
20,000 +	4	1 to 13	10
SOUTH			
Regions & Former Regions	3	9 to 10	9
Counties	2	4 to 5	4
Single-tiers			
<10,000	3	7 to 15	10
10,000 – 99,999	11	4 to 15	7
100,000 +	6	1 to 14	9
Lower-tiers			
< 5,000	36	1 to 45	8
5,000 – 9,999	53	1 to 15	9
10,000 – 19,999	55	1 to 15	8
20,000 – 39,999	19	1 to 18	12
40,000 – 99,999	10	4 to 15	12
100,000 +	11	7 to 16	12
ALL MUNICIPALITIES	285	1 to 45	9
# Reporting			285

FIR Reference: SLC 92 1352 07

The number of municipalities reporting reflects the condition below:

Condition:

- Measure is greater than zero.

Notes:

Number of municipalities which reported zero (0) days to review a complete application: 24.

Building Permits and Inspection Services: Effectiveness

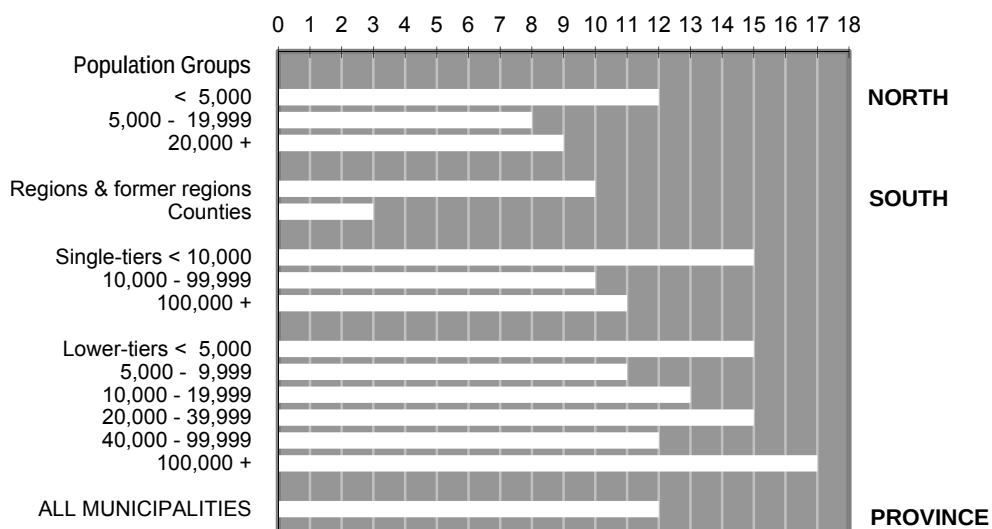
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

Category 3: Large Buildings (large residential/commercial/industrial/institutional)

Reference: Provincial standard is 20 working days.

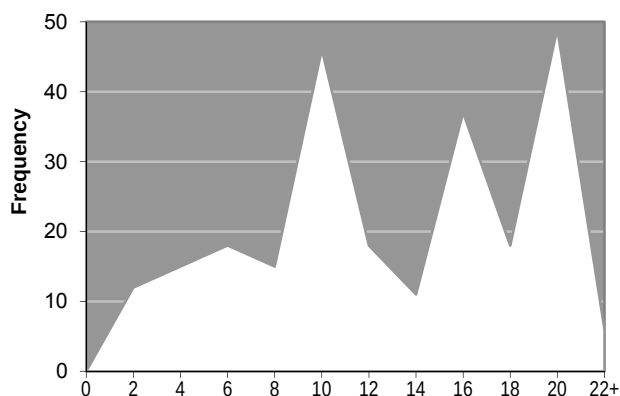
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 3: LARGE BUILDINGS (large residential/commercial/industrial/institutional) 2011 (Median)



Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 3: LARGE BUILDINGS (large residential/commercial/industrial/institutional) 2011 (All Municipalities)



RESULTS	Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:		
	Category 3: Large Buildings (large residential/commercial/industrial/institutional)		
	Reference: Provincial standard is 20 working days.		

			2011
Population	Reporting #	Range Working Days #	Median Working Days #
NORTH			
< 5,000	72	0 to 20	5
5,000 – 19,999	9	5 to 20	8
20,000 +	4	1 to 14	9
SOUTH			
Regions & Former Regions	3	9 to 14	10
Counties	2	3 to 4	3
Single-tiers			
<10,000	4	0 to 20	10
10,000 – 99,999	12	1 to 20	10
100,000 +	6	7 to 20	11
Lower-tiers			
< 5,000	39	0 to 60	10
5,000 – 9,999	52	0 to 20	10
10,000 – 19,999	54	0 to 34	10
20,000 – 39,999	19	0 to 25	15
40,000 – 99,999	10	4 to 19	12
100,000 +	11	0 to 20	17
ALL MUNICIPALITIES	297	0 to 60	10
# Reporting			297

FIR Reference: SLC 92 1353 07

The number of municipalities reporting reflects the condition below:

Condition:

- Measure is greater than zero.

Notes:

Number of municipalities which reported zero (0) days to review a complete application: 56.

Building Permits and Inspection Services: Effectiveness

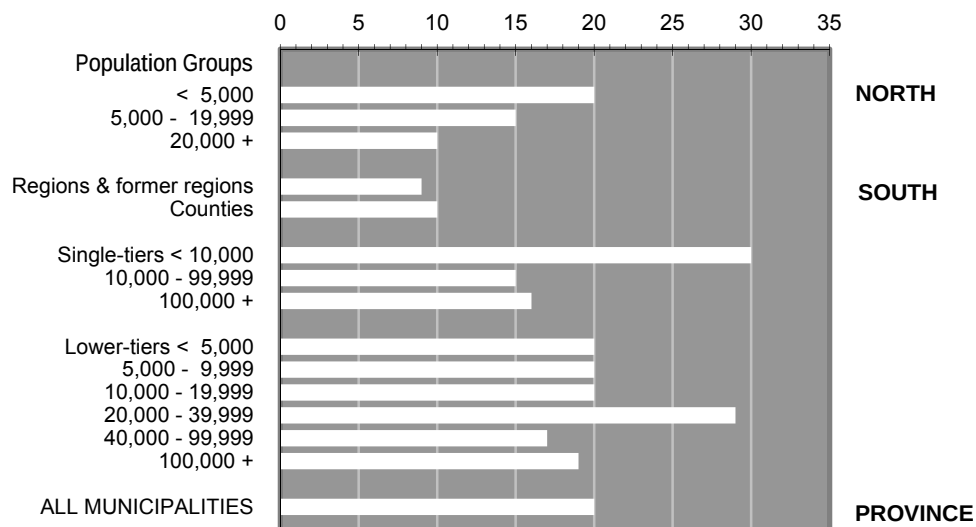
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications)

Reference: Provincial standard is 30 working days.

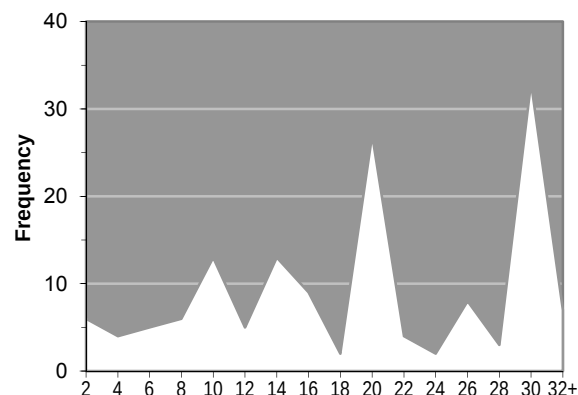
Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 4: COMPLEX BUILDINGS
(post disaster buildings, including hospitals, power/water,
fire/police/EMS, communications)
2011 (Median)



Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

CATEGORY 4: COMPLEX BUILDINGS
(post disaster buildings, including hospitals, power/water,
fire/police/EMS, communications)
2010 (All Municipalities)



RESULTS	Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:		
	Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications)		
	Reference: Provincial standard is 30 working days.		

			2011
Population	Reporting #	Range Working Days #	Median Working Days #
NORTH			
< 5,000	24	1 to 30	20
5,000 – 19,999	8	10 to 30	15
20,000 +	4	7 to 35	10
SOUTH			
Regions & Former Regions	3	8 to 14	9
Counties	1	10	10
Single-tiers			
<10,000	3	15 to 46	30
10,000 – 99,999	7	3 to 30	15
100,000 +	4	8 to 30	16
Lower-tiers			
< 5,000	17	3 to 57	20
5,000 – 9,999	26	1 to 30	20
10,000 – 19,999	27	1 to 49	20
20,000 – 39,999	6	7 to 30	29
40,000 – 99,999	7	5 to 31	17
100,000 +	10	10 to 35	19
ALL MUNICIPALITIES	147	1 to 57	20
# Reporting			147

FIR Reference: SLC 92 1354 07

The number of municipalities reporting reflects the condition below:

Condition:

- Measure is greater than zero.

Notes:

Number of municipalities which reported zero (0) days to review a complete application: 132.

Building Permits and Inspection Services: Effectiveness

Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:

Category 1: Houses (houses not exceeding 3 storeys/600 square metres)

Reference: Provincial standard is 10 working days.

Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)

Reference: Provincial standard is 15 working days.

Category 3: Large Buildings (large residential/commercial/industrial/institutional)

Reference: Provincial standard is 20 working days.

Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications)

Reference: Provincial standard is 30 working days.

Objective	Complete building permit applications are processed quickly and accurately
Notes	The measures for reviewing complete building permit applications are reported by the level of government that issues building permits. The <i>Building Code</i> contains the provincial standard for the timeframe for reviewing each category of complete building permit applications, and issuing a permit or not issuing a permit and providing all reasons for refusal if the application is rejected. The measures apply only to applications that are submitted and accepted by the municipality as complete. Therefore, municipalities that accept incomplete applications as a service to residents, should not include incomplete applications in the calculation of the median number of days. When applications are submitted and accepted as incomplete, many municipalities consider the number of days to review the complete application as zero since the review is finished once the application is considered to be complete. Including incomplete applications in the calculation of the median will understate the median. Many municipalities routinely accept incomplete Category 4 building permit applications due to the complexity of the applications. However, incomplete applications are not to be included in the calculation of the median timeframe to review building permit applications since the provincial standard applies only to applications which are submitted and accepted by the municipality as complete.

**Factors
Affecting
Results**

Results are influenced by:

- Whether a municipality included applications which were submitted and accepted by the municipality as incomplete in the calculation of the median.
- Whether procedures are in place to track individual applications.
- Whether the median number of days is estimated or based on the review of all complete applications.
- Whether the municipality issued any permits for a category of structures.

Paved Roads: Efficiency

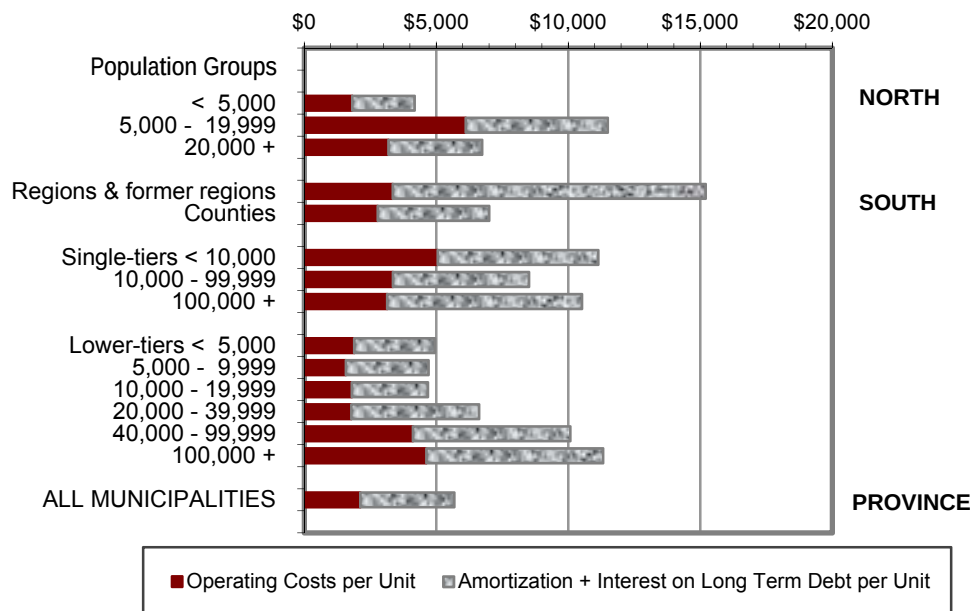
Operating costs for paved (hard top) roads per lane kilometre.

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

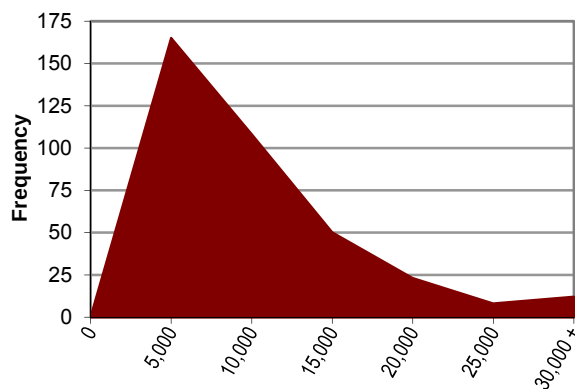
Costs for paved (hard top) roads

Total paved lane kilometres

**Costs for Paved (Hard Top) Roads per Lane Kilometre
2011 (Median)**



**Total Costs for Paved (Hard Top) Roads
per Lane Kilometre
2011 (All Municipalities)**



RESULTS		Operating costs for paved (hard top) roads per lane kilometre. Total costs for paved (hard top) roads per lane kilometre.			
				2011	2010
Population	Reporting #	Range \$		Median \$	Median \$
NORTH					
< 5,000	Operating Costs	80	138 to 91,699	1,819	1,789
	Total Costs	80	254 to 130,561	4,197	4,141
5,000 – 19,999	Operating Costs	11	1,800 to 17,212	6,118	4,026
	Total Costs	11	2,783 to 21,157	11,497	9,128
20,000 +	Operating Costs	4	1,894 to 7,601	3,190	2,669
	Total Costs	4	4,624 to 14,633	6,740	7,521
SOUTH					
Regions & Former Regions	Operating Costs	12	534 to 12,797	3,354	4,156
	Total Costs	12	6,032 to 26,186	15,205	14,099
Counties	Operating Costs	21	420 to 10,112	2,785	1,812
	Total Costs	21	3,412 to 15,413	7,007	5,401
Single-tiers					
<10,000	Operating Costs	5	1,308 to 11,400	5,055	2,480
	Total Costs	5	4,119 to 13,893	11,136	6,111
10,000 – 99,999	Operating Costs	12	467 to 8,733	3,359	2,982
	Total Costs	12	1,341 to 21,139	8,513	8,656
100,000 +	Operating Costs	6	907 to 5,067	3,141	3,073
	Total Costs	6	3,475 to 12,044	10,520	9,224
Lower-tiers					
< 5,000	Operating Costs	52	231 to 12,772	1,895	1,767
	Total Costs	52	1,150 to 25,698	4,948	4,535
5,000 – 9,999	Operating Costs	62	164 to 19,112	1,576	2,217
	Total Costs	62	1,413 to 38,618	4,708	4,990
10,000 – 19,999	Operating Costs	57	130 to 22,058	1,804	1,881
	Total Costs	57	1,084 to 26,932	4,680	5,007
20,000 – 39,999	Operating Costs	19	248 to 14,930	1,783	1,891
	Total Costs	19	500 to 24,757	6,622	5,501
40,000 – 99,999	Operating Costs	11	454 to 23,281	4,118	2,471
	Total Costs	11	3,716 to 31,827	10,079	9,846
100,000 +	Operating Costs	14	476 to 12,815	4,626	5,599
	Total Costs	14	476 to 19,622	11,321	11,673
ALL MUNICIPALITIES	Operating Costs	366	130 to 91,699	2,126	2,281
	Total Costs	366	254 to 130,561	5,680	5,513
# Reporting	Operating Costs			366	323
	Total Costs			366	323

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 2011:

- 255 of the 261 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 126 municipalities reported Interest on Long Term Debt.
- 14 municipalities did not report Amortization.

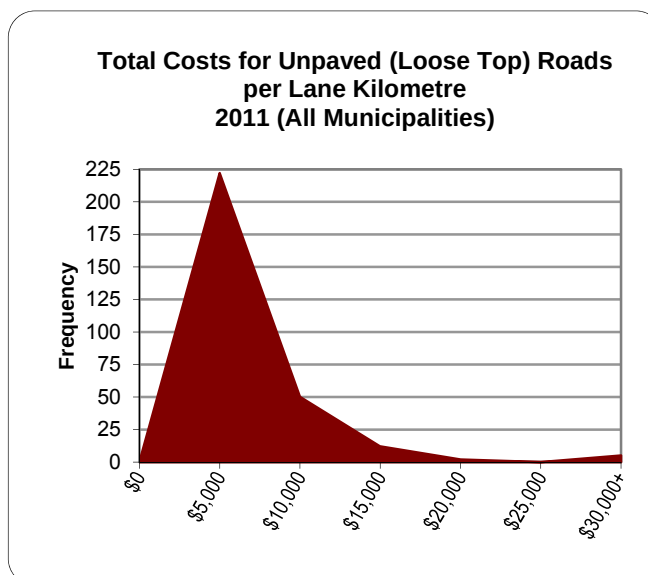
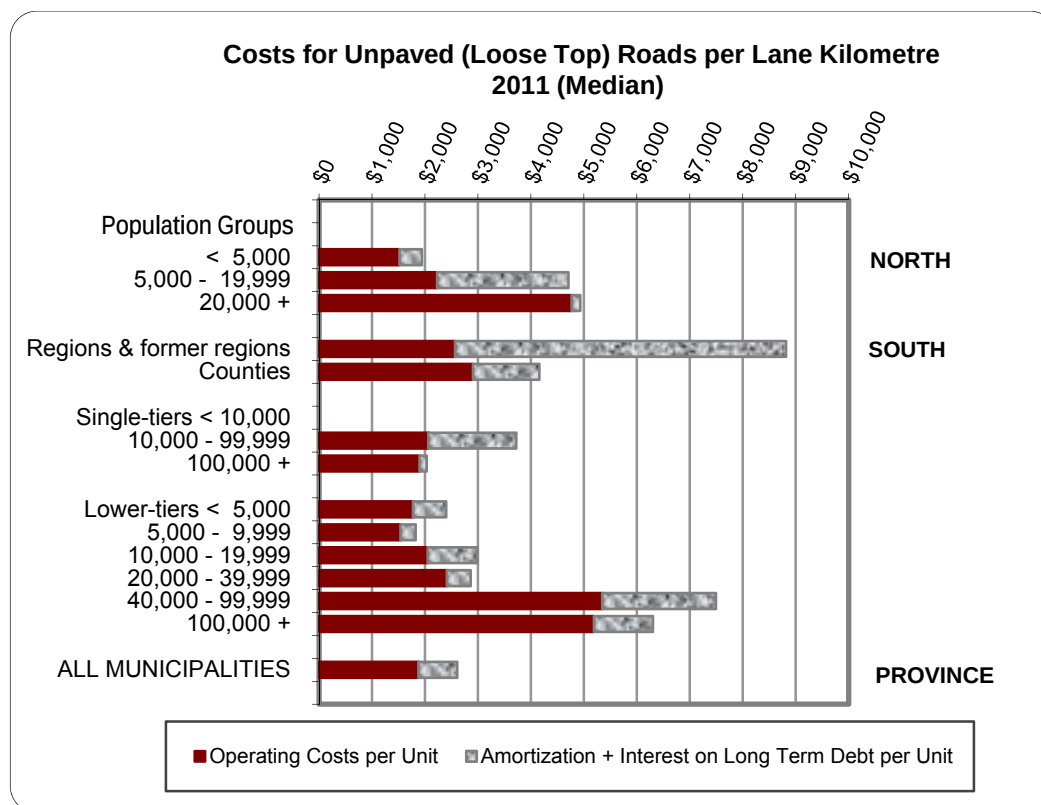
FIR Reference:

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 unpaved (loose top) roads per lane kilometre.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	82	33 to 10,534	1,520	1,232	1,582
	Total Costs	82	33 to 13,928	1,942	1,666	
5,000 – 19,999	Operating Costs	9	1,658 to 8,418	2,229	3,253	2,606
	Total Costs	9	1,815 to 12,156	4,709	4,562	
20,000 +	Operating Costs	4	2,303 to 26,853	4,771	2,464	4,714
	Total Costs	4	4,771 to 29,729	4,932	5,339	
SOUTH						
Regions & Former Regions	Operating Costs	3	1,543 to 14,553	2,568	3,804	6,540
	Total Costs	3	1,543 to 28,667	8,818	8,139	
Counties	Operating Costs	6	738 to 11,303	2,906	2,196	2,647
	Total Costs	6	1,597 to 48,548	4,159	2,534	
Single-tiers						
<10,000	Operating Costs					
	Total Costs					
10,000 – 99,999	Operating Costs	4	1,272 to 4,418	2,063	1,814	2,108
	Total Costs	4	1,338 to 8,677	3,722	2,880	
100,000 +	Operating Costs	4	591 to 14,416	1,897	2,019	1,950
	Total Costs	4	1,601 to 14,416	2,031	2,609	
Lower-tiers						
< 5,000	Operating Costs	53	50 to 7,434	1,774	1,516	1,518
	Total Costs	53	52 to 9,319	2,399	2,204	
5,000 – 9,999	Operating Costs	52	304 to 6,293	1,539	1,586	1,423
	Total Costs	52	391 to 8,503	1,823	2,240	
10,000 – 19,999	Operating Costs	48	375 to 30,859	2,051	1,827	2,024
	Total Costs	48	377 to 36,296	2,985	2,853	
20,000 – 39,999	Operating Costs	14	289 to 7,641	2,413	2,623	3,378
	Total Costs	14	289 to 10,259	2,861	3,798	
40,000 – 99,999	Operating Costs	7	2,349 to 23,636	5,349	6,133	6,649
	Total Costs	7	4,090 to 34,596	7,494	10,217	
100,000 +	Operating Costs	5	1,408 to 13,262	5,192	5,813	4,871
	Total Costs	5	1,408 to 13,262	6,304	5,813	
ALL MUNICIPALITIES	Operating Costs	291	33 to 30,859	1,876	1,814	1,927
	Total Costs	291	33 to 48,548	2,610	2,615	
# Reporting	Operating Costs			291	252	240
	Total Costs			291	252	

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:

- Core expenses* 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 excludes municipalities reporting only Program Support as an expense.
- 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.
- 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.
- Interfunctional Adjustments in SLC 91 2110 12 were greater than 5 times core expenses*.
- The number of unpaved lane kilometres was less than 5% of the number of paved lane kilometres when both the efficiency measures for paved roads and unpaved roads were completed, but Operating Costs for unpaved roads were more than 60% of the value of Operating Costs for paved roads.
($SLC\ 91\ 2110\ 31 < 5\% \times SLC\ 91\ 2111\ 31$) and $SLC\ 91\ 2110\ 30 > 60\% \times SLC\ 91\ 2111\ 30$).

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 2011:

- 133 of the 162 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 32 municipalities reported Interest on Long Term Debt.
- 59 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.

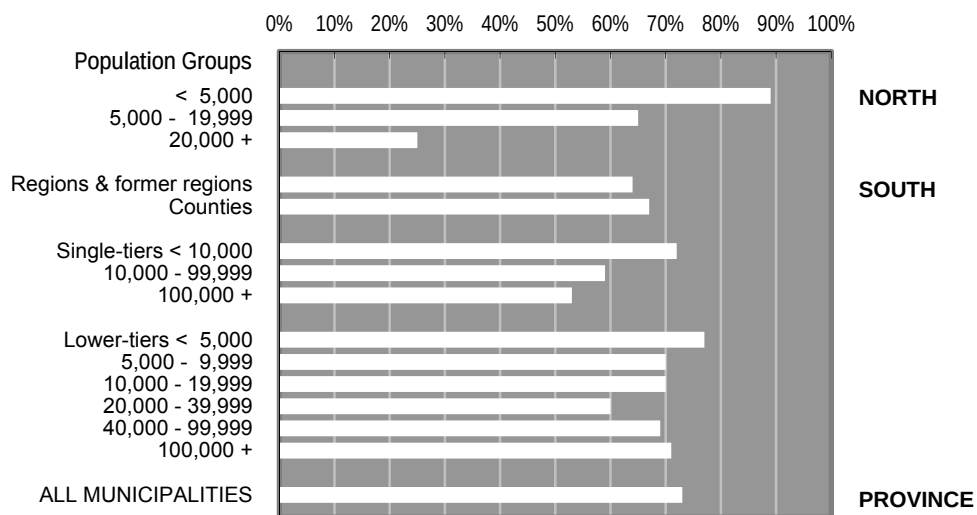
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization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

Adequacy of Roads: Effectiveness

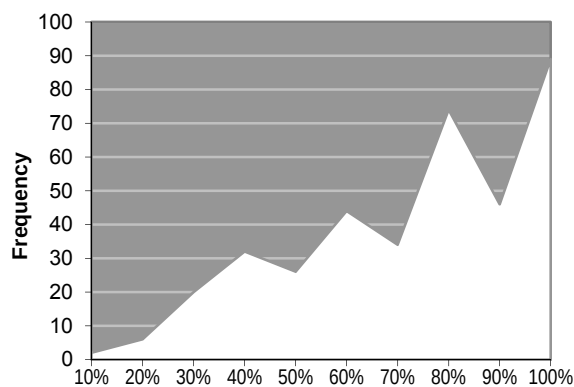
Percentage of paved lane kilometres where the condition is rated as good to very good.

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

**Percentage of Paved Lane Kilometres
Where the Condition is Rated as Good to Very Good
2011 (Median)**



**Percentage of Paved Lane Kilometres Where the
Condition is Rated as Good to Very Good
2011 (All Municipalities)**



RESULTS			Percentage of paved lane kilometres where the condition is rated as good to very good.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	89	10% to 100%	89%	89%	85%	80%	80%
5,000 – 19,999	9	24% to 100%	65%	63%	63%	69%	68%
20,000 +	4	20% to 79%	25%	21%	20%	14%	29%
SOUTH							
Regions & Former Regions	12	41% to 85%	64%	58%	69%	64%	62%
Counties	21	31% to 96%	67%	74%	69%	67%	67%
Single-tiers							
<10,000	4	30% to 88%	72%	72%	75%	71%	71%
10,000 – 99,999	12	29% to 100%	59%	66%	68%	65%	64%
100,000 +	6	25% to 69%	53%	61%	64%	56%	59%
Lower-tiers							
< 5,000	53	25% to 100%	77%	75%	78%	76%	82%
5,000 – 9,999	63	5% to 100%	70%	75%	75%	70%	67%
10,000 – 19,999	57	21% to 100%	70%	69%	70%	70%	70%
20,000 – 39,999	18	35% to 100%	60%	63%	63%	66%	65%
40,000 – 99,999	11	36% to 87%	69%	67%	69%	65%	69%
100,000 +	14	33% to 100%	71%	73%	73%	74%	70%
ALL MUNICIPALITIES	373	5% to 100%	73%	72%	72%	71%	70%
# Reporting			373	328	312	347	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.

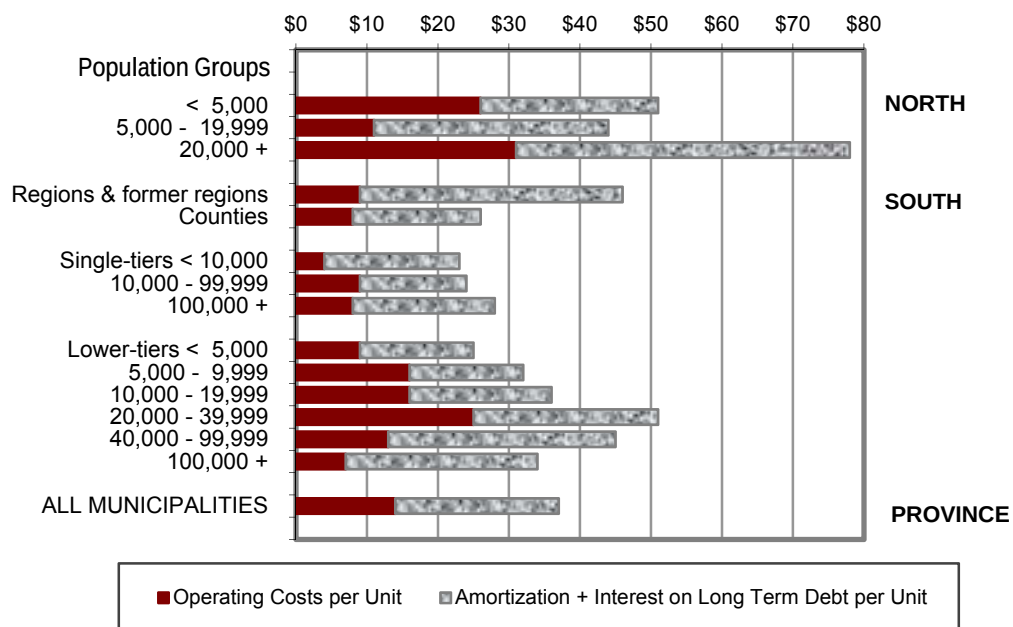
Bridges and Culverts: Efficiency

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

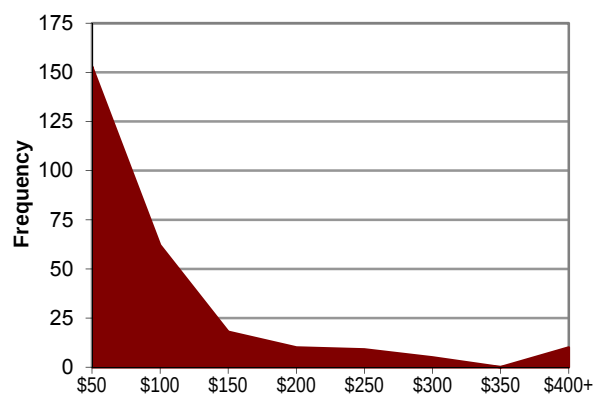
Total costs for bridges and culverts per square metre of surface area.

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

**Costs for Bridges and Culverts per Square Metre of Surface Area
2011 (Median)**



**Total Costs for Bridges and Culverts per
Square Metre of Surface Area
2011 (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.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	53	0.35 to 525	26	34	31
	Total Costs	53	0.82 to 986	51	70	
5,000 – 19,999	Operating Costs	7	2 to 582	11	19	15
	Total Costs	7	8 to 660	44	44	
20,000 +	Operating Costs	4	11 to 138	31	27	17
	Total Costs	4	66 to 197	78	71	
SOUTH						
Regions & Former Regions	Operating Costs	10	2 to 38	9	9	6
	Total Costs	10	20 to 85	46	28	
Counties	Operating Costs	17	0.40 to 103	8	5	8
	Total Costs	17	5 to 233	26	25	
Single-tiers						
<10,000	Operating Costs	3	2 to 4	4	3	2
	Total Costs	3	15 to 87	23	24	
10,000 – 99,999	Operating Costs	12	1 to 162	9	7	10
	Total Costs	12	5 to 293	24	29	
100,000 +	Operating Costs	6	1 to 112	8	6	4
	Total Costs	6	20 to 170	28	28	
Lower-tiers						
< 5,000	Operating Costs	27	1 to 74	9	15	17
	Total Costs	27	2 to 162	25	29	
5,000 – 9,999	Operating Costs	45	0.23 to 198	16	11	10
	Total Costs	45	0.80 to 294	36	26	
10,000 – 19,999	Operating Costs	47	0.19 to 316	16	15	24
	Total Costs	47	2 to 1,054	42	41	
20,000 – 39,999	Operating Costs	15	0.59 to 110	25	17	22
	Total Costs	15	2 to 216	57	50	
40,000 – 99,999	Operating Costs	9	0.58 to 162	13	12	9
	Total Costs	9	2 to 267	40	38	
100,000 +	Operating Costs	12	1 to 1,316	7	5	22
	Total Costs	12	3 to 4,180	32	31	
ALL MUNICIPALITIES	Operating Costs	267	0.19 to 1,316	14	13	15
	Total Costs	267	0.80 to 4,180	37	39	
# Reporting	Operating Costs			267	216	183
	Total Costs			267	216	

FIR Reference:

SLC 91 2130 35 (Measure based on Operating Costs). SLC 91 2130 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 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.
- 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.
- The number of square metres of surface area in the denominator was less than 10 square metres or greater than 1,000,000 square metres.
- The number of bridges and culverts reported for the effectiveness measure for the condition of bridges and culverts in SLC 92 2165 06 was greater than or equal to 45,000 when that measure was reported.
- The efficiency measure for Operating costs for bridges and culvert per square metre of surface area was less than \$0.10. A low value may indicate too large a value for square metres of surface area for bridges and culverts or a very low value for Operating Costs.

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 2011:

- 99 of the 115 municipalities reporting expenses for Contracted Services also reported Amortization.
- 13 municipalities reported Interest on Long Term Debt.
- 25 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

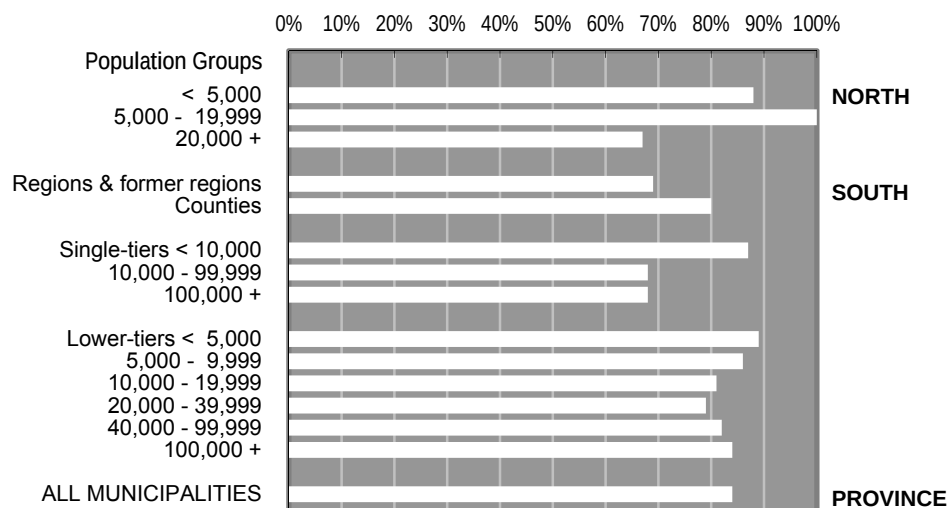
Percentage of bridges and culverts where the condition is rated as good to very good.

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

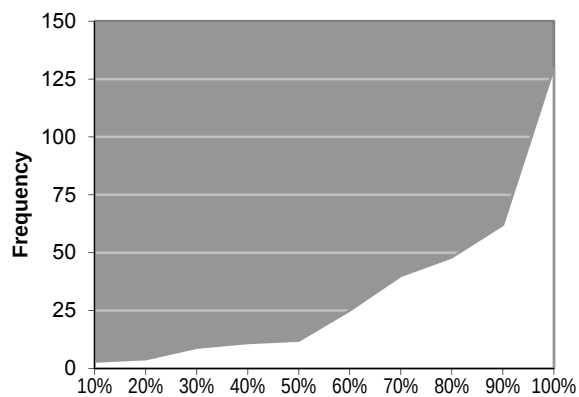
X 100

Total number of bridges and culverts

Percentage of Bridges and Culverts Where the Condition is Rated as Good to Very Good 2011 (Median)



Percentage of Bridges and Culverts Where the Condition is Rated as Good to Very Good 2011 (All Municipalities)



RESULTS		Percentage of bridges and culverts where the condition is rated as good to very good.			
			2011	2010	2009
Population	Reporting #	Range %	Median %	Median %	Median %
NORTH					
< 5,000	77	18% to 100%	88%	91%	100%
5,000 – 19,999	11	2% to 100%	100%	100%	95%
20,000 +	4	52% to 84%	67%	71%	68%
SOUTH					
Regions & Former Regions	10	40% to 99%	69%	67%	64%
Counties	21	23% to 100%	80%	77%	82%
Single-tiers					
<10,000	4	86% to 100%	87%	90%	100%
10,000 – 99,999	13	17% to 100%	68%	67%	74%
100,000 +	6	7% to 97%	68%	81%	45%
Lower-tiers					
< 5,000	44	24% to 100%	89%	88%	95%
5,000 – 9,999	57	9% to 100%	86%	85%	91%
10,000 – 19,999	55	15% to 100%	81%	84%	84%
20,000 – 39,999	17	23% to 100%	79%	74%	85%
40,000 – 99,999	11	55% to 100%	82%	74%	65%
100,000 +	14	59% to 100%	84%	84%	90%
ALL MUNICIPALITIES	344	2% to 100%	84%	84%	88%
# Reporting			344	277	246

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.

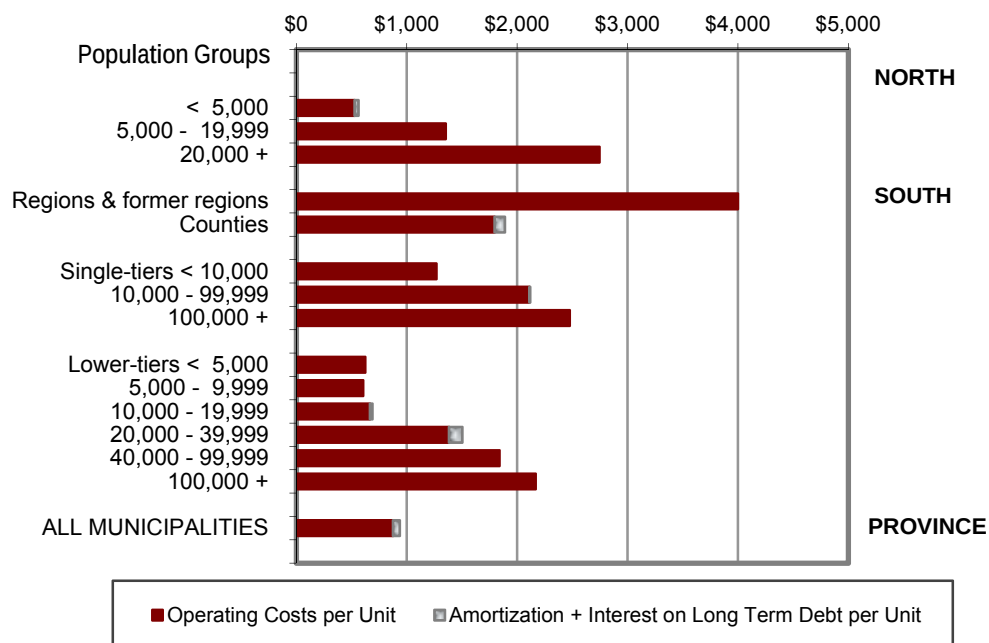
Roads — Winter Control: Efficiency

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

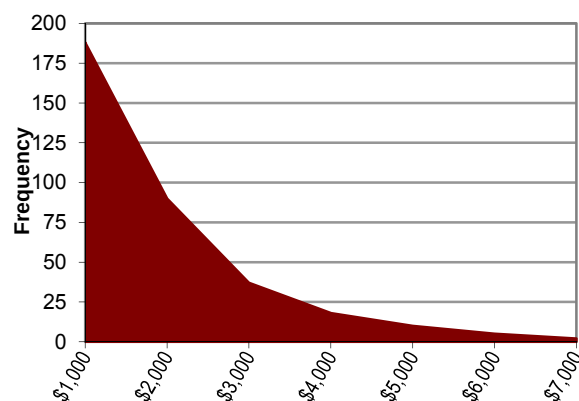
Total costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre.

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

Costs for Winter Maintenance of Roadways, Excluding Sidewalks and Parking Lots, per Lane Kilometre Maintained in Winter 2011 (Median)



Total Costs for Winter Maintenance of Roadways, Excluding sidewalks and Parking Lots, Per Lane Kilometre Maintained in Winter 2011 (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.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	88	23 to 6,124	527	487	585
	Total Costs	88	23 to 6,124	562	526	
5,000 – 19,999	Operating Costs	11	50 to 3,973	1,352	1,188	2,095
	Total Costs	11	50 to 4,214	1,352	1,481	
20,000 +	Operating Costs	4	2,592 to 5,513	2,745	2,445	2,555
	Total Costs	4	2,598 to 5,735	2,745	2,445	
SOUTH						
Regions & Former Regions	Operating Costs	11	1,529 to 5,777	3,998	3,186	3,599
	Total Costs	11	1,530 to 5,777	3,998	3,186	
Counties	Operating Costs	17	1,198 to 3,854	1,796	1,651	1,599
	Total Costs	17	1,198 to 4,230	1,888	1,764	
Single-tiers						
<10,000	Operating Costs	4	1,160 to 2,223	1,268	1,023	1,058
	Total Costs	4	1,160 to 2,380	1,268	1,023	
10,000 – 99,999	Operating Costs	11	1,304 to 3,797	2,111	1,513	1,736
	Total Costs	11	1,304 to 3,853	2,117	1,644	
100,000 +	Operating Costs	6	1,027 to 4,082	2,476	2,162	2,655
	Total Costs	6	1,027 to 4,091	2,476	2,165	
Lower-tiers						
< 5,000	Operating Costs	54	97 to 4,636	624	412	436
	Total Costs	54	97 to 4,636	624	468	
5,000 – 9,999	Operating Costs	60	19 to 3,931	605	566	738
	Total Costs	60	19 to 3,931	627	619	
10,000 – 19,999	Operating Costs	50	70 to 1,847	667	583	673
	Total Costs	50	70 to 2,404	787	730	
20,000 – 39,999	Operating Costs	14	585 to 3,243	1,383	1,084	1,308
	Total Costs	14	656 to 3,243	1,383	1,131	
40,000 – 99,999	Operating Costs	10	1,238 to 3,210	1,840	1,195	1,558
	Total Costs	10	1,238 to 3,210	1,840	1,231	
100,000 +	Operating Costs	10	1,985 to 6,303	2,167	1,826	2,126
	Total Costs	10	1,985 to 6,303	2,200	1,826	
ALL MUNICIPALITIES	Operating Costs	350	19 to 6,303	875	769	870
	Total Costs	350	19 to 6,303	936	801	
# Reporting	Operating Costs			350	305	295
	Total Costs			350	305	

FIR Reference:

SLC 91 2205 35 (Measure based on Operating Costs). SLC 91 2205 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 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 2011:

- 103 of the 195 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 16 municipalities reported Interest on Long Term Debt.
- 192 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.

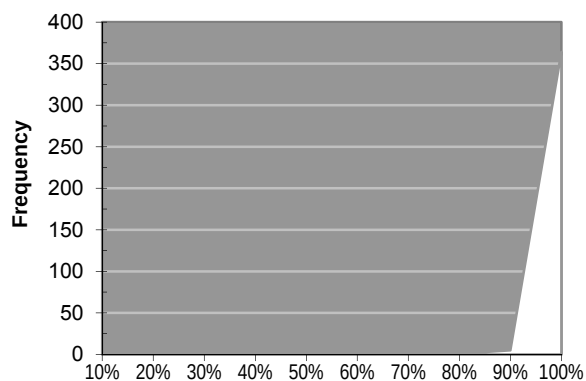
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization 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
2011 (All Municipalities)**



RESULTS		Percentage of winter events where the response met or exceeded locally determined road maintenance standards					
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	88	80% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	11	100%	100%	100%	100%	100%	100%
20,000 +	4	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	11	98% to 100%	100%	100%	100%	100%	100%
Counties	20	99% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	4	100%	100%	100%	100%	100%	100%
10,000 – 99,999	13	91% to 100%	100%	100%	100%	100%	100%
100,000 +	6	91% to 100%	100%	98%	100%	98%	98%
Lower-tiers							
< 5,000	52	90% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	63	90% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	57	64% 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 +	14	100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	372	64% to 100%	100%	100%	100%	100%	100%
# Reporting			372	324	315	355	349

FIR Reference: SLC 92 2251 07

Conditions:

- Result is between 1% and 100%.

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.

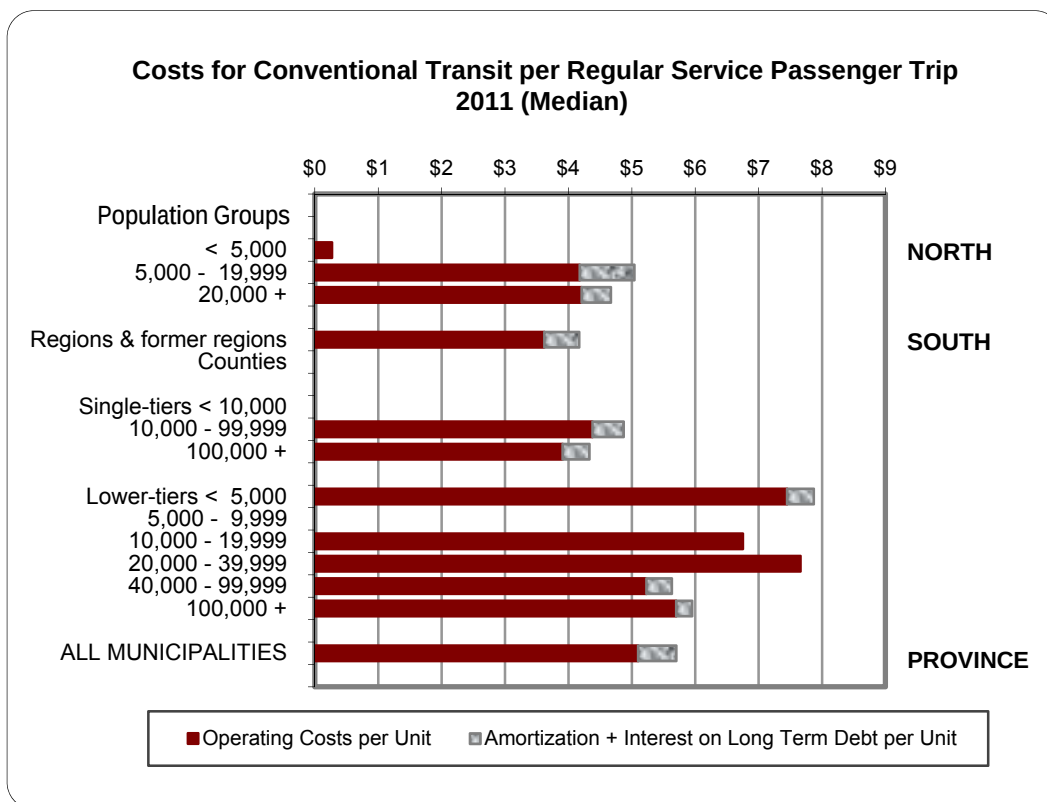
The median response for the province and all municipal groups is 100%. However, the range should be examined for each municipal group as not every municipality will have a result of 100%.

Conventional Transit: Efficiency

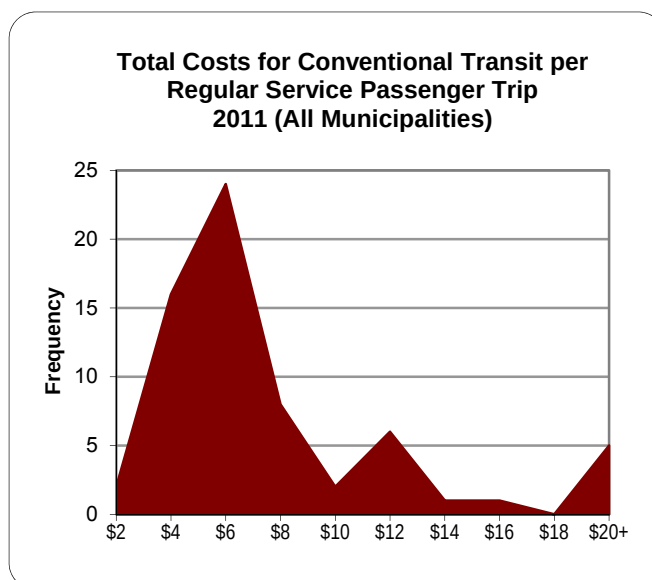
Operating costs for conventional transit per regular service passenger trip.

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 – 9,999 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.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	1	0.27	0.27		
	Total Costs	1	0.27	0.27		
5,000 – 19,999	Operating Costs	4	1.72 to 11.98	4.18	4.03	3.72
	Total Costs	4	1.72 to 11.98	5.04	4.86	
20,000 +	Operating Costs	4	3.00 to 5.10	4.21	4.32	4.11
	Total Costs	4	3.40 to 5.85	4.67	4.76	
SOUTH						
Regions & Former Regions	Operating Costs	8	2.84 to 50.07	3.62	3.89	3.94
	Total Costs	8	3.67 to 50.07	4.17	4.31	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs					
	Total Costs					
10,000 – 99,999	Operating Costs	10	2.93 to 14.86	4.38	4.27	4.48
	Total Costs	10	3.30 to 14.86	4.87	4.76	
100,000 +	Operating Costs	6	2.34 to 5.94	3.91	3.71	3.68
	Total Costs	6	2.79 to 5.97	4.33	4.08	
Lower-tiers						
< 5,000	Operating Costs	2	7.45 to 83.07	7.45	68.10	9.16
	Total Costs	2	7.45 to 90.26	7.45	72.77	
5,000 – 9,999	Operating Costs	1	196.48	196.48		
	Total Costs	1	196.48	196.48		
10,000 – 19,999	Operating Costs	11	2.32 to 12.95	6.75	7.03	3.95
	Total Costs	11	2.33 to 13.13	7.15	7.03	
20,000 – 39,999	Operating Costs	8	3.45 to 348.73	7.66	8.38	9.00
	Total Costs	8	3.96 to 348.73	7.91	8.64	
40,000 – 99,999	Operating Costs	5	4.41 to 27.73	5.23	5.81	5.80
	Total Costs	5	4.83 to 27.73	5.77	6.54	
100,000 +	Operating Costs	5	2.67 to 7.64	5.70	5.74	5.68
	Total Costs	5	2.97 to 8.99	6.54	6.48	
ALL MUNICIPALITIES	Operating Costs	65	0.27 to 348.73	5.10	4.80	4.77
	Total Costs	65	0.27 to 348.73	5.70	5.39	
# Reporting	Operating Costs			65	56	51
	Total Costs			65	56	

FIR Reference:

SLC 91 2303 35 (Measure based on Operating Costs). SLC 91 2303 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 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 2011:

- 44 of the 59 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 18 municipalities reported Interest on Long Term Debt.
- 17 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).

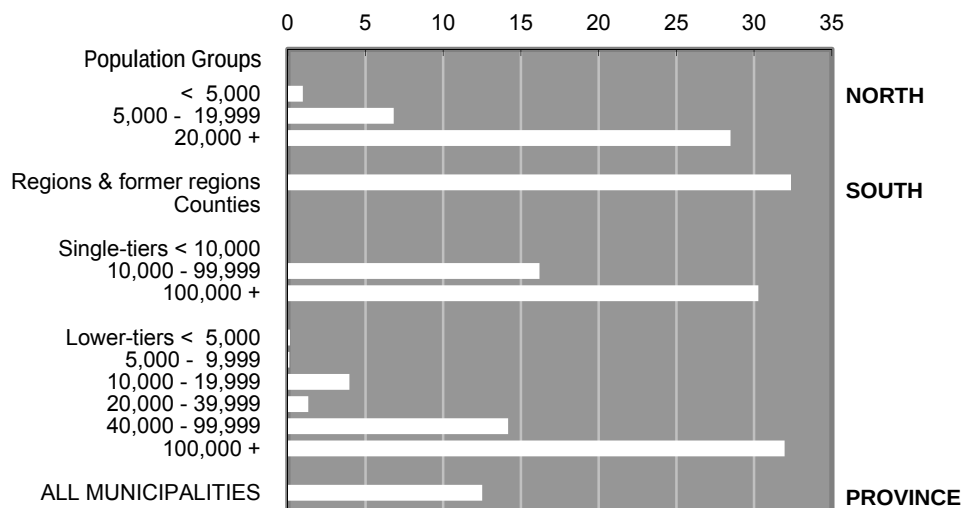
Conventional Transit Ridership: Effectiveness

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

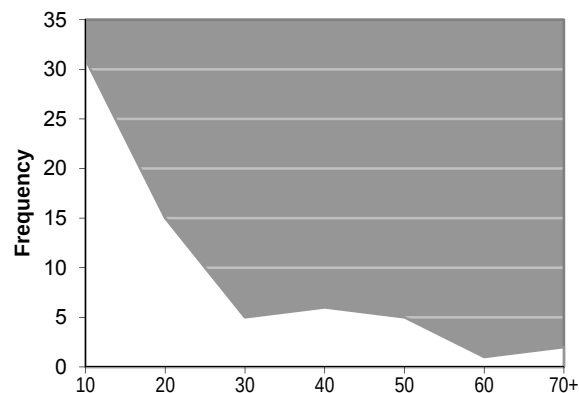
Total number of regular service passenger trips on
conventional transit in the service area

Population of service area

Number of Conventional Transit Passenger Trips per Person in the Service Area in a Year 2011 (Median)



Number of Conventional Transit Passenger Trips per Person in the Service Area in a Year 2011 (All Municipalities)



RESULTS		Number of conventional transit passenger trips per person in the service area in a year.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	2	1 to 6	1	1			
5,000 – 19,999	4	1 to 13	7	9	9	10	9
20,000 +	4	23 to 41	28	28	27	26	24
SOUTH							
Regions & Former Regions	7	0.06 to 112	32	37	31	33	32
Counties							
Single-tiers							
<10,000							
10,000 – 99,999	10	0.74 to 40	16	15	11	13	12
100,000 +	6	5 to 61	30	28	28	30	29
Lower-tiers							
< 5,000	2	0.14 to 14	0.14	1	12	1	0.07
5,000 – 9,999	1	0.10	0.10		2		
10,000 – 19,999	11	2 to 16	4	5	4	4	4
20,000 – 39,999	8	0.25 to 16	1	0.76	0.77	2	1
40,000 – 99,999	5	0.00 to 21	14	11	11	10	9
100,000 +	5	12 to 44	32	28	25	27	26
ALL MUNICIPALITIES	65	0.00 to 112	13	15	13	15	14
# Reporting			65	53	54	53	54

FIR Reference: SLC 92 2351 07

Condition: The number of municipalities reporting reflects the condition listed below.

- “Total number of regular service passenger trips on conventional transit in the service area” in SLC 92 2351 05 (numerator) is greater than zero.

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 North:
 - In the group of single-tiers with a population below 5,000, the measure was reported by one municipality in 2010 and by two municipalities in 2011.
 - In the group of single-tiers with a population between 5,000 and 19,999, the measure was reported by three municipalities in 2007 and 2011 and by four municipalities between 2008 and 2010.
 - In the group of single-tiers with a population over 20,000, all four municipalities reported the measures between 2007 and 2011.
- In the South:
 - In the group of lower-tiers with a population below 5,000, the measure was reported by two municipalities in 2007, 2008 and 2011 and by one municipality in 2009 and 2010.
 - In the group of lower-tiers with a population between 5,000 and 9,999, the measure was reported by one municipality in 2009 and in 2011.
 - In the group of lower-tiers with a population between 20,000 and 39,999 the measure was reported by 5 municipalities between 2007 and 2011.

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

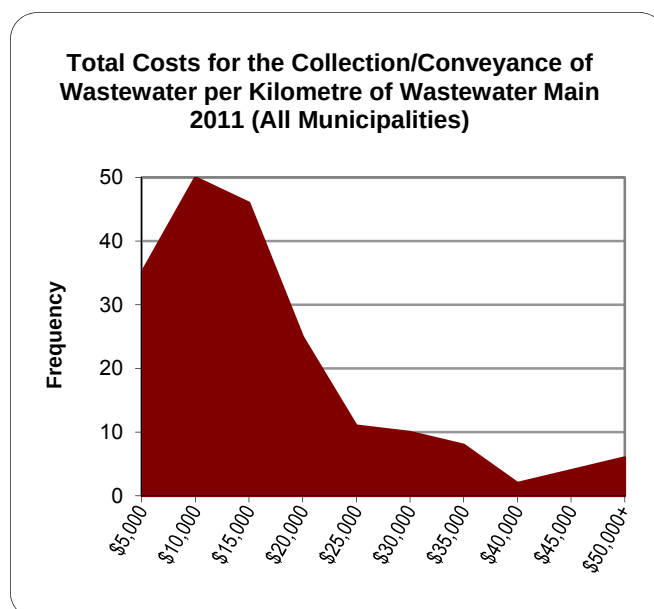
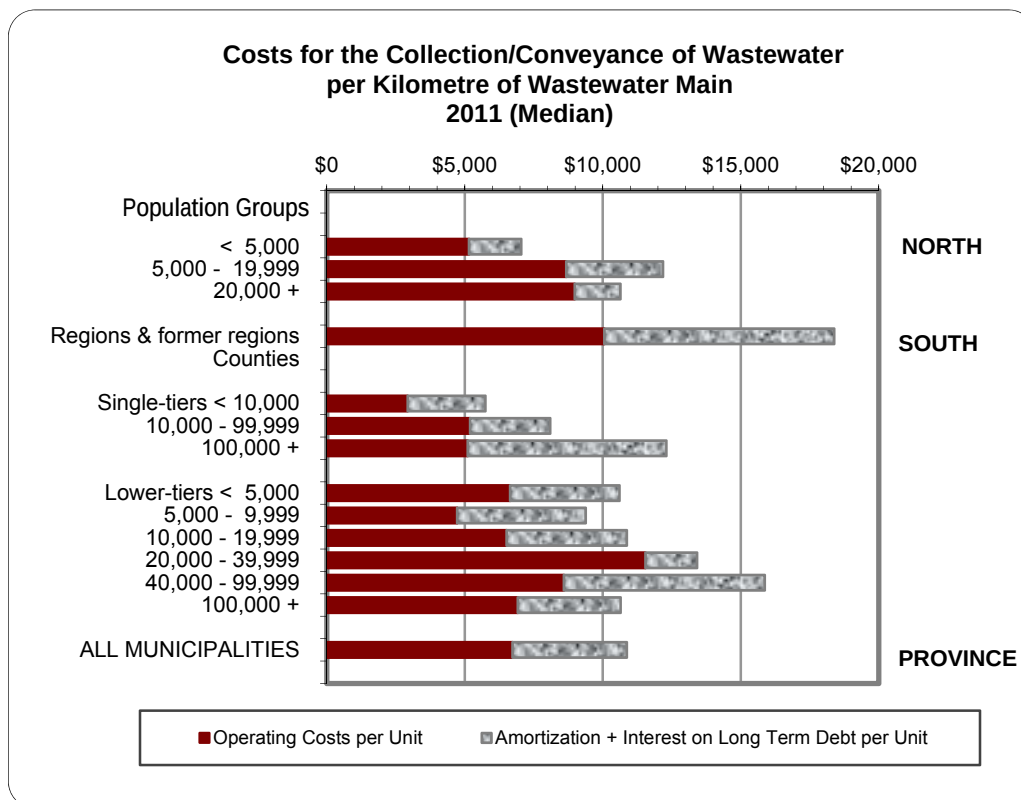
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. This will affect whether Amortization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

Costs for the collection/conveyance of wastewater
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.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	29	187 to 36,987	5,154	4,452	3,510
	Total Costs	29	649 to 38,882	7,046	8,774	
5,000 – 19,999	Operating Costs	10	1,224 to 19,708	8,676	4,596	10,113
	Total Costs	10	3,305 to 31,336	12,182	6,865	
20,000 +	Operating Costs	4	7,186 to 10,688	8,982	7,075	9,555
	Total Costs	4	9,737 to 13,456	10,637	8,828	
SOUTH						
Regions & Former Regions	Operating Costs	12	5,015 to 62,144	10,058	10,448	8,507
	Total Costs	12	7,659 to 201,356	18,384	17,712	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	4	1,740 to 7,732	2,930	2,985	5,839
	Total Costs	4	4,674 to 20,245	5,748	5,943	
10,000 – 99,999	Operating Costs	13	1,232 to 7,751	5,191	4,731	4,906
	Total Costs	13	3,567 to 13,354	8,096	7,407	
100,000 +	Operating Costs	6	3,809 to 16,938	5,105	4,831	5,159
	Total Costs	6	8,173 to 19,718	12,304	11,508	
Lower-tiers						
< 5,000	Operating Costs	13	1,384 to 26,838	6,645	5,706	4,482
	Total Costs	13	3,323 to 42,042	10,606	8,524	
5,000 – 9,999	Operating Costs	34	115 to 61,735	4,725	5,119	5,634
	Total Costs	34	1,172 to 68,946	9,379	8,124	
10,000 – 19,999	Operating Costs	42	264 to 33,706	6,517	7,071	7,515
	Total Costs	42	3,095 to 45,286	10,868	10,572	
20,000 – 39,999	Operating Costs	17	2,120 to 91,002	11,547	10,623	7,400
	Total Costs	17	8,182 to 107,690	13,416	17,051	
40,000 – 99,999	Operating Costs	6	1,837 to 33,089	8,591	8,886	7,212
	Total Costs	6	7,450 to 34,600	15,865	17,223	
100,000 +	Operating Costs	7	1,060 to 37,798	6,923	10,185	9,276
	Total Costs	7	1,060 to 40,093	10,646	14,576	
ALL MUNICIPALITIES	Operating Costs	197	115 to 91,002	6,732	6,805	6,475
	Total Costs	197	649 to 201,356	10,868	11,162	
# Reporting	Operating Costs			197	183	169
	Total Costs			197	183	

FIR Reference:

SLC 91 3115 35 (Measure based on Operating Costs). SLC 91 3115 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 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 2011:

- 152 of the 160 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 82 municipalities reported Interest on Long Term Debt.
- 12 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

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.
- 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

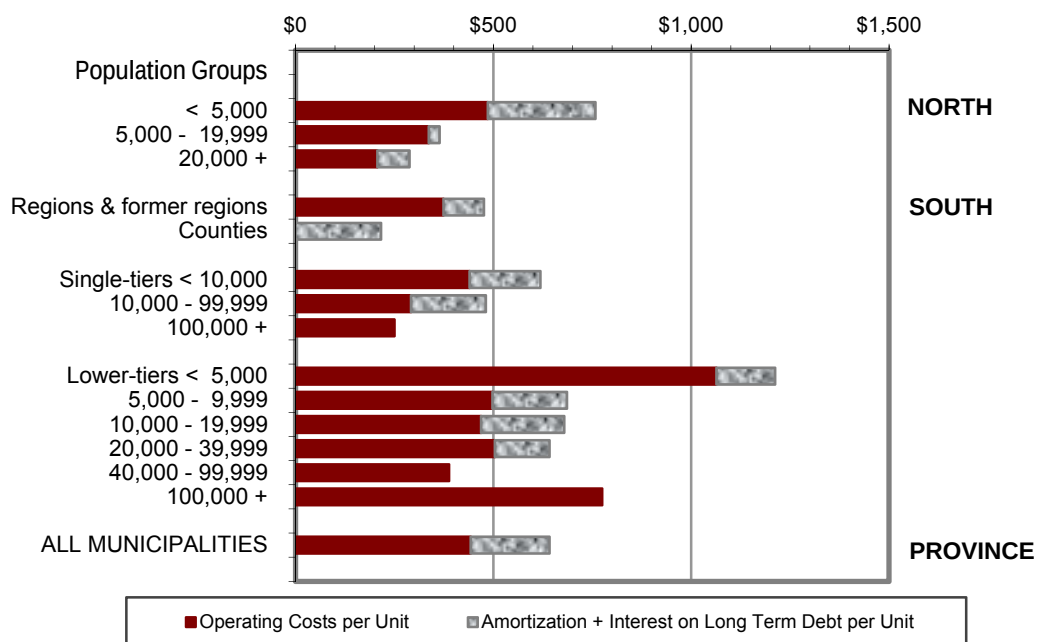
Operating costs for the treatment and disposal of wastewater per megalitre.

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

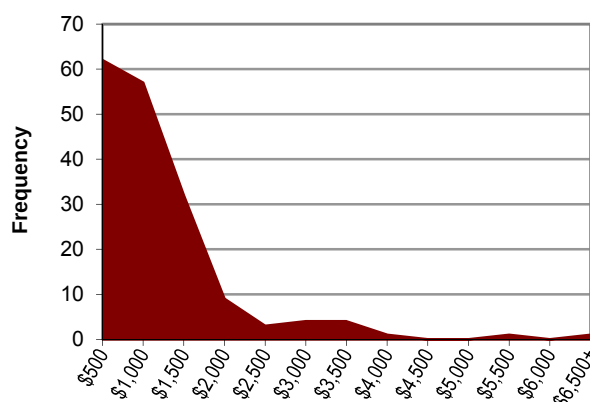
Costs for the treatment and disposal of wastewater

Total megalitres of wastewater treated

**Costs for the Treatment and Disposal of Wastewater
per Megalitre
2011 (Median)**



**Total Costs for the Treatment and Disposal
of Wastewater per Megalitre
2011 (All Municipalities)**



RESULTS		Operating costs for the treatment and disposal of wastewater per megalitre. Total costs for the treatment and disposal of wastewater per megalitre.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	22	35 to 20,508	486	428	372
	Total Costs	22	143 to 54,867	758	634	
5,000 – 19,999	Operating Costs	9	237 to 663	337	436	293
	Total Costs	9	285 to 1,132	364	532	
20,000 +	Operating Costs	4	144 to 355	207	210	206
	Total Costs	4	199 to 521	288	229	
SOUTH						
Regions & Former Regions	Operating Costs	12	139 to 1,029	374	383	303
	Total Costs	12	210 to 2,176	476	506	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	4	159 to 642	440	526	412
	Total Costs	4	164 to 826	656	611	
10,000 – 99,999	Operating Costs	13	147 to 954	292	314	297
	Total Costs	13	149 to 1,526	471	467	
100,000 +	Operating Costs	6	148 to 616	250	291	274
	Total Costs	6	251 to 1,130	439	481	
Lower-tiers						
< 5,000	Operating Costs	18	25 to 2,370	1,064	883	814
	Total Costs	18	120 to 3,312	1,212	1,173	
5,000 – 9,999	Operating Costs	33	138 to 1,772	498	455	445
	Total Costs	33	142 to 2,942	686	648	
10,000 – 19,999	Operating Costs	37	178 to 5,326	469	468	436
	Total Costs	37	220 to 5,326	679	683	
20,000 – 39,999	Operating Costs	11	250 to 875	504	560	481
	Total Costs	11	312 to 1,986	642	773	
40,000 – 99,999	Operating Costs	2	388 to 689	388	622	570
	Total Costs	2	388 to 689	388	622	
100,000 +	Operating Costs	3	771 to 982	775	704	708
	Total Costs	3	774 to 982	775	706	
ALL MUNICIPALITIES	Operating Costs	174	25 to 20,508	443	451	427
	Total Costs	174	120 to 54,867	642	626	
# Reporting	Operating Costs			174	168	142
	Total Costs			174	168	

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 2011:

- 126 of the 150 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 77 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.

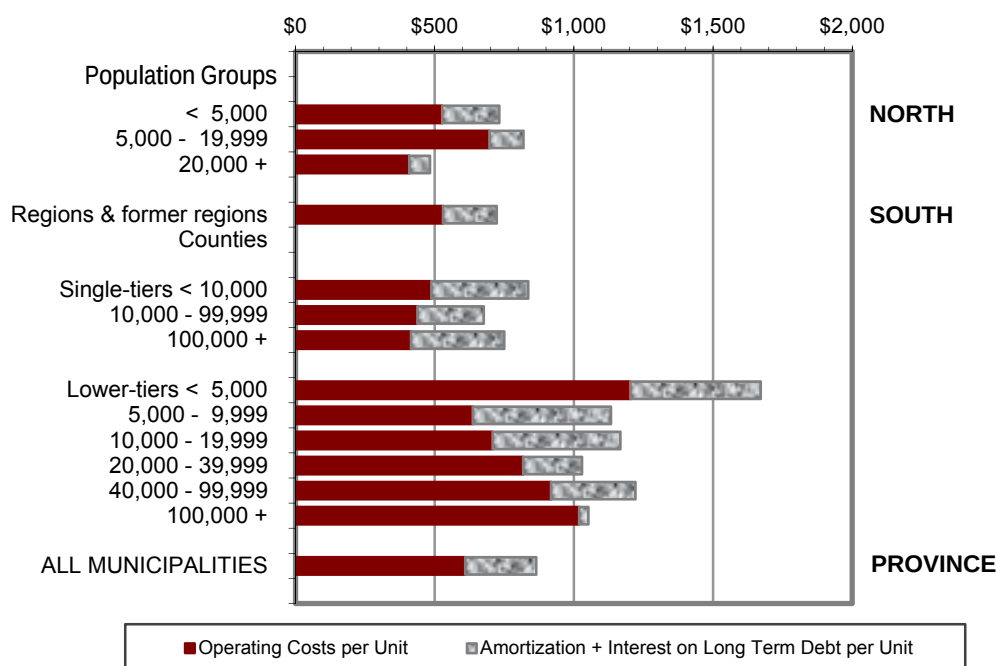
Wastewater Collection, Treatment and Disposal (Integrated System): Efficiency

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

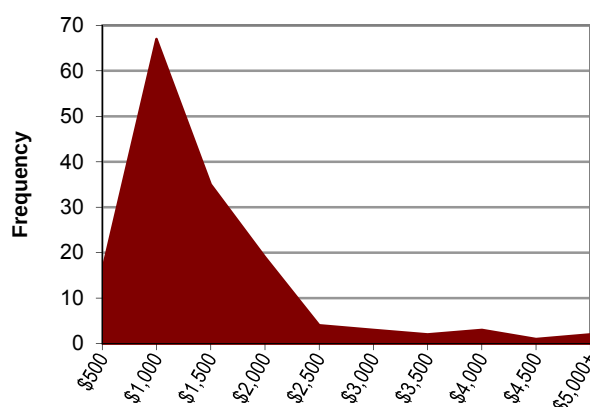
Total costs for the collection/conveyance, treatment and disposal of wastewater per megalitre (Integrated System).

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

Costs for the Collection/Conveyance, Treatment and Disposal of Wastewater per Megalitre (Integrated System) 2011 (Median)



Total Costs for the Collection/Conveyance and Treatment and Disposal of Wastewater per Megalitre (Integrated System) 2011 (All Municipalities)



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).				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	16	215 to 2,122	527	688	466
	Total Costs	16	308 to 4,192	732	950	
5,000 – 19,999	Operating Costs	9	312 to 1,087	697	661	558
	Total Costs	9	402 to 1,850	819	763	
20,000 +	Operating Costs	4	303 to 572	409	415	391
	Total Costs	4	371 to 806	483	484	
SOUTH						
Regions & Former Regions	Operating Costs	12	290 to 1,508	530	506	435
	Total Costs	12	495 to 3,447	723	708	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	4	416 to 754	488	651	575
	Total Costs	4	778 to 1,022	836	836	
10,000 – 99,999	Operating Costs	13	215 to 1,139	438	467	420
	Total Costs	13	305 to 1,783	676	719	
100,000 +	Operating Costs	6	291 to 872	415	369	414
	Total Costs	6	335 to 1,522	750	704	
Lower-tiers						
< 5,000	Operating Costs	11	246 to 3,296	1,203	781	660
	Total Costs	11	361 to 5,268	1,671	1,415	
5,000 – 9,999	Operating Costs	29	233 to 1,489	637	599	592
	Total Costs	29	296 to 2,536	1,133	952	
10,000 – 19,999	Operating Costs	31	343 to 3,706	708	753	670
	Total Costs	31	436 to 4,800	1,167	1,123	
20,000 – 39,999	Operating Costs	12	432 to 1,348	818	945	719
	Total Costs	12	599 to 2,341	1,029	1,231	
40,000 – 99,999	Operating Costs	2	918 to 1,143	918	959	727
	Total Costs	2	1,221 to 1,384	1,221	1,107	
100,000 +	Operating Costs	3	800 to 1,130	1,019	908	784
	Total Costs	3	800 to 1,247	1,052	942	
ALL MUNICIPALITIES	Operating Costs	152	215 to 3,706	610	665	571
	Total Costs	152	296 to 5,268	865	942	
# Reporting	Operating Costs			152	149	131
	Total Costs			152	149	

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 2011:

- 140 of the 144 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 93 municipalities reported Interest on Long Term Debt.
- 4 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.

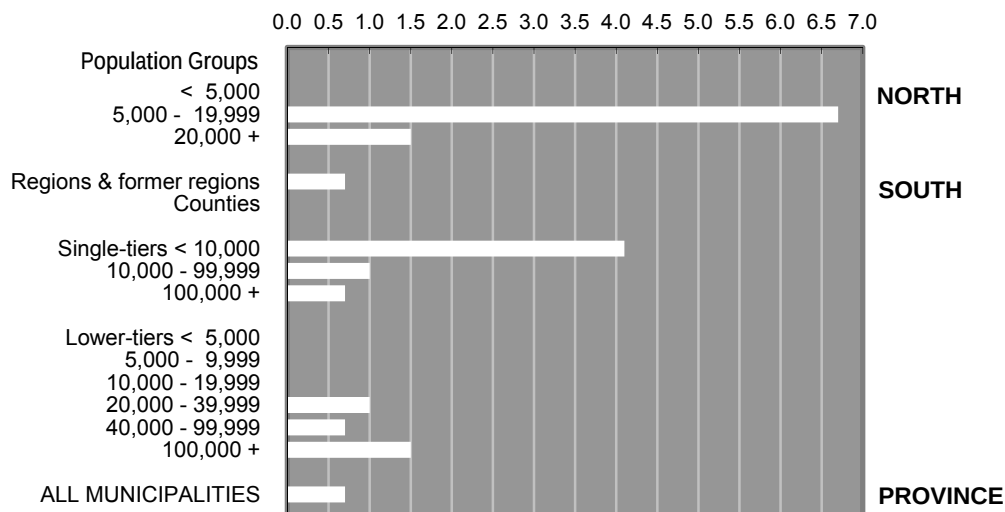
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a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

Wastewater Main Backups: Effectiveness

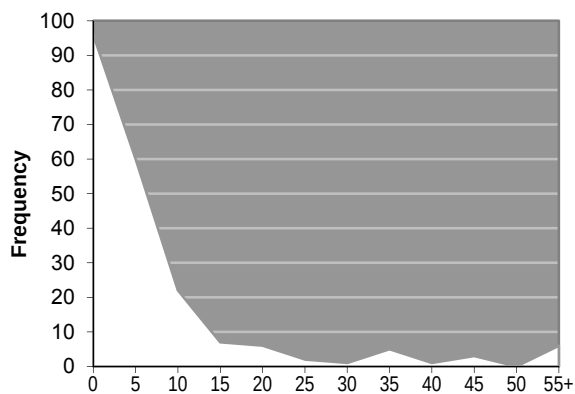
Number of wastewater main backups per 100 kilometres of wastewater main in a year.

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

Number of wastewater main backups per 100 kilometres of wastewater main in a year 2011 (Median)



Number of Wastewater Backups per 100 Kilometres of Wastewater Main in a Year 2011 (All Municipalities)



RESULTS		Number of wastewater main backups per 100 kilometres of wastewater main in a year.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	32	0.0 to 107.7	0.0	0.0	0.0	0.0	0.0
5,000 – 19,999	10	0.0 to 41.5	6.7	8.2	12.3	16.7	13.5
20,000 +	4	1.0 to 17.5	1.5	1.1	2.9	1.4	3.0
SOUTH							
Regions & Former Regions	11	0.0 to 3.9	0.7	0.6	1.3	1.2	2.0
Counties							
Single-tiers							
<10,000	4	0.0 to 22.9	4.1	0.0	0.0	0.0	9.1
10,000 – 99,999	13	0.0 to 24.5	1.0	1.7	1.6	1.6	2.6
100,000 +	6	0.4 to 8.7	0.7	0.7	0.9	1.7	1.0
Lower-tiers							
< 5,000	19	0.0 to 87.5	0.0	0.0	0.0	0.0	0.0
5,000 – 9,999	37	0.0 to 71.4	0.0	0.0	2.0	1.3	2.1
10,000 – 19,999	44	0.0 to 43.2	0.0	0.0	1.1	0.6	3.3
20,000 – 39,999	16	0.0 to 102.7	1.0	0.0	0.0	1.3	0.0
40,000 – 99,999	6	0.0 to 8.9	0.7	0.7	1.1	0.7	0.7
100,000 +	7	0.0 to 4.1	1.5	1.4	2.5	1.6	2.1
ALL MUNICIPALITIES	209	0.0 to 107.7	0.7	0.3	1.0	1.3	2.2
# Reporting			209	186	175	191	189

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.

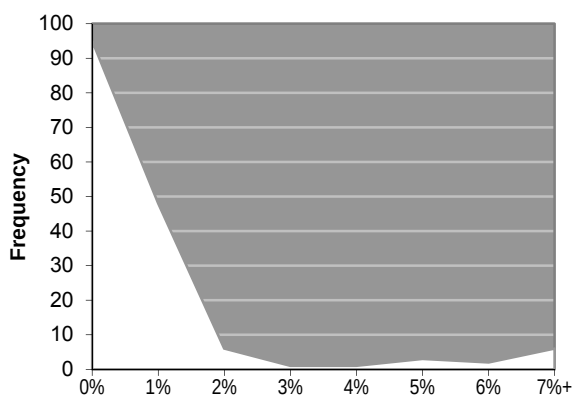
Objective	Municipal sewage management practices prevent environmental and human health hazards.
Factors Affecting Results	Results are influenced by: ■ Whether sanitary and storm sewer systems are combined or separate. ■ Population and density of service area. ■ Kilometres in the sewer system. ■ Extent 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.

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

**Percentage of Wastewater Estimated
to Have By-passed Treatment
2011 (All Municipalities)**



RESULTS		Percentage of wastewater estimated to have by-passed treatment.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	17	0.000% to 60.853%	0.015%	0.000%	0.000%	0.000%	0.000%
5,000 – 19,999	9	0.000% to 1.037%	0.040%	0.009%	0.000%	0.195%	0.000%
20,000 +	4	0.000% to 0.465%	0.000%	0.000%	0.000%	0.000%	0.000%
SOUTH							
Regions & Former Regions	11	0.000% to 5.538%	0.515%	0.242%	0.023%	0.067%	0.015%
Counties							
Single-tiers							
<10,000	4	0.000% to 0.431%	0.000%	0.000%	0.021%	0.000%	0.000%
10,000 – 99,999	13	0.000% to 4.922%	0.000%	0.000%	0.020%	0.046%	0.000%
100,000 +	6	0.000% to 4.302%	0.108%	0.067%	0.040%	0.002%	0.000%
Lower-tiers							
< 5,000	17	0.000% to 3.630%	0.000%	0.000%	0.000%	0.000%	0.000%
5,000 – 9,999	32	0.000% to 49.409%	0.000%	0.000%	0.000%	0.000%	0.000%
10,000 – 19,999	36	0.000% to 0.440%	0.000%	0.000%	0.000%	0.000%	0.000%
20,000 – 39,999	9	0.000% to 13.316%	0.000%	0.000%	0.000%	0.000%	0.000%
40,000 – 99,999	2	0.000% to 0.116%	0.000%	0.000%	0.000%	0.000%	0.000%
100,000 +	2	0.000% to 0.000%	0.000%	0.000%	0.000%	0.000%	0.000%
ALL MUNICIPALITIES	162	0.000% to 60.853%	0.000%	0.000%	0.000%	0.000%	0.000%
# Reporting			162	150	128	161	160

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 2011 values for all but four groups equalled 0%.

Wastewater Bypasses Treatment: Effectiveness

Percentage of wastewater estimated to have by-passed treatment.

Objective	Municipal sewage management practices prevent environmental and human health hazards.
Notes on Calculations	Some municipalities had difficulty calculating megalitres in this measure. A megalitre equals 1,000,000 litres or 1,000 cubic metres. The denominator of the effectiveness measure is megalitres of treated wastewater plus estimated megalitres of untreated wastewater. For verification, this amount, less estimated megalitres of untreated wastewater in the numerator, was compared to megalitres of treated wastewater in the efficiency measure. In the frequency distribution, the first interval is 0%, the second interval is 1%, etc. Although intervals generally represent a range of values, zero was selected as the first interval, because most municipalities reported 0% of wastewater bypassed treatment.
Factors Affecting Results	Results are influenced by: ■ Whether sanitary and storm sewer systems are combined or separate. For example, in a municipality with combined sewer systems, plant bypasses would occur more frequently, especially during periods of heavy rainfall. ■ Population and density of service area. ■ Extent of inflow and infiltration to sewers. ■ Illegal connections. ■ Downspouts directly connected to combined sewage systems. ■ Level of precipitation. ■ Number and severity of storm events. ■ Capacity of treatment plant. ■ Error in calculating megalitres.

Urban Storm Water Management: Efficiency

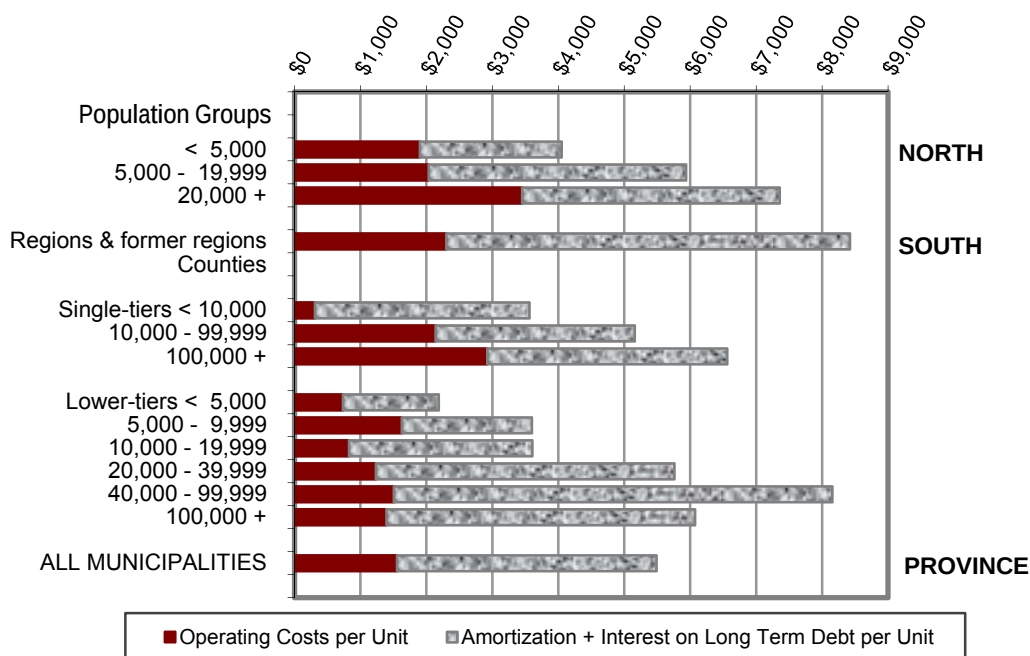
Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.

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

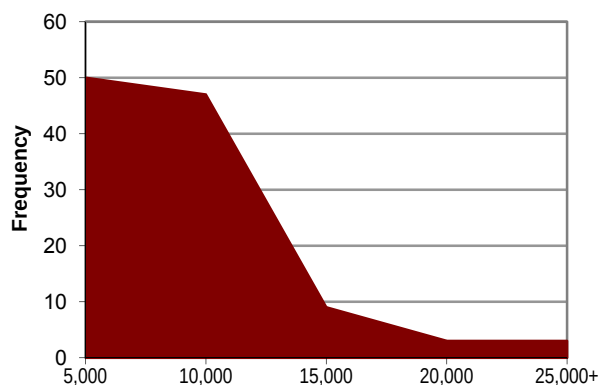
Costs of urban storm water management

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

**Costs for Urban Storm Water Management
(Collection, Treatment, Disposal) per Kilometre of Drainage System
2011 (Median)**



**Total Costs for Urban Storm Water Management
(Collection, Treatment, Disposal)
per Kilometre of Drainage System
2011 (All Municipalities)**



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.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	10	361 to 6,866	1,902	1,711	1,670
	Total Costs	10	439 to 24,303	4,051	4,026	
5,000 – 19,999	Operating Costs	5	44 to 5,265	2,035	2,270	3,360
	Total Costs	5	517 to 15,298	5,939	6,226	
20,000 +	Operating Costs	4	1,854 to 4,495	3,454	2,866	1,672
	Total Costs	4	4,327 to 13,974	7,358	5,615	
SOUTH						
Regions & Former Regions	Operating Costs	6	840 to 7,891	2,302	3,137	2,960
	Total Costs	6	2,503 to 10,993	8,423	4,627	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	2	311 to 1,555	311	612	532
	Total Costs	2	3,562 to 3,572	3,562	3,422	
10,000 – 99,999	Operating Costs	13	676 to 34,442	2,141	2,540	2,115
	Total Costs	13	1,946 to 38,436	5,159	4,875	
100,000 +	Operating Costs	6	1,065 to 5,378	2,924	2,209	2,311
	Total Costs	6	4,823 to 13,549	6,561	7,476	
Lower-tiers						
< 5,000	Operating Costs	4	99 to 2,205	736	322	603
	Total Costs	4	736 to 3,640	2,188	1,074	
5,000 – 9,999	Operating Costs	11	237 to 58,722	1,629	1,206	974
	Total Costs	11	977 to 72,890	3,600	3,812	
10,000 – 19,999	Operating Costs	18	169 to 5,280	827	928	864
	Total Costs	18	792 to 11,056	3,606	3,117	
20,000 – 39,999	Operating Costs	12	61 to 4,687	1,236	1,066	801
	Total Costs	12	2,025 to 17,225	5,760	4,809	
40,000 – 99,999	Operating Costs	8	760 to 2,756	1,507	1,619	1,257
	Total Costs	8	5,489 to 10,776	8,154	8,290	
100,000 +	Operating Costs	13	580 to 8,058	1,396	1,329	1,235
	Total Costs	13	2,912 to 13,170	6,073	6,027	
ALL MUNICIPALITIES	Operating Costs	112	44 to 58,722	1,555	1,550	1,509
	Total Costs	112	439 to 72,890	5,489	4,884	
# Reporting	Operating Costs			112	102	94
	Total Costs			112	102	

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 2011:

- 72 of the 80 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 24 municipalities reported Interest on Long Term Debt.
- 11 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).

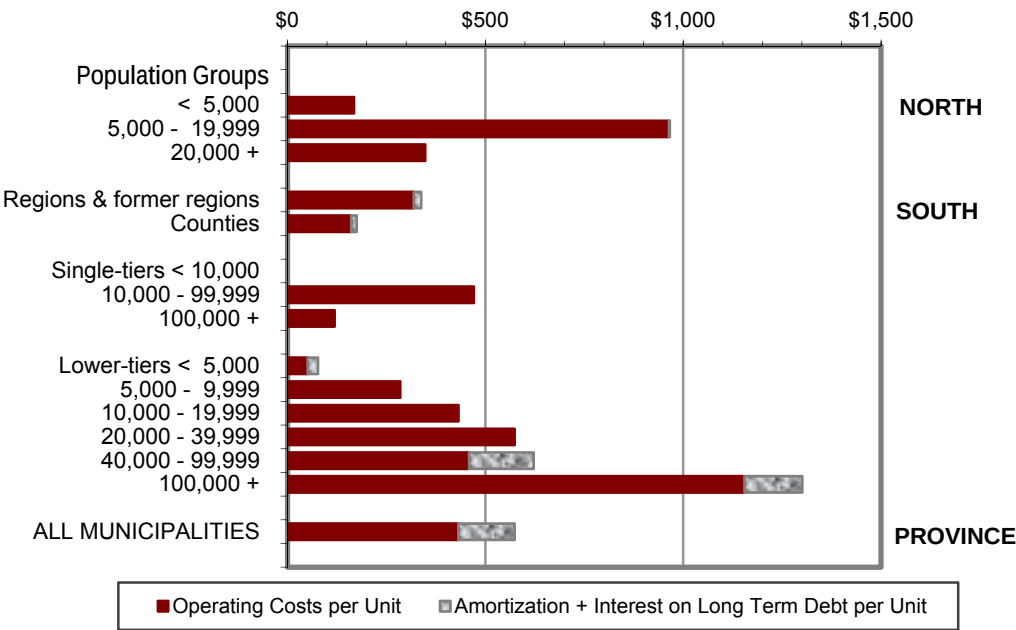
Rural Storm Water Management: Efficiency

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

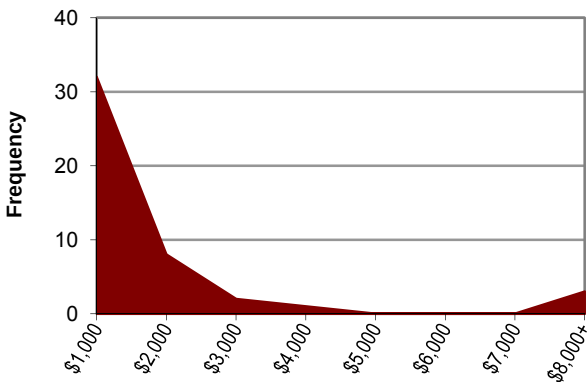
Total costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.

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

**Costs for Rural Storm Water Management
(Collection, Treatment, Disposal) per Kilometre of Drainage System
2011 (Median)**



**Total Costs for Rural Storm Water Management
(Collection, Treatment, Disposal)
per Kilometre of Drainage System
2011 (All Municipalities)**



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.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	2	168 to 247	168	50	32
	Total Costs	2	168 to 609	168	50	
5,000 – 19,999	Operating Costs	4	44 to 47,131	964	1,056	182
	Total Costs	4	517 to 47,131	966	1,108	
20,000 +	Operating Costs	1	348	348	374	537
	Total Costs	1	348	348	374	
SOUTH						
Regions & Former Regions	Operating Costs	4	177 to 1,612	319	433	390
	Total Costs	4	319 to 1,619	338	433	
Counties	Operating Costs	2	161 to 367	161	177	
	Total Costs	2	175 to 400	175	205	
Single-tiers						
<10,000	Operating Costs					
	Total Costs					
10,000 – 99,999	Operating Costs	5	237 to 1,666	471	402	136
	Total Costs	5	285 to 1,666	471	402	
100,000 +	Operating Costs	2	119 to 874	119	114	99
	Total Costs	2	119 to 874	119	114	
Lower-tiers						
< 5,000	Operating Costs	2	51 to 77	51	98	90
	Total Costs	2	77 to 96	77	98	
5,000 – 9,999	Operating Costs	2	285 to 30,848	285	162	561
	Total Costs	2	285 to 32,111	285	162	
10,000 – 19,999	Operating Costs	7	32 to 1,373	432	249	398
	Total Costs	7	32 to 1,373	432	460	
20,000 – 39,999	Operating Costs	3	9 to 2,317	574	130	357
	Total Costs	3	34 to 2,291	574	130	
40,000 – 99,999	Operating Costs	7	39 to 2,877	459	433	406
	Total Costs	7	39 to 2,939	622	650	
100,000 +	Operating Costs	5	687 to 7,187	1,155	794	1,012
	Total Costs	5	687 to 20,653	1,301	1,497	
ALL MUNICIPALITIES	Operating Costs	46	9 to 47,131	432	402	408
	Total Costs	46	32 to 47,131	574	527	
# Reporting	Operating Costs			46	47	40
	Total Costs			46	47	

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 2011:

- 17 of the 37 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 4 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

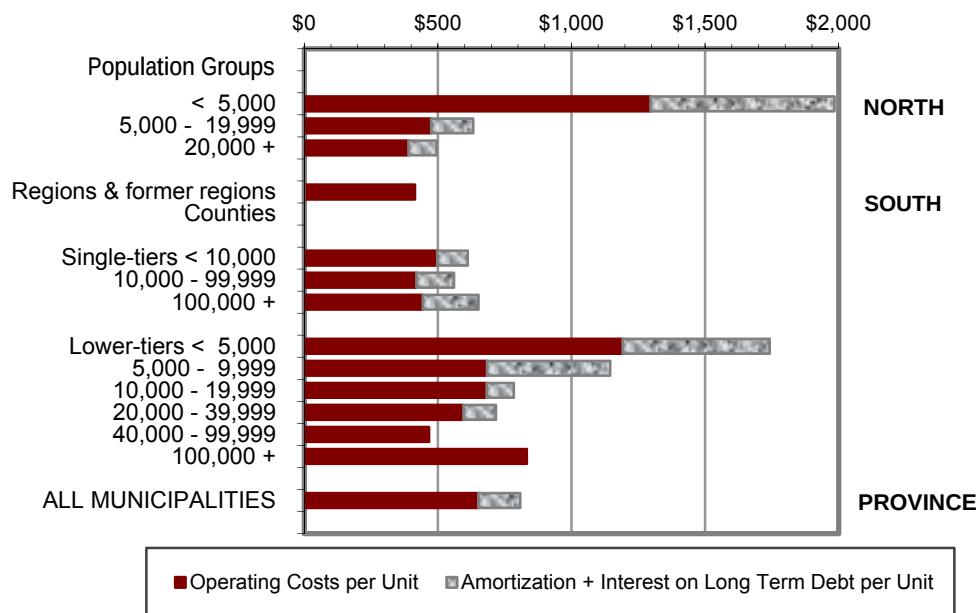
Operating costs for the treatment of drinking water per megalitre.

Total costs for the treatment of drinking water per megalitre.

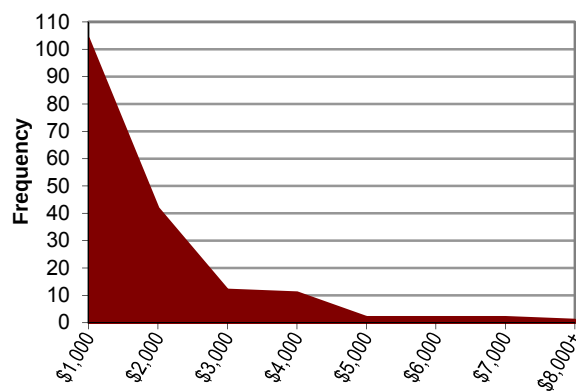
Costs for the treatment of drinking water

Total megalitres of drinking water treated

**Costs for the Treatment of Drinking Water per Megalitre
2011 (Median)**



**Total Costs for the Treatment
of Drinking Water per Megalitre
2011 (All Municipalities)**



RESULTS		Operating costs for the treatment of drinking water per megalitre. Total costs for the treatment of drinking water per megalitre.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	24	2 to 2,877	1,296	1,323	1,158
	Total Costs	24	65 to 8,014	1,984	1,928	
5,000 – 19,999	Operating Costs	11	45 to 956	475	577	537
	Total Costs	11	87 to 1,146	632	645	
20,000 +	Operating Costs	4	200 to 489	390	371	292
	Total Costs	4	359 to 728	495	472	
SOUTH						
Regions & Former Regions	Operating Costs	12	180 to 827	437	287	307
	Total Costs	12	207 to 1,701	498	404	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	4	445 to 624	498	523	475
	Total Costs	4	556 to 1,284	612	782	
10,000 – 99,999	Operating Costs	11	186 to 1,189	420	384	473
	Total Costs	11	225 to 1,797	560	537	
100,000 +	Operating Costs	5	156 to 582	444	417	166
	Total Costs	5	205 to 808	652	521	
Lower-tiers						
< 5,000	Operating Costs	20	4 to 2,921	1,192	964	1,776
	Total Costs	20	63 to 5,916	1,742	1,582	
5,000 – 9,999	Operating Costs	31	128 to 2,372	684	695	751
	Total Costs	31	128 to 2,920	1,145	953	
10,000 – 19,999	Operating Costs	37	154 to 4,070	683	617	796
	Total Costs	37	214 to 6,943	784	848	
20,000 – 39,999	Operating Costs	12	237 to 1,481	596	556	520
	Total Costs	12	338 to 1,667	717	682	
40,000 – 99,999	Operating Costs	2	467 to 706	467	434	396
	Total Costs	2	467 to 900	467	434	
100,000 +	Operating Costs	3	683 to 1,121	833	621	625
	Total Costs	3	683 to 1,121	833	621	
ALL MUNICIPALITIES	Operating Costs	176	2 to 5,877	652	617	629
	Total Costs	176	63 to 8,014	808	780	
# Reporting	Operating Costs			176	167	137
	Total Costs			176	167	

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 2011:

- 133 of the 154 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 89 municipalities reported Interest on Long Term Debt.
- 24 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.

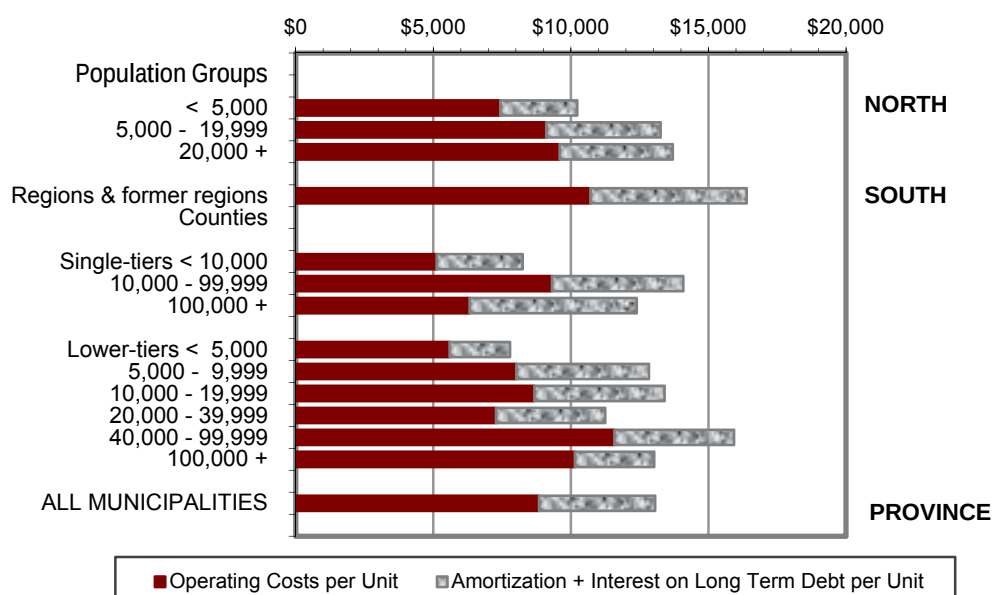
Distribution of Drinking Water: Efficiency

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

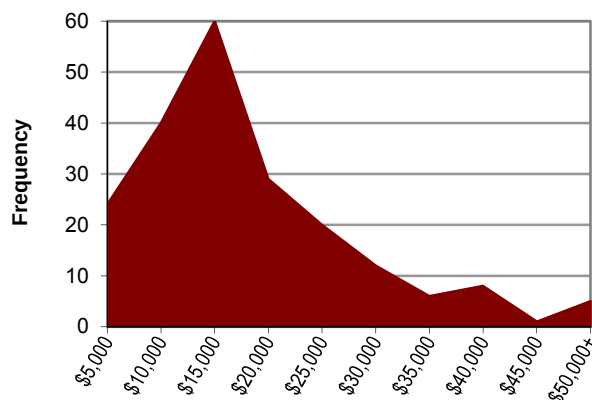
Total costs for the distribution/transmission of drinking water per kilometre of water distribution pipe.

$$\frac{\text{Costs for the distribution/transmission of drinking water}}{\text{Total kilometres of water distribution pipe}}$$

**Costs for the Distribution/Transmission of Drinking Water per Kilometre of Water Distribution/Transmission Pipe
2011 (Median)**



**Total Costs for the Distribution/Transmission of Drinking Water per Kilometre of Water Distribution/Transmission Pipe
2011 (All Municipalities)**



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.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	31	72 to 53,025	7,440	10,949	7,345
	Total Costs	31	72 to 75,621	10,230	11,843	
5,000 – 19,999	Operating Costs	8	1,840 to 19,208	9,107	7,865	8,687
	Total Costs	8	2,800 to 28,877	13,259	12,152	
20,000 +	Operating Costs	4	6,486 to 21,505	9,594	9,248	9,183
	Total Costs	4	7,910 to 24,821	13,704	13,253	
SOUTH						
Regions & Former Regions	Operating Costs	11	4,223 to 60,993	10,714	11,312	10,643
	Total Costs	11	7,075 to 140,108	16,387	15,712	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	4	4,842 to 13,579	5,126	5,011	6,014
	Total Costs	4	4,842 to 17,644	8,249	9,389	
10,000 – 99,999	Operating Costs	13	4,257 to 16,543	9,316	9,620	9,467
	Total Costs	13	10,213 to 20,609	14,088	14,134	
100,000 +	Operating Costs	5	2,764 to 12,302	6,322	6,425	7,665
	Total Costs	5	4,586 to 20,858	12,392	12,385	
Lower-tiers						
< 5,000	Operating Costs	22	675 to 46,331	5,595	5,433	5,204
	Total Costs	22	928 to 70,750	7,787	7,645	
5,000 – 9,999	Operating Costs	37	1,448 to 40,315	8,021	6,890	7,036
	Total Costs	37	2,838 to 57,306	12,837	11,121	
10,000 – 19,999	Operating Costs	41	226 to 25,606	8,674	7,591	8,568
	Total Costs	41	226 to 36,827	13,406	12,695	
20,000 – 39,999	Operating Costs	16	3,331 to 31,567	7,281	7,571	7,147
	Total Costs	16	4,793 to 37,925	11,248	10,238	
40,000 – 99,999	Operating Costs	6	8,469 to 30,707	11,581	12,752	10,473
	Total Costs	6	13,296 to 35,077	15,931	18,737	
100,000 +	Operating Costs	7	5,491 to 36,560	10,147	10,494	11,625
	Total Costs	7	5,491 to 37,996	13,027	13,204	
ALL MUNICIPALITIES	Operating Costs	205	72 to 60,993	8,845	8,744	9,183
	Total Costs	205	72 to 140,108	13,060	12,895	
# Reporting	Operating Costs			205	198	164
	Total Costs			205	198	

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 2011:

- 155 of the 166 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 103 municipalities reported Interest on Long Term Debt.
- 16 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 Affecting Results	Results are influenced by: ■ Whether costs for water distribution are recorded separately from water treatment or are estimated. ■ Service area density and size. For example, a water supply system which is compact and located in a densely populated area is generally less expensive to operate in comparison to multiple systems servicing less densely populated areas. ■ Settlement patterns and urban form. ■ Consumption levels. ■ Number of connections. ■ Number and capacity of pumping stations and water storage facilities. ■ Age, size and location of water supply systems in the municipality. ■ Kilometres of water distribution pipe. ■ Age and condition of distribution system. ■ Service levels and performance standards. Example: maintenance frequency of water mains. Smaller municipalities with few kilometres of water distribution pipe may have higher unit costs for this measure.
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

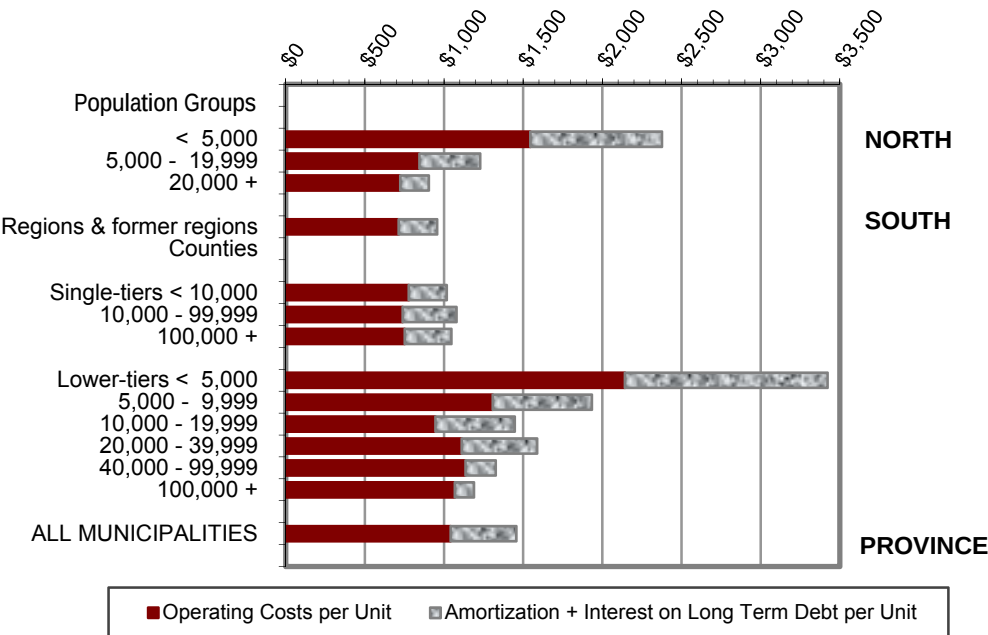
Operating costs for the treatment and distribution/transmission of drinking water per megalitre.

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

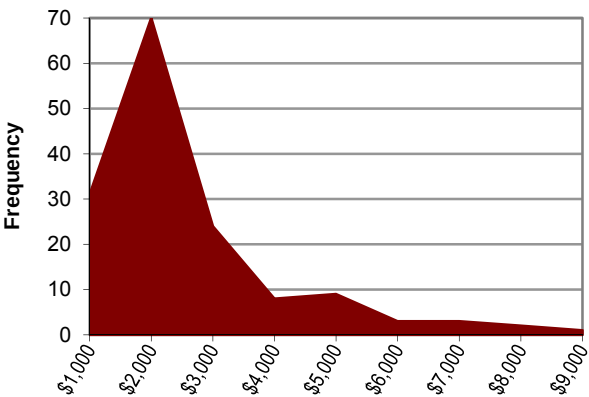
Costs for the treatment and distribution/transmission
of drinking water

Total megalitres of drinking water treated

Costs for the Treatment and Distribution/Transmission of Drinking Water per Megalitre (Integrated System) 2011 (Median)



Total Costs for the Treatment and Distribution/Transmission of Drinking Water per Megalitre (Integrated System) 2011 (All Municipalities)



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).				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	20	168 to 3,861	1,546	1,755	1,321
	Total Costs	20	462 to 10,330	2,377	2,423	
5,000 – 19,999	Operating Costs	7	465 to 1,555	845	761	810
	Total Costs	7	602 to 2,358	1,229	1,130	
20,000 +	Operating Costs	4	629 to 1,137	724	672	660
	Total Costs	4	835 to 1,616	904	825	
SOUTH						
Regions & Former Regions	Operating Costs	11	332 to 1,391	714	580	665
	Total Costs	11	418 to 2,861	957	839	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	4	764 to 936	778	779	697
	Total Costs	4	999 to 1,853	1,017	1,260	
10,000 – 99,999	Operating Costs	11	408 to 2,086	739	703	717
	Total Costs	11	488 to 3,153	1,079	1,090	
100,000 +	Operating Costs	5	425 to 1,009	752	696	523
	Total Costs	5	692 to 1,443	1,047	955	
Lower-tiers						
< 5,000	Operating Costs	17	722 to 4,320	2,143	1,768	1,248
	Total Costs	17	1,217 to 7,708	3,423	2,443	
5,000 – 9,999	Operating Costs	25	598 to 6,362	1,308	1,180	1,109
	Total Costs	25	848 to 7,168	1,934	1,734	
10,000 – 19,999	Operating Costs	30	406 to 3,855	946	964	1,089
	Total Costs	30	707 to 6,390	1,447	1,534	
20,000 – 39,999	Operating Costs	12	710 to 1,774	1,112	1,007	1,025
	Total Costs	12	956 to 2,102	1,588	1,350	
40,000 – 99,999	Operating Costs	2	1,136 to 1,192	1,136	1,018	907
	Total Costs	2	1,327 to 1,522	1,327	1,169	
100,000 +	Operating Costs	3	947 to 1,272	1,069	915	884
	Total Costs	3	1,021 to 1,272	1,189	970	
ALL MUNICIPALITIES	Operating Costs	151	168 to 6,362	1,042	970	954
	Total Costs	151	418 to 10,330	1,457	1,369	
# Reporting	Operating Costs			151	151	120
	Total Costs			151	151	

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 2011:

- 136 of the 139 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 103 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.

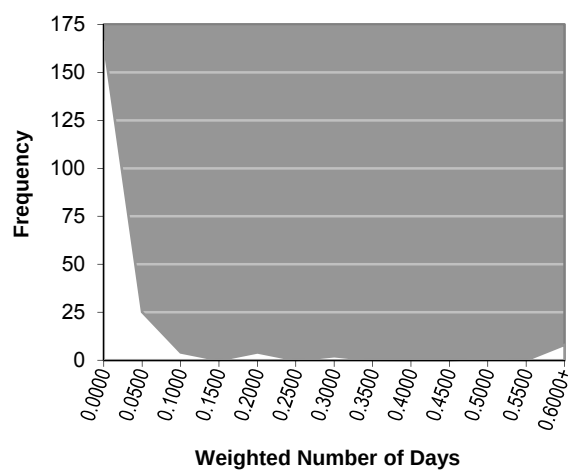
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a 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
2011 (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.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	36	0.0000 to 5.4167	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 19,999	10	0.0000 to 0.1752	0.0000	0.0000	0.0055	0.0000	0.0000
20,000 +	4	0.0000 to 0.0001	0.0000	0.0000	0.0000	0.0000	0.0000
SOUTH							
Regions & Former Regions	9	0.0000 to 0.0501	0.0000	0.0000	0.0000	0.0000	0.0000
Counties							0.0282
Single-tiers							
<10,000	4	0.0000 to 11.0000	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 99,999	13	0.0000 to 0.0338	0.0000	0.0000	0.0000	0.0000	0.0000
100,000 +	6	0.0000 to 0.0089	0.0000	0.0000	0.0000	0.0000	0.0000
Lower-tiers							
< 5,000	24	0.0000 to 0.0580	0.0000	0.0000	0.0000	0.0000	0.0000
5,000 – 9,999	41	0.0000 to 51.0769	0.0000	0.0000	0.0000	0.0000	0.0000
10,000 – 19,999	41	0.0000 to 24.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20,000 – 39,999	14	0.0000 to 0.4875	0.0000	0.0000	0.0000	0.0000	0.0000
40,000 – 99,999	4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
100,000 +	4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
ALL MUNICIPALITIES	210	0.0000 to 51.0769	0.0000	0.0000	0.0000	0.0000	0.0000
# Reporting			210	193	185	195	205

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 2011 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.

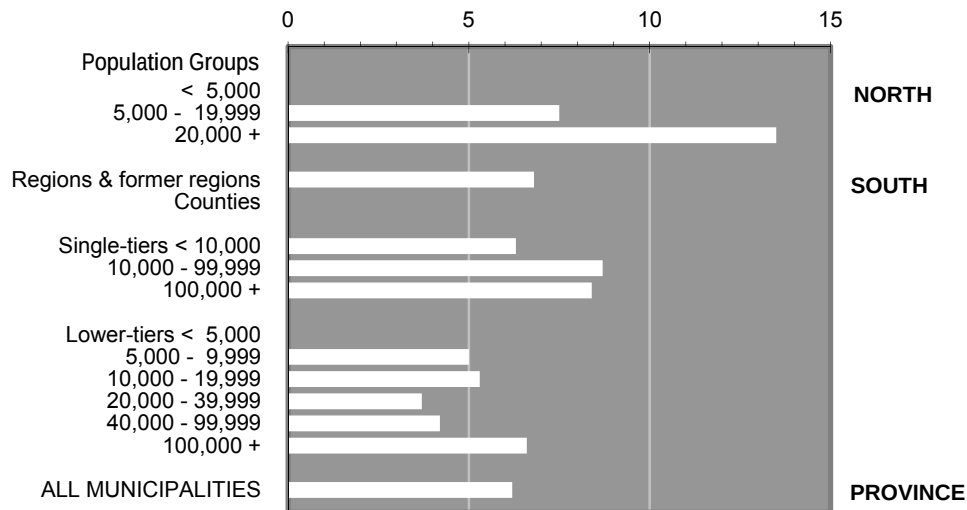
If a municipality purchases treated water from another municipality, the municipality making the purchase is subject to any boil water advisories imposed on the municipality providing the treated water.

Breaks in Water Mains: Effectiveness

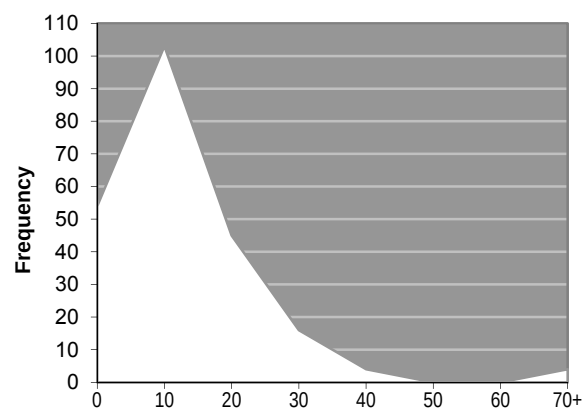
Number of breaks in water mains per 100 kilometres of water distribution pipe in a year.

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

**Number of Water Main Breaks per 100 Kilometres
of Water Distribution Pipe in a Year
2011 (Median)**



**Number of Water Main Breaks per 100 Kilometres
of Water Distribution Pipe in a Year
2011 (All Municipalities)**



RESULTS		Number of breaks in water mains per 100 kilometres of water distribution pipe in a year.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	33	0.0 to 71.4	0.0	0.0	0.0	5.9	0.0
5,000 – 19,999	10	0.0 to 76.4	7.5	7.0	7.6	11.3	14.8
20,000 +	4	11.0 to 22.0	13.5	13.4	18.3	12.9	13.1
SOUTH							
Regions & Former Regions	10	0.5 to 17.1	6.8	8.2	6.6	6.7	9.1
Counties							
Single-tiers							
<10,000	4	6.3 to 22.0	6.3	8.0	9.4	4.8	12.0
10,000 – 99,999	13	0.0 to 19.7	8.7	9.3	9.9	11.1	11.5
100,000 +	6	6.2 to 16.4	8.4	8.2	7.3	7.9	10.9
Lower-tiers							
< 5,000	28	0.0 to 69.2	0.0	0.0	0.0	0.5	1.0
5,000 – 9,999	42	0.0 to 88.9	5.0	2.4	6.5	5.0	5.9
10,000 – 19,999	47	0.0 to 21.7	5.3	3.7	5.1	3.5	6.3
20,000 – 39,999	16	1.4 to 26.4	3.7	5.2	6.1	5.0	5.3
40,000 – 99,999	6	2.6 to 28.4	4.2	9.6	4.7	7.4	7.0
100,000 +	7	3.0 to 18.4	6.6	4.1	9.9	10.1	11.0
ALL MUNICIPALITIES	226	0.0 to 88.9	6.2	5.7	6.1	5.9	6.8
# Reporting			226	208	194	221	219

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.

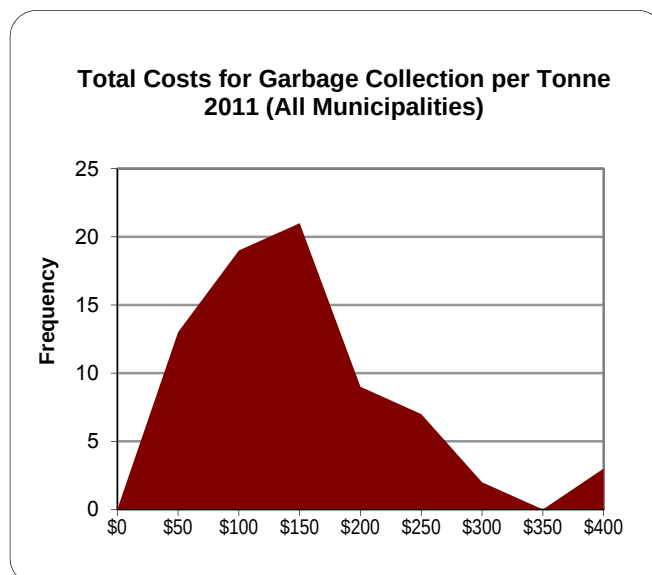
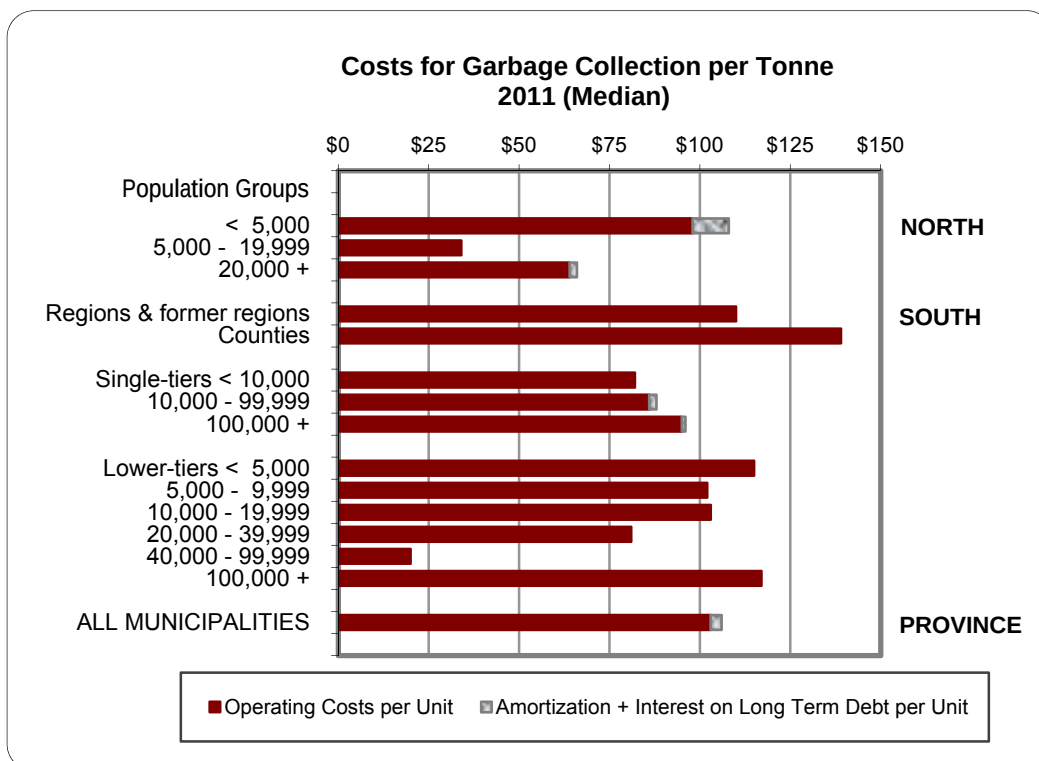
Objective	Improve system reliability.
Notes	In the frequency distribution, the first interval is 0. The second interval is 5 and includes 1 to 5 breaks. Although intervals generally represent a range of values, zero was selected as an interval because many municipalities reported zero breaks.
Factors 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.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	7	6 to 178	98	100	93
	Total Costs	7	6 to 178	108	110	
5,000 – 19,999	Operating Costs	2	34 to 151	34	76	26
	Total Costs	2	34 to 271	34	76	
20,000 +	Operating Costs	4	25 to 171	64	78	59
	Total Costs	4	25 to 185	66	80	
SOUTH						
Regions & Former Regions	Operating Costs	10	80 to 241	110	105	100
	Total Costs	10	81 to 241	110	105	
Counties	Operating Costs	1	139	139		145
	Total Costs	1	139	139		
Single-tiers						
<10,000	Operating Costs	1	82	82	111	
	Total Costs	1	82	82	111	
10,000 – 99,999	Operating Costs	10	45 to 374	86	80	64
	Total Costs	10	45 to 374	88	83	
100,000 +	Operating Costs	6	41 to 176	95	91	67
	Total Costs	6	41 to 176	96	91	
Lower-tiers						
< 5,000	Operating Costs	6	62 to 222	115	104	104
	Total Costs	6	62 to 222	115	104	
5,000 – 9,999	Operating Costs	10	29 to 266	102	114	109
	Total Costs	10	29 to 266	102	114	
10,000 – 19,999	Operating Costs	9	45 to 237	103	101	82
	Total Costs	9	45 to 237	103	101	
20,000 – 39,999	Operating Costs	2	81 to 650	81	81	90
	Total Costs	2	81 to 630	81	81	
40,000 – 99,999	Operating Costs	3	4 to 41	20	31	41
	Total Costs	3	4 to 41	20	31	
100,000 +	Operating Costs	3	23 to 181	117	88	84
	Total Costs	3	23 to 182	117	109	
ALL MUNICIPALITIES	Operating Costs	74	4 to 650	103	95	90
	Total Costs	74	4 to 680	106	101	
# Reporting	Operating Costs			74	73	63
	Total Costs			74	73	

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 2011:

- 19 of the 67 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 1 municipality reported Interest on Long Term Debt.
- 52 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).

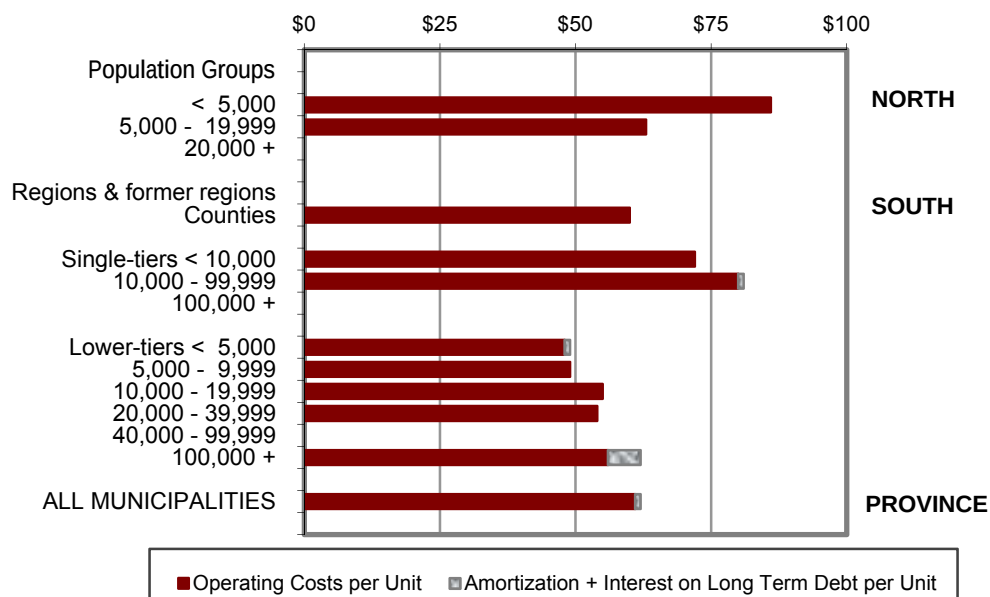
Garbage Collection: Efficiency

Operating costs for garbage collection per household.

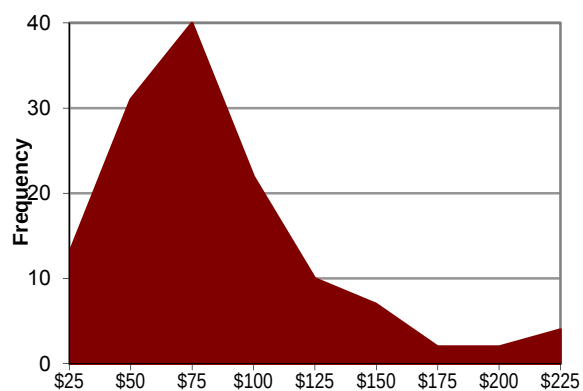
Total costs for garbage collection per household.

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

**Costs for Garbage Collection per Household
2011 (Median)**



Total Costs for Garbage Collection per Household



RESULTS		Operating costs for garbage collection per household. Total costs for garbage collection per household.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	34	26 to 230	86	82	78
	Total Costs	34	26 to 238	86	84	
5,000 – 19,999	Operating Costs	7	39 to 272	63	66	58
	Total Costs	7	39 to 287	63	71	
20,000 +	Operating Costs				51	55
	Total Costs				54	
SOUTH						
Regions & Former Regions	Operating Costs					
	Total Costs					
Counties	Operating Costs	2	60 to 85	60	57	51
	Total Costs	2	60 to 86	60	57	
Single-tiers						
<10,000	Operating Costs	3	46 to 92	72	66	44
	Total Costs	3	48 to 92	72	66	
10,000 – 99,999	Operating Costs	3	43 to 139	80	43	40
	Total Costs	3	43 to 139	81	43	
100,000 +	Operating Costs					
	Total Costs					
Lower-tiers						
< 5,000	Operating Costs	26	11 to 141	48	47	46
	Total Costs	26	11 to 146	49	47	
5,000 – 9,999	Operating Costs	25	7 to 395	49	41	49
	Total Costs	25	9 to 395	49	50	
10,000 – 19,999	Operating Costs	21	11 to 174	55	51	50
	Total Costs	21	11 to 174	55	52	
20,000 – 39,999	Operating Costs	8	15 to 75	54	57	52
	Total Costs	8	15 to 75	54	57	
40,000 – 99,999	Operating Costs					
	Total Costs					
100,000 +	Operating Costs	2	56 to 63	56	50	52
	Total Costs	2	62 to 75	62	53	
ALL MUNICIPALITIES	Operating Costs	131	7 to 395	61	58	55
	Total Costs	131	9 to 365	62	59	
# Reporting	Operating Costs			131	123	101
	Total Costs			131	123	

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 2011:

- 23 of the 119 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 6 municipalities reported Interest on Long Term Debt.
- 103 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.

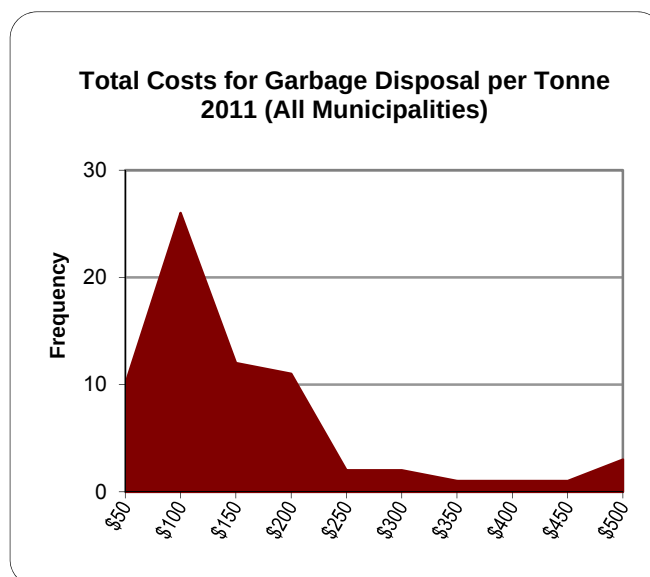
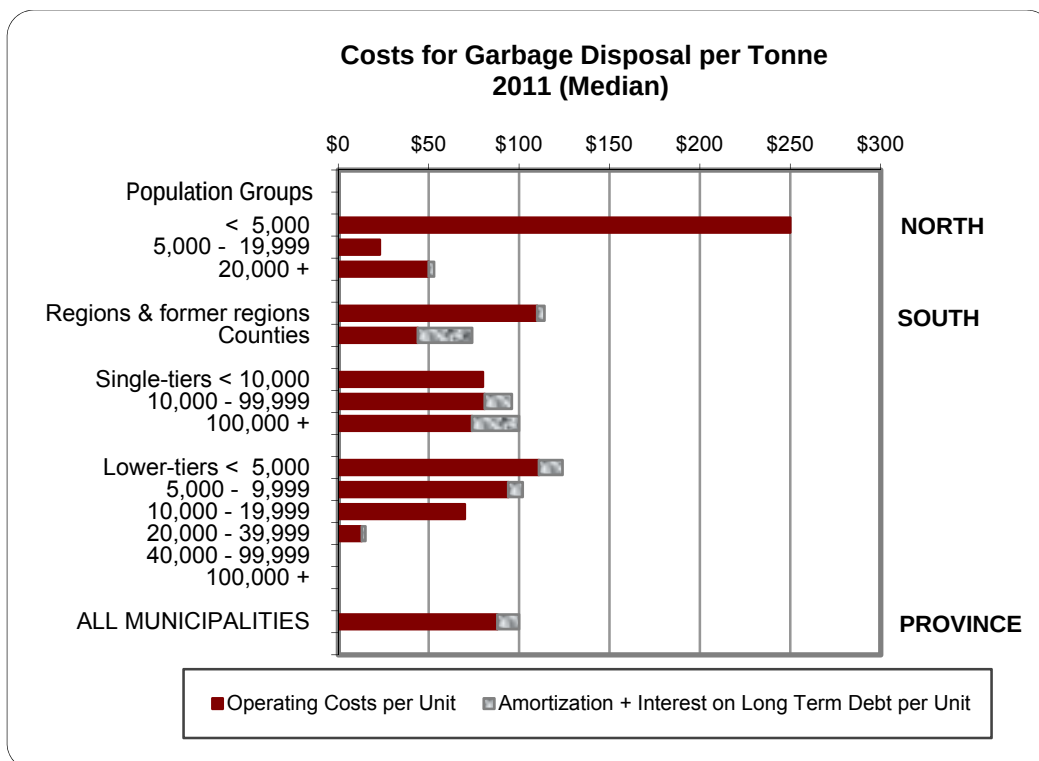
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a 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				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	7	124 to 610	250	126	52
	Total Costs	7	124 to 640	250	132	
5,000 – 19,999	Operating Costs	2	23 to 81	23	42	13
	Total Costs	2	23 to 83	23	42	
20,000 +	Operating Costs	4	35 to 75	50	36	39
	Total Costs	4	44 to 80	53	45	
SOUTH						
Regions & Former Regions	Operating Costs	9	23 to 161	110	87	87
	Total Costs	9	26 to 229	114	96	
Counties	Operating Costs	3	36 to 116	44	39	67
	Total Costs	3	37 to 127	74	52	
Single-tiers						
<10,000	Operating Costs	1	80	80	72	
	Total Costs	1	80	80	72	
10,000 – 99,999	Operating Costs	9	24 to 189	81	62	92
	Total Costs	9	24 to 195	96	63	
100,000 +	Operating Costs	6	23 to 124	74	68	67
	Total Costs	6	25 to 184	100	93	
Lower-tiers						
< 5,000	Operating Costs	6	59 to 296	111	218	62
	Total Costs	6	59 to 296	124	227	
5,000 – 9,999	Operating Costs	12	50 to 536	94	73	78
	Total Costs	12	54 to 545	102	76	
10,000 – 19,999	Operating Costs	8	32 to 141	70	67	45
	Total Costs	8	43 to 153	70	79	
20,000 – 39,999	Operating Costs	2	13 to 110	13	63	62
	Total Costs	2	15 to 110	15	63	
40,000 – 99,999	Operating Costs					
	Total Costs					
100,000 +	Operating Costs					
	Total Costs					
ALL MUNICIPALITIES	Operating Costs	69	13 to 610	88	72	78
	Total Costs	69	15 to 640	100	87	
# Reporting	Operating Costs			69	64	56
	Total Costs			69	64	

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 2011:

- 46 of the 62 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 13 municipalities reported Interest on Long Term Debt.
- 19 municipalities did not report Amortization.
- 3 municipalities did not select the type of units for the denominator and are not included in the table.

FIR Reference:

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

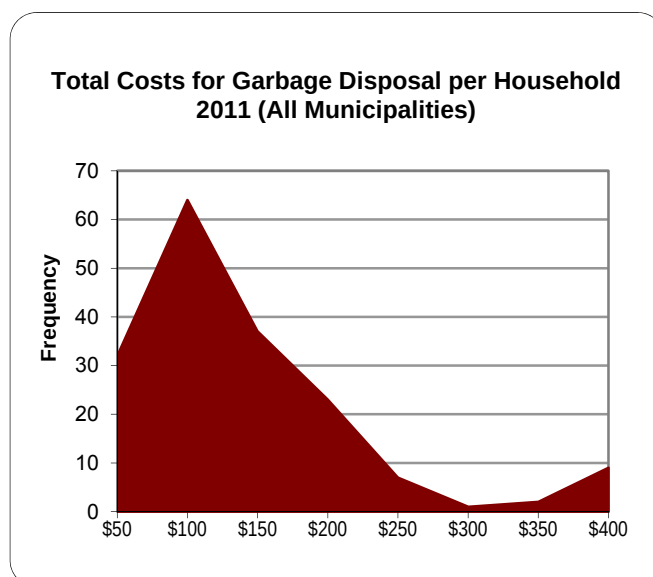
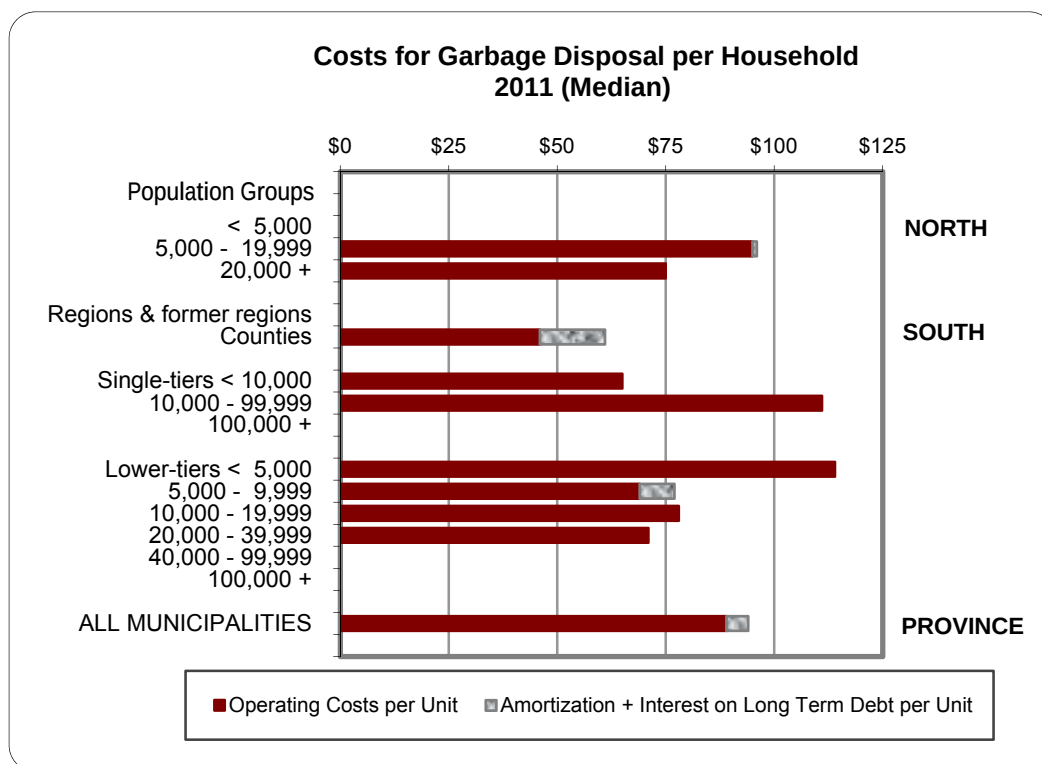
SLC 91 3504 45 (Measure based on Total Costs and Tonnes).

Garbage Disposal: Efficiency

Operating costs for garbage disposal per household.

Total costs for garbage disposal per household.

Costs for garbage disposal
Total households



RESULTS		Operating costs for garbage disposal per household. Total costs for garbage disposal per household.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs				79	78
	Total Costs				91	
5,000 – 19,999	Operating Costs	73	12 to 946	95	91	69
	Total Costs	73	12 to 959	96	102	
20,000 +	Operating Costs	8	25 to 166	75	46	50
	Total Costs	8	25 to 176	75	50	
SOUTH						
Regions & Former Regions	Operating Costs					
	Total Costs					
Counties	Operating Costs	4	1 to 143	46	48	84
	Total Costs	4	1 to 149	61	50	
Single-tiers						
<10,000	Operating Costs	2	65 to 163	65	52	47
	Total Costs	2	65 to 185	65	52	
10,000 – 99,999	Operating Costs	2	111 to 173	111	91	98
	Total Costs	2	111 to 224	111	92	
100,000 +	Operating Costs					
	Total Costs					
Lower-tiers						
< 5,000	Operating Costs	34	24 to 810	114	81	106
	Total Costs	34	24 to 817	114	83	
5,000 – 9,999	Operating Costs	28	2 to 682	69	61	61
	Total Costs	28	2 to 685	77	65	
10,000 – 19,999	Operating Costs	17	2 to 122	78	60	81
	Total Costs	17	12 to 131	78	61	
20,000 – 39,999	Operating Costs	7	2 to 86	71	63	63
	Total Costs	7	2 to 86	71	63	
40,000 – 99,999	Operating Costs					
	Total Costs					
100,000 +	Operating Costs					
	Total Costs					
ALL MUNICIPALITIES	Operating Costs	175	1 to 946	89	72	80
	Total Costs	175	1 to 959	94	78	
# Reporting	Operating Costs			175	154	138
	Total Costs			175	154	

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 2011:

- 73 of the 131 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 16 municipalities reported Interest on Long Term Debt.
- 82 municipalities did not report Amortization.
- 3 municipalities did not identify the type of units used in the denominator and are 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.

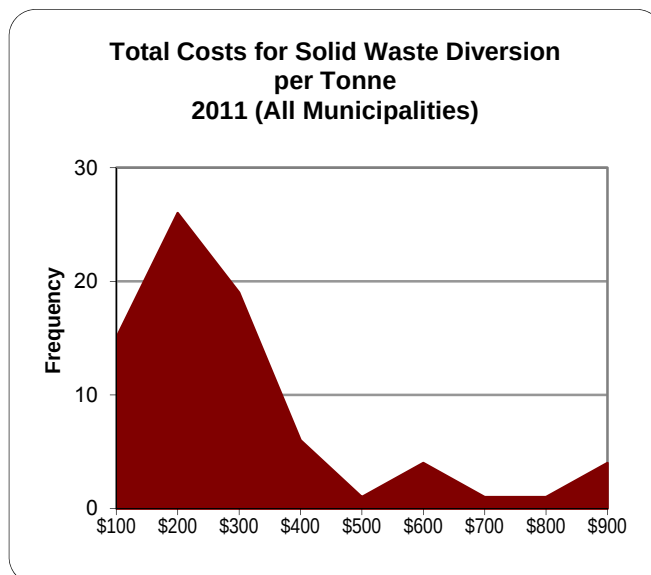
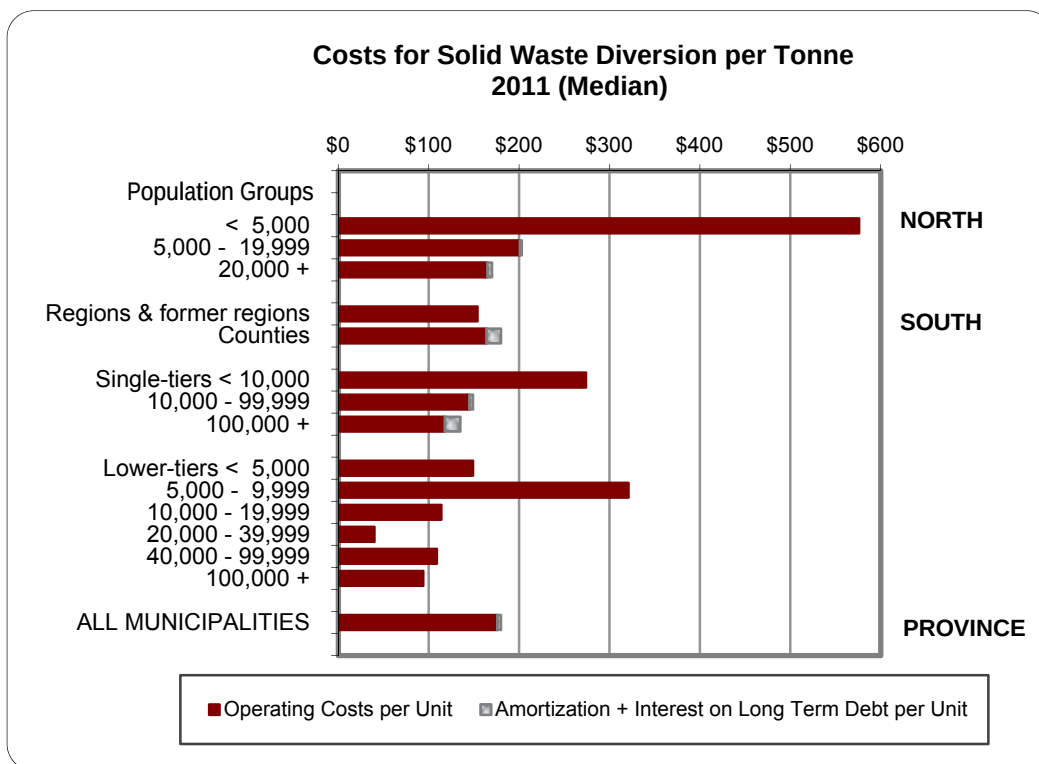
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a 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.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	7	156 to 2,903	576	537	591
	Total Costs	7	156 to 2,903	576	537	
5,000 – 19,999	Operating Costs	2	201 to 237	201	229	234
	Total Costs	2	203 to 237	203	230	
20,000 +	Operating Costs	4	92 to 259	165	117	144
	Total Costs	4	92 to 281	170	117	
SOUTH						
Regions & Former Regions	Operating Costs	12	100 to 253	154	157	174
	Total Costs	12	100 to 253	154	168	
Counties	Operating Costs	2	164 to 231	164	158	165
	Total Costs	2	180 to 256	180	176	
Single-tiers						
<10,000	Operating Costs	1	339	339	274	
	Total Costs	1	339	339	274	
10,000 – 99,999	Operating Costs	9	61 to 432	116	145	176
	Total Costs	9	61 to 445	117	149	
100,000 +	Operating Costs	6	83 to 276	111	118	129
	Total Costs	6	98 to 328	113	135	
Lower-tiers						
< 5,000	Operating Costs	7	43 to 1,031	161	149	272
	Total Costs	7	43 to 1,031	161	149	
5,000 – 9,999	Operating Costs	13	81 to 1,045	264	321	231
	Total Costs	13	81 to 1,108	264	321	
10,000 – 19,999	Operating Costs	7	67 to 346	177	114	169
	Total Costs	7	97 to 346	177	114	
20,000 – 39,999	Operating Costs	1	3	3	40	147
	Total Costs	1	3	3	40	
40,000 – 99,999	Operating Costs	3	89 to 904	109	109	84
	Total Costs	3	89 to 904	109	109	
100,000 +	Operating Costs	3	83 to 99	96	94	85
	Total Costs	3	83 to 99	96	94	
ALL MUNICIPALITIES	Operating Costs	77	3 to 2,903	176	156	169
	Total Costs	77	3 to 2,903	180	156	
# Reporting	Operating Costs			77	74	59
	Total Costs			77	74	

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 2011:

- 29 of the 71 municipalities reporting expenses for Contracted Services also reported Amortization.
- 8 municipalities reported Interest on Long Term Debt.
- 47 municipalities did not report Amortization.
- 3 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

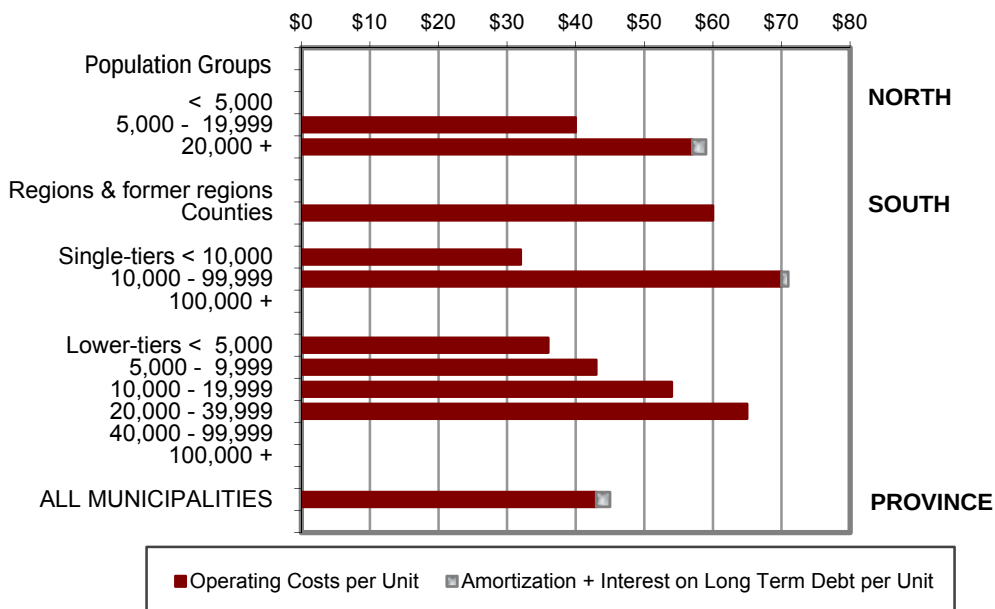
Operating costs for solid waste diversion (recycling) per household.

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

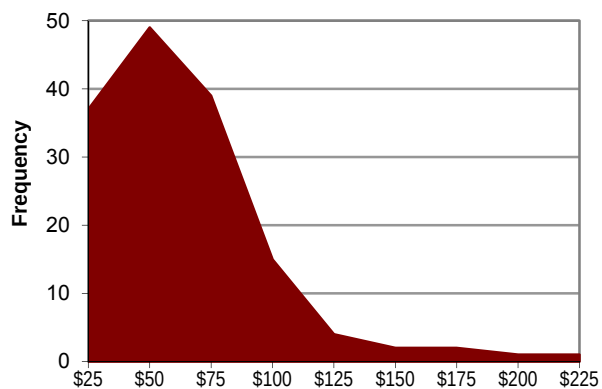
Costs for solid waste diversion

Total households

**Costs for Solid Waste Diversion per Household
2011 (Median)**



**Total Costs for Solid Waste Diversion
per Household
2011 (All Municipalities)**



RESULTS		Operating costs for solid waste diversion per household. Total costs for solid waste diversion per household.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs				47	30
	Total Costs				47	
5,000 – 19,999	Operating Costs	44	0.30 to 211	40	30	34
	Total Costs	44	0.30 to 215	40	30	
20,000 +	Operating Costs	5	25 to 133	57	21	22
	Total Costs	5	27 to 153	59	24	
SOUTH						
Regions & Former Regions	Operating Costs					
	Total Costs					
Counties	Operating Costs	7	4 to 80	60	59	67
	Total Costs	7	4 to 83	60	59	
Single-tiers						
<10,000	Operating Costs	3	21 to 72	32	48	40
	Total Costs	3	21 to 72	32	48	
10,000 – 99,999	Operating Costs	3	5 to 79	70	0.20	59
	Total Costs	3	5 to 79	71	0.20	
100,000 +	Operating Costs					
	Total Costs					
Lower-tiers						
< 5,000	Operating Costs	36	1 to 171	36	35	33
	Total Costs	36	1 to 171	36	35	
5,000 – 9,999	Operating Costs	32	3 to 164	43	37	43
	Total Costs	32	3 to 183	43	37	
10,000 – 19,999	Operating Costs	15	6 to 91	54	47	51
	Total Costs	15	6 to 91	54	47	
20,000 – 39,999	Operating Costs	5	8 to 83	65	49	63
	Total Costs	5	13 to 83	65	49	
40,000 – 99,999	Operating Costs				5	6
	Total Costs				5	
100,000 +	Operating Costs					
	Total Costs					
ALL MUNICIPALITIES	Operating Costs	150	0.30 to 211	43	40	36
	Total Costs	150	0.30 to 215	45	40	
# Reporting	Operating Costs			150	132	134
	Total Costs			150	132	

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 2011:

- 31 of the 125 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 3 municipalities reported Interest on Long Term Debt.
- 118 municipalities did not report Amortization.
- 3 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.

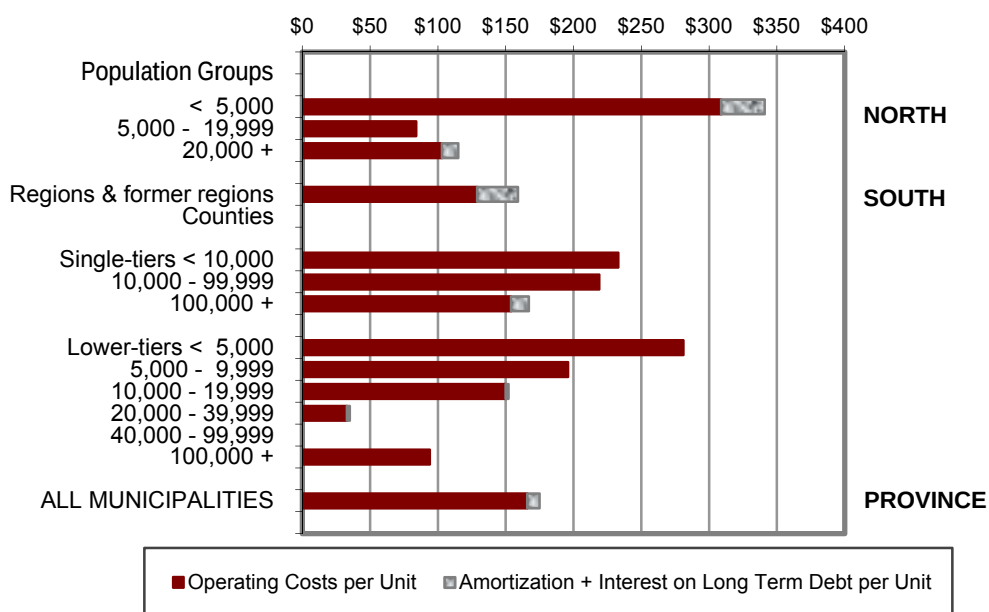
Solid Waste Management: Efficiency

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

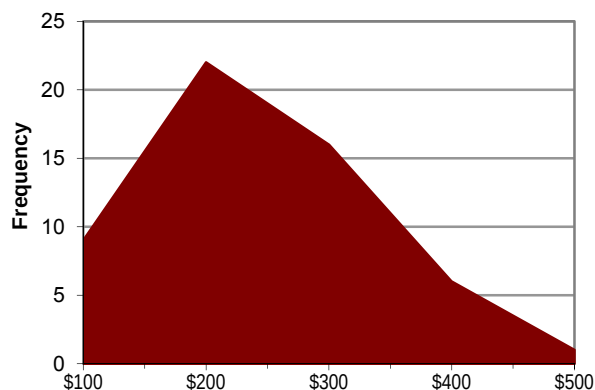
Average total costs for solid waste management (collection, disposal, diversion) per tonne.

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

Average Costs for Solid Waste Management (Collection, Disposal, Diversion) per Tonne 2011 (Median)



Average Total Costs for Solid Waste Management per Tonne 2011 (All Municipalities)



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).				
				2011	2010	2009
Population	Reporting	Range		Median	Median	Median
	#	\$		\$	\$	\$
NORTH						
< 5,000	Operating Costs	4	235 to 350	309	244	86
	Total Costs	4	235 to 393	341	251	
5,000 – 19,999	Operating Costs	2	84 to 114	84	105	48
	Total Costs	2	84 to 129	84	117	
20,000 +	Operating Costs	4	74 to 150	103	80	72
	Total Costs	4	82 to 157	115	88	
SOUTH						
Regions & Former Regions	Operating Costs	9	80 to 246	129	149	172
	Total Costs	9	82 to 297	159	170	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	1	233	233	206	237
	Total Costs	1	233	233	206	
10,000 – 99,999	Operating Costs	7	60 to 413	219	127	165
	Total Costs	7	61 to 419	219	129	
100,000 +	Operating Costs	6	67 to 213	154	147	201
	Total Costs	6	70 to 251	167	160	
Lower-tiers						
< 5,000	Operating Costs	5	154 to 368	281	175	244
	Total Costs	5	175 to 368	281	203	
5,000 – 9,999	Operating Costs	7	122 to 266	196	168	146
	Total Costs	7	126 to 277	196	175	
10,000 – 19,999	Operating Costs	6	114 to 365	150	123	126
	Total Costs	6	114 to 355	152	136	
20,000 – 39,999	Operating Costs	1	33	33	55	77
	Total Costs	1	35	35	59	
40,000 – 99,999	Operating Costs					
	Total Costs					
100,000 +	Operating Costs	2	94 to 113	94	98	124
	Total Costs	2	94 to 114	94	98	
ALL MUNICIPALITIES	Operating Costs	54	33 to 413	166	147	159
	Total Costs	54	35 to 419	175	160	
# Reporting	Operating Costs			54	54	47
	Total Costs			54	54	

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 2011:

- 42 of the 54 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 12 municipalities reported Interest on Long Term Debt.
- 12 municipalities did not report Amortization.
- 2 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

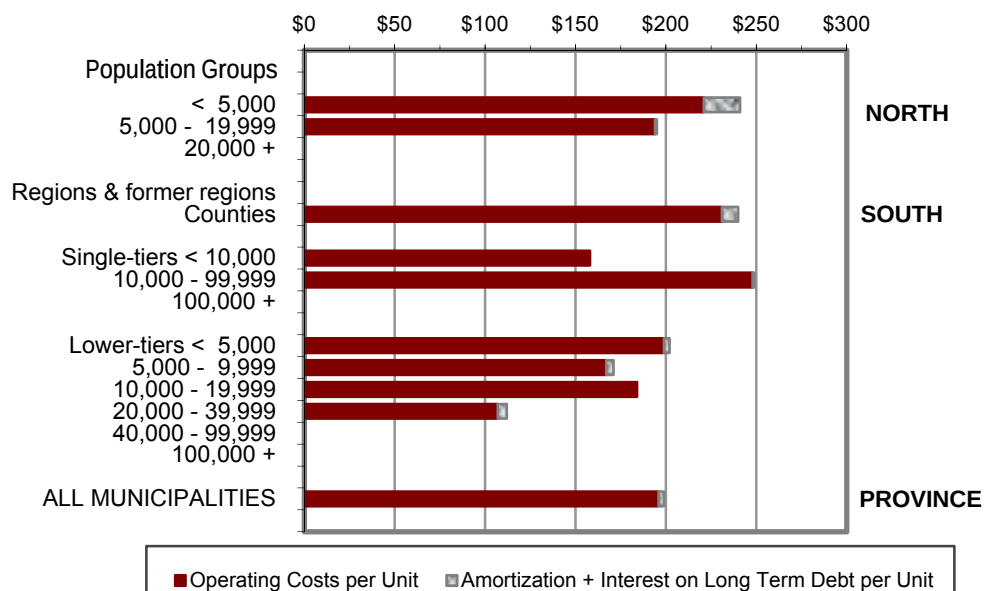
Average operating costs for solid waste management (collection, disposal, diversion) per household.

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

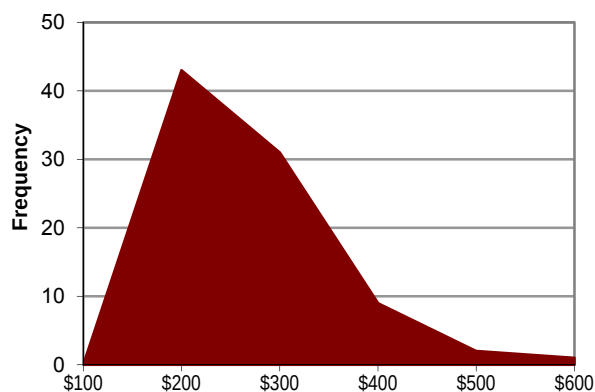
Average costs for solid waste management

Total households

**Average Costs for Solid Waste Management
(Collection, Disposal, Diversion) per Household
2011 (Median)**



**Average Total Costs for
Solid Waste Management per Household
2011 (All Municipalities)**



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).				
				2011	2010	2009
Population	Reporting	Range		Median	Median	Median
	#	\$		\$	\$	\$
NORTH						
< 5,000	Operating Costs	17	122 to 466	221	190	178
	Total Costs	17	122 to 493	241	204	
5,000 – 19,999	Operating Costs	5	164 to 338	194	197	144
	Total Costs	5	166 to 368	195	212	
20,000 +	Operating Costs					127
	Total Costs					
SOUTH						
Regions & Former Regions	Operating Costs					
	Total Costs					
Counties	Operating Costs	2	231 to 308	231	230	236
	Total Costs	2	240 to 316	240	241	
Single-tiers						
<10,000	Operating Costs	2	158 to 281	158	166	263
	Total Costs	2	158 to 305	158	166	
10,000 – 99,999	Operating Costs	3	223 to 317	248	198	197
	Total Costs	3	226 to 368	249	200	
100,000 +	Operating Costs					
	Total Costs					
Lower-tiers						
< 5,000	Operating Costs	18	100 to 276	199	168	152
	Total Costs	18	103 to 283	202	168	
5,000 – 9,999	Operating Costs	23	104 to 804	167	153	169
	Total Costs	23	104 to 807	171	160	
10,000 – 19,999	Operating Costs	14	118 to 258	184	163	158
	Total Costs	14	119 to 266	184	166	
20,000 – 39,999	Operating Costs	2	107 to 186	107	95	111
	Total Costs	2	112 to 186	112	99	
40,000 – 99,999	Operating Costs					
	Total Costs					
100,000 +	Operating Costs					
	Total Costs					
ALL MUNICIPALITIES	Operating Costs	86	100 to 804	196	168	168
	Total Costs	86	103 to 807	199	175	
# Reporting	Operating Costs			86	80	64
	Total Costs			86	80	

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 2011:

- 68 of the 92 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 14 municipalities reported Interest on Long Term Debt.
- 24 municipalities did not report Amortization.
- 2 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.

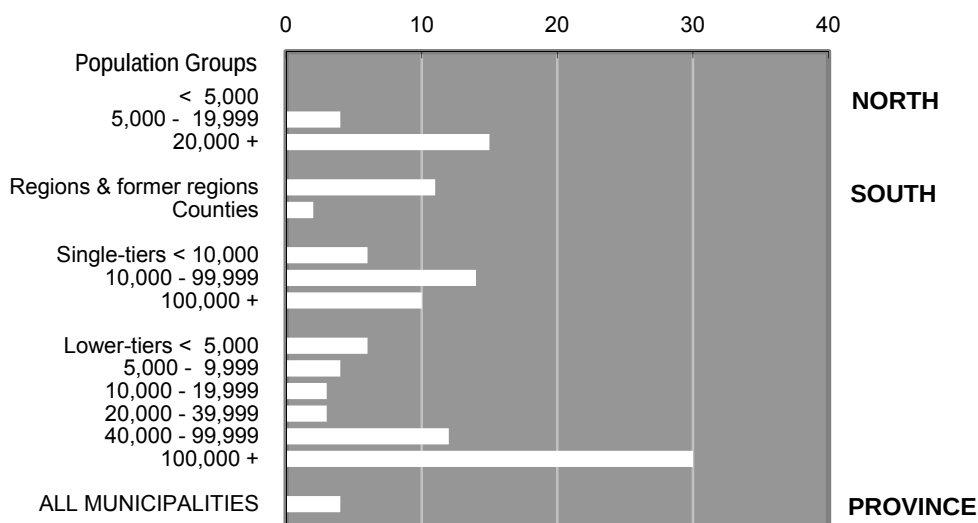
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a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

Solid Waste Management: Effectiveness

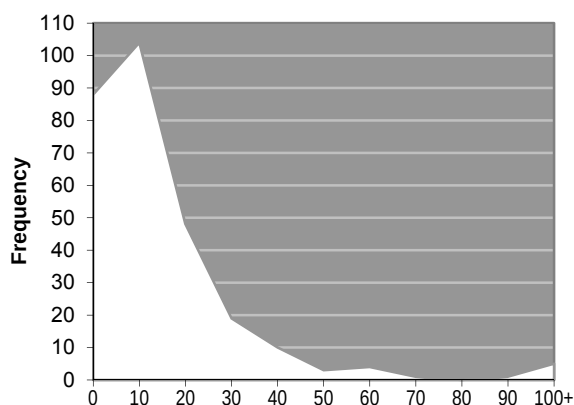
Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.

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

Number of Complaints Received in a Year Concerning the Collection of Garbage and Recycled Materials per 1,000 Households 2011 (Median)



Number of Complaints Received in a Year Concerning the Collection of Garbage and Recycled Materials per 1,000 Households 2011 (All Municipalities)



RESULTS			Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	84	0 to 55	0	0	1	0	0
5,000 – 19,999	8	0 to 12	4	2	4	2	4
20,000 +	4	6 to 25	15	10	10	13	13
SOUTH							
Regions & Former Regions	12	0 to 65	11	20	13	28	26
Counties	7	0 to 8	2	2	4	6	4
Single-tiers							
<10,000	4	2 to 21	6	5	8	8	10
10,000 – 99,999	14	3 to 93	14	11	9	14	19
100,000 +	6	1 to 33	10	23	23	21	21
Lower-tiers							
< 5,000	48	0 to 55	6	3	4	2	3
5,000 – 9,999	45	0 to 219	4	3	4	5	6
10,000 – 19,999	31	0 to 207	3	3	7	5	8
20,000 – 39,999	11	0 to 30	3	4	3	9	3
40,000 – 99,999	4	11 to 43	12	34	18	27	40
100,000 +	5	1 to 256	30	34	42	48	61
ALL MUNICIPALITIES	283	0 to 256	4	4	4	5	6
# Reporting			283	256	240	271	278

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**

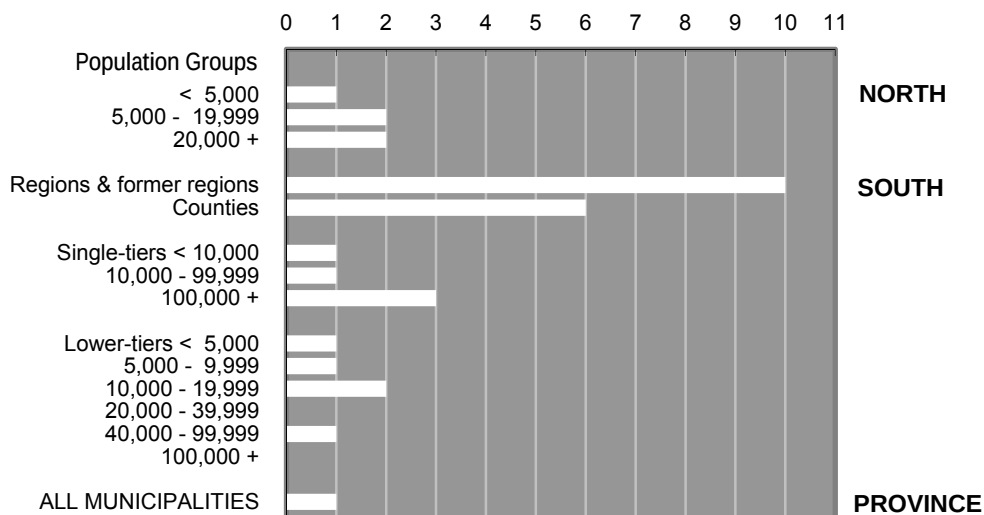
Total costs in the numerator means operating costs as defined by MPMP plus interest on long term debt and amortization, less revenue from other municipalities for tangible capital assets.

- 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.

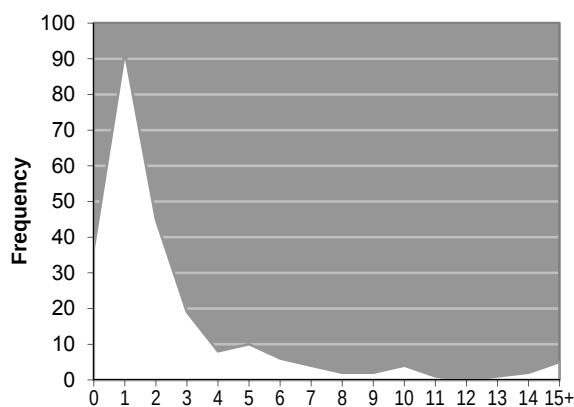
Solid Waste Management: Effectiveness

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

**Total Number of Solid Waste Management Facilities
Owned by the Municipality
with a Ministry of Environment (MOE) Certificate of Approval
2011 (Median)**



**Total Number of Solid Waste Management
Facilities Owned by the Municipality with a
Ministry of Environment (MOE)
Certificate of Approval
2011 (All Municipalities)**



RESULTS		Total number of solid waste management sites owned by the municipality with a Ministry of Environment (MOE) Certificate of Approval.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	74	0 to 9	1	1	1	1	1
5,000 – 19,999	9	1 to 7	2	2	1	2	1
20,000 +	4	1 to 6	2	2	1	1	1
SOUTH							
Regions & Former Regions	12	1 to 29	10	8	6	8	7
Counties	7	1 to 20	6	1	6	4	6
Single-tiers							
<10,000	1	1	1	0	0	0	0
10,000 – 99,999	12	1 to 41	1	1	1	1	1
100,000 +	4	1 to 10	3	3	3	3	5
Lower-tiers							
< 5,000	36	0 to 9	1	2	1	2	2
5,000 – 9,999	41	0 to 8	1	1	1	2	2
10,000 – 19,999	28	0 to 10	2	1	2	2	2
20,000 – 39,999	6	0 to 3	0	0	0	2	0
40,000 – 99,999	2	1 to 2	1	1	0	0	0
100,000 +	2	0	0	0	0	0	0
ALL MUNICIPALITIES	238	0 to 41	1	1	1	1	1
# Reporting			238	229	211	223	224

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.

Population	2011					
	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	30 to 365	1			2	3
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						
5,000 – 9,999	8	1				1
10,000 – 19,999	365				1	1
20,000 – 39,999						
40,000 – 99,999						
100,000 +						
TOTAL, 2011 Number of municipalities with an MOE compliance order for remediation in effect during reporting year.	1 to 365	2	0	0	4	6
TOTAL, 2010	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

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.

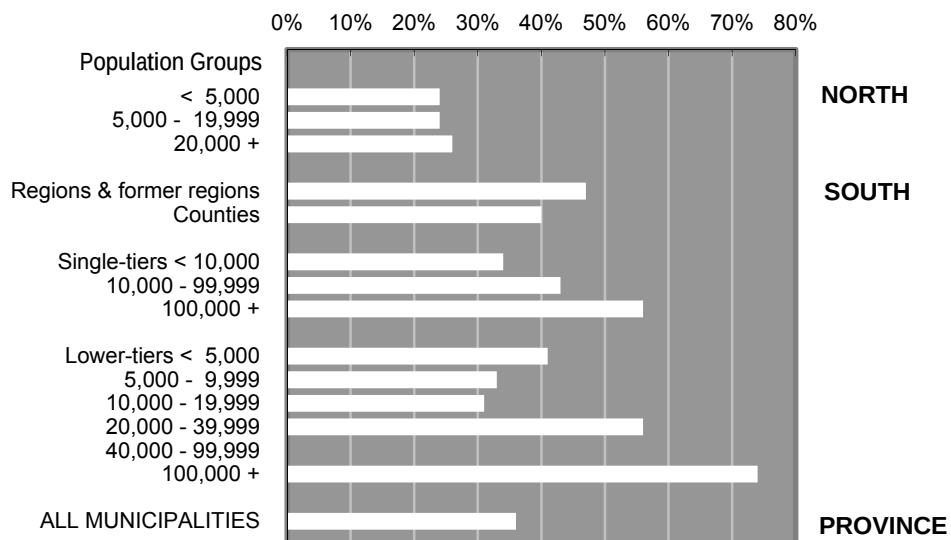
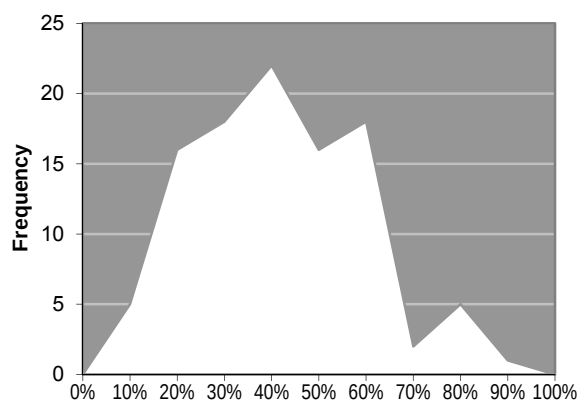
Notes

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
2011 (Median)****Percentage of Residential Solid Waste
Diverted for Recycling
2011 (All Municipalities)**

RESULTS			Percentage of residential solid waste diverted.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	26	1% to 90%	24%	27%	23%	20%	18%
5,000 – 19,999	5	17% to 41%	24%	18%	16%	15%	18%
20,000 +	1	26%	26%	15%	7%	12%	8%
SOUTH							
Regions & Former Regions	6	38% to 60%	47%	50%	51%	43%	43%
Counties	5	30% to 57%	40%	36%	40%	32%	29%
Single-tiers							
<10,000	3	15% to 58%	34%	34%	31%	38%	32%
10,000 – 99,999	7	26% to 57%	43%	43%	47%	40%	45%
100,000 +	2	56% to 61%	56%	58%	56%	46%	45%
Lower-tiers							
< 5,000	10	11% to 58%	41%	30%	30%	23%	27%
5,000 – 9,999	22	13% to 75%	33%	31%	29%	26%	26%
10,000 – 19,999	12	12% to 71%	31%	32%	27%	34%	30%
20,000 – 39,999	3	55% to 73%	56%	24%	42%	64%	41%
40,000 – 99,999					48%		33%
100,000 +	1	74%	74%	69%	67%	67%	56%
ALL MUNICIPALITIES	103	1% to 90%	36%	31%	30%	31%	29%
# Reporting			103	90	91	91	91

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.)

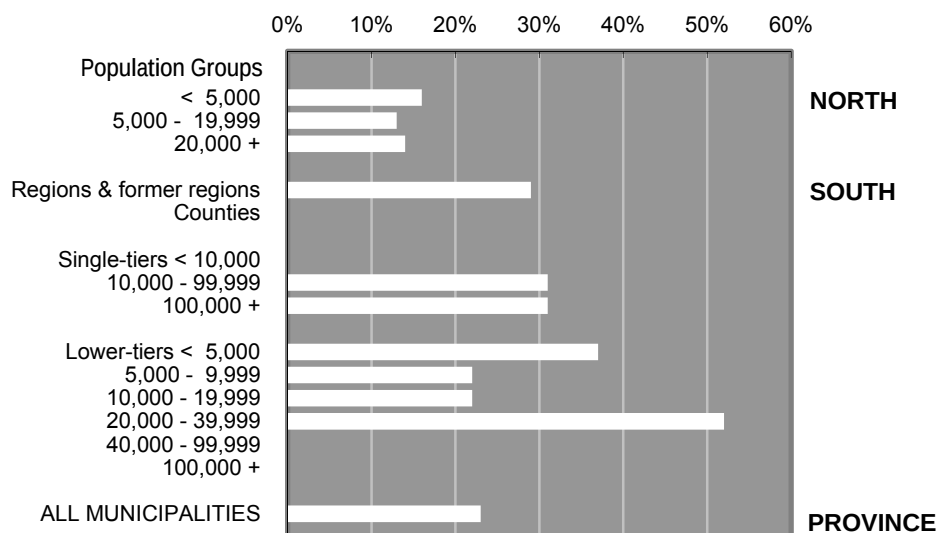
FIR Reference: SLC 92 3655 07

Solid Waste Diversion: Effectiveness

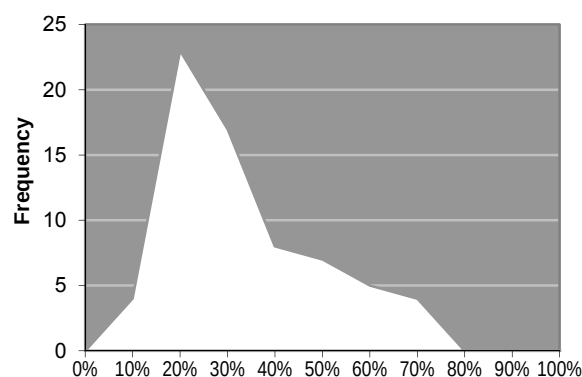
Percentage of residential solid waste diverted (based on combined residential & ICI tonnage).

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

Percentage of Residential Solid Waste Diverted for Recycling (Based on Combined Residential and ICI Tonnage) 2011 (Median)



Percentage of Residential Solid Waste Diverted for Recycling (Based on Combined Residential & ICI Tonnage) 2011 (All Municipalities)



RESULTS		Percentage of residential solid waste diverted (based on combined residential & ICI tonnage).					
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	15	5% to 43%	16%	14%	15%	22%	12%
5,000 – 19,999	4	1% to 36%	13%	1%	20%	14%	3%
20,000 +	1	14%	14%	14%	13%	12%	9%
SOUTH							
Regions & Former Regions	1	29%	29%	45%	40%		38%
Counties							
Single-tiers							
<10,000							
10,000 – 99,999	5	20% to 58%	31%		35%		
100,000 +	1	31%	31%	31%	36%	30%	24%
Lower-tiers							
< 5,000	19	13% to 53%	37%	27%	19%	30%	26%
5,000 – 9,999	10	12% to 62%	22%	26%	20%	25%	24%
10,000 – 19,999	10	2% to 64%	22%	26%	25%	28%	25%
20,000 – 39,999	2	52% to 67%	52%	38%	29%	20%	18%
40,000 – 99,999						34%	33%
100,000 +							
ALL MUNICIPALITIES	68	1% to 67%	23%	26%	24%	27%	22%
# Reporting			68	65	69	76	74

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.

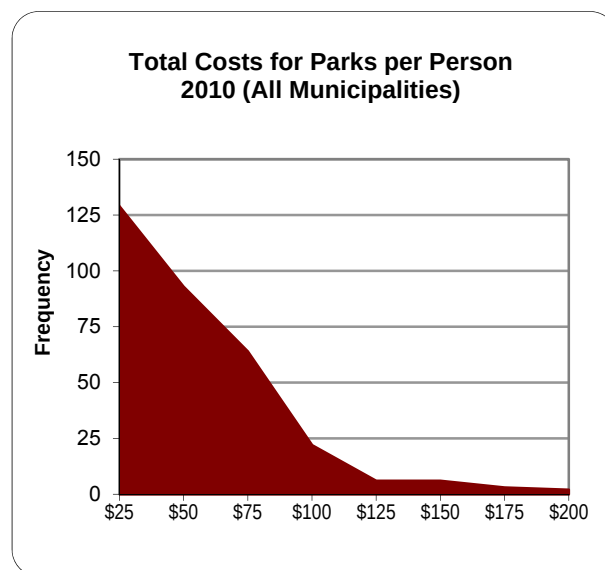
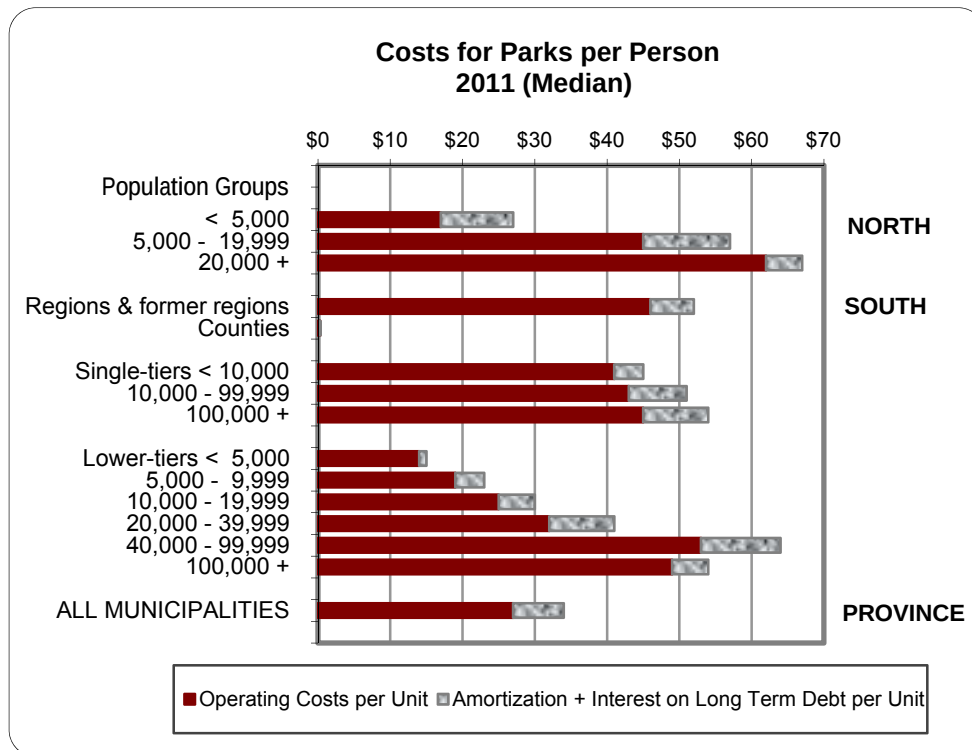
Parks: Efficiency

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.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	78	2 to 237	17	16	18
	Total Costs	78	2 to 252	27	22	
5,000 – 19,999	Operating Costs	10	0.02 to 82	45	39	47
	Total Costs	10	0.02 to 92	57	42	
20,000 +	Operating Costs	4	26 to 86	62	67	52
	Total Costs	4	28 to 103	67	75	
SOUTH						
Regions & Former Regions	Operating Costs	5	3 to 55	46	38	41
	Total Costs	5	3 to 59	52	47	
Counties	Operating Costs	3	0.19 to 4	0.31	0.26	0.22
	Total Costs	3	0.21 to 5	0.33	0.29	
Single-tiers						
<10,000	Operating Costs	4	30 to 67	41	40	34
	Total Costs	4	33 to 75	45	43	
10,000 – 99,999	Operating Costs	14	20 to 76	43	52	34
	Total Costs	14	25 to 90	51	58	
100,000 +	Operating Costs	6	26 to 92	45	42	34
	Total Costs	6	35 to 99	54	48	
Lower-tiers						
< 5,000	Operating Costs	46	0.90 to 140	14	13	16
	Total Costs	46	2 to 250	15	16	
5,000 – 9,999	Operating Costs	54	1 to 111	19	21	18
	Total Costs	54	1 to 164	23	23	
10,000 – 19,999	Operating Costs	56	2 to 95	25	31	34
	Total Costs	56	2 to 138	30	35	
20,000 – 39,999	Operating Costs	20	16 to 82	32	27	24
	Total Costs	20	20 to 97	41	34	
40,000 – 99,999	Operating Costs	11	24 to 84	53	41	44
	Total Costs	11	31 to 98	64	55	
100,000 +	Operating Costs	14	28 to 97	49	40	44
	Total Costs	14	28 to 151	54	52	
ALL MUNICIPALITIES	Operating Costs	325	0.02 to 237	27	27	28
	Total Costs	325	0.02 to 252	34	33	
# Reporting	Operating Costs			325	286	259
	Total Costs			325	286	

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 2011:

- 170 of the 188 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 36 municipalities reported Interest on Long Term Debt.
- 65 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.

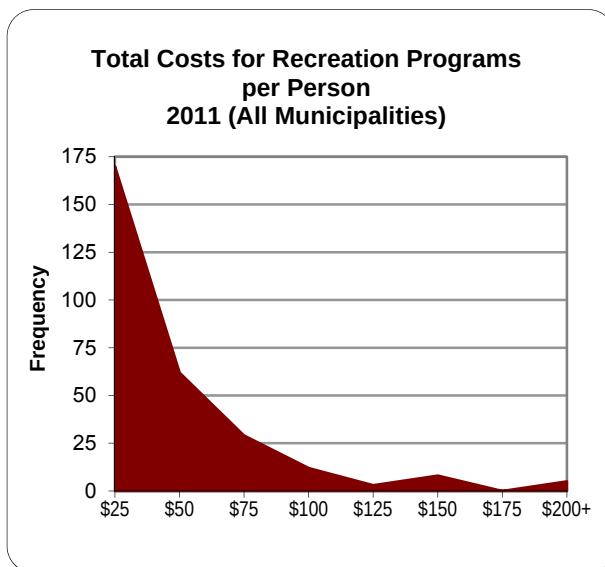
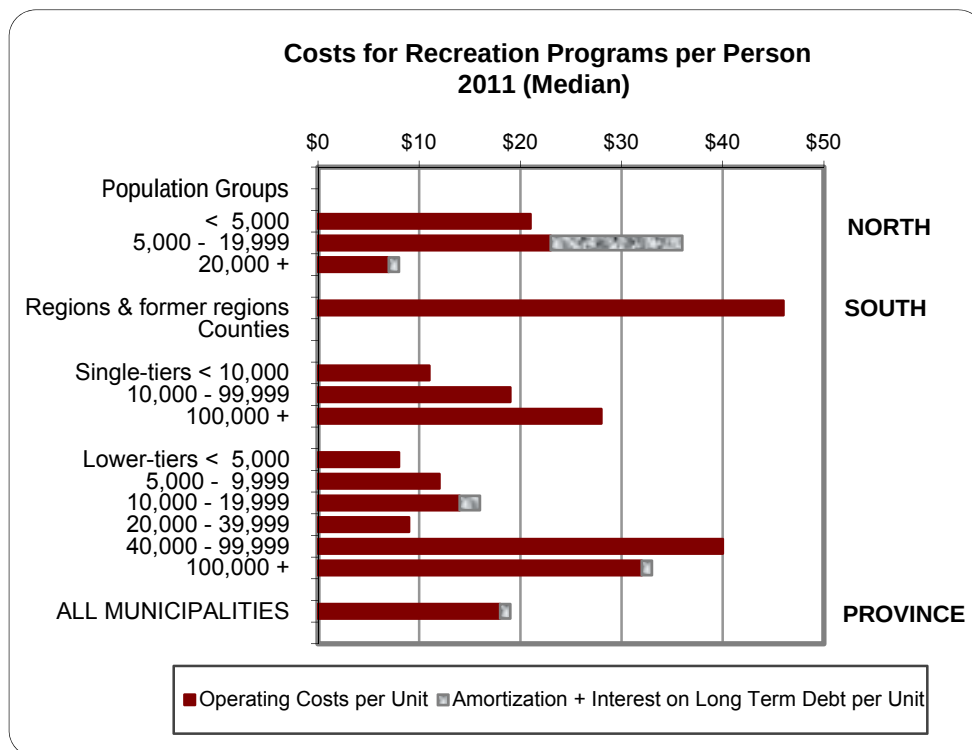
Objective	Efficient operation of parks.
Notes	This measure is automatically calculated and is based on expenses reported in Schedule 40 of the FIR, Consolidated Statement of Operations: Expenses. Parks are defined as outdoor open spaces that are generally accessible to the public all of the time. Parks 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.				
				2011	2010	2009
Population		Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	76	0.11 to 231	21	20	18
	Total Costs	76	0.11 to 231	21	20	
5,000 – 19,999	Operating Costs	11	3 to 137	23	28	45
	Total Costs	11	3 to 137	36	29	
20,000 +	Operating Costs	4	0.33 to 30	7	8	18
	Total Costs	4	1 to 30	8	8	
SOUTH						
Regions & Former Regions	Operating Costs	4	20 to 132	46	37	75
	Total Costs	4	21 to 134	46	37	
Counties	Operating Costs					
	Total Costs					
Single-tiers						
<10,000	Operating Costs	4	10 to 146	11	10	8
	Total Costs	4	10 to 146	11	10	
10,000 – 99,999	Operating Costs	14	3 to 54	19	24	19
	Total Costs	14	3 to 54	19	24	
100,000 +	Operating Costs	6	23 to 42	28	27	24
	Total Costs	6	23 to 42	28	27	
Lower-tiers						
< 5,000	Operating Costs	35	0.13 to 225	8	8	9
	Total Costs	35	0.13 to 225	8	8	
5,000 – 9,999	Operating Costs	40	0.25 to 76	12	8	14
	Total Costs	40	0.25 to 76	12	12	
10,000 – 19,999	Operating Costs	50	1 to 126	14	12	18
	Total Costs	50	1 to 126	16	12	
20,000 – 39,999	Operating Costs	20	1 to 35	9	10	9
	Total Costs	20	1 to 36	9	10	
40,000 – 99,999	Operating Costs	11	8 to 76	40	37	29
	Total Costs	11	8 to 76	40	38	
100,000 +	Operating Costs	14	4 to 65	32	33	33
	Total Costs	14	4 to 65	33	34	
ALL MUNICIPALITIES	Operating Costs	289	0.11 to 231	18	18	19
	Total Costs	289	0.11 to 231	19	19	
# Reporting	Operating Costs			289	258	237
	Total Costs			289	258	

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 2011:

- 45 of the 133 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 8 municipalities reported Interest on Long Term Debt.
- 226 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

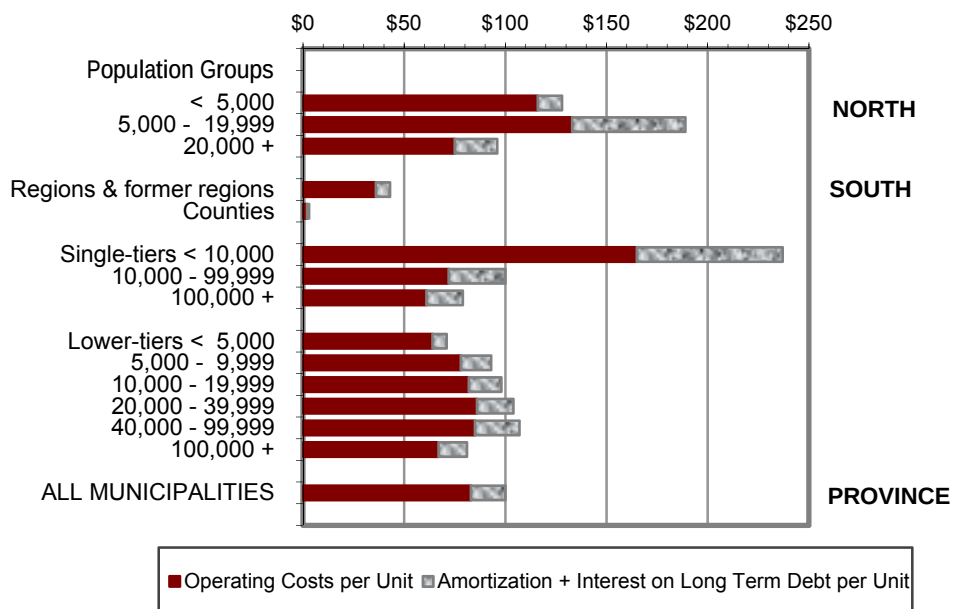
Operating costs for recreation facilities per person.

Total costs for recreation facilities per person.

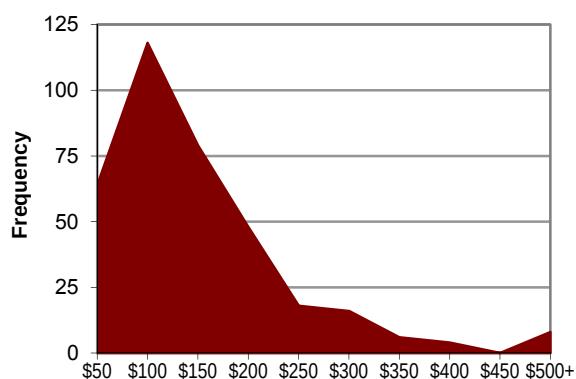
Costs for recreation facilities

Total population

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



**Total Costs for Recreation Facilities per Person
2011 (All Municipalities)**



RESULTS		Operating costs for recreation facilities per person. Total costs for recreation facilities per person.				
				2011	2010	2009
Population		Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	93	0.12 to 10,392	116	110	94
	Total Costs	93	0.12 to 15,511	128	134	
5,000 – 19,999	Operating Costs	11	59 to 257	133	160	146
	Total Costs	11	59 to 266	189	173	
20,000 +	Operating Costs	4	54 to 102	75	75	75
	Total Costs	4	68 to 109	96	95	
SOUTH						
Regions & Former Regions	Operating Costs	4	13 to 86	36	36	37
	Total Costs	4	21 to 95	43	36	
Counties	Operating Costs	1	2	2	2	2
	Total Costs	1	3	3	3	
Single-tiers						
<10,000	Operating Costs	5	93 to 1,170	165	141	117
	Total Costs	5	112 to 1,170	237	160	
10,000 – 99,999	Operating Costs	14	28 to 115	72	83	67
	Total Costs	14	45 to 168	100	87	
100,000 +	Operating Costs	6	42 to 69	61	60	60
	Total Costs	6	58 to 110	79	76	
Lower-tiers						
< 5,000	Operating Costs	58	5 to 475	64	64	54
	Total Costs	58	5 to 578	71	75	
5,000 – 9,999	Operating Costs	61	9 to 194	78	81	73
	Total Costs	61	11 to 243	93	88	
10,000 – 19,999	Operating Costs	59	4 to 146	82	75	70
	Total Costs	59	4 to 215	98	87	
20,000 – 39,999	Operating Costs	20	34 to 149	86	77	78
	Total Costs	20	37 to 193	104	97	
40,000 – 99,999	Operating Costs	11	33 to 116	85	81	78
	Total Costs	11	39 to 149	107	93	
100,000 +	Operating Costs	14	50 to 106	67	65	61
	Total Costs	14	59 to 154	81	75	
ALL MUNICIPALITIES	Operating Costs	361	0.12 to 10,392	83	79	74
	Total Costs	361	0.12 to 15,511	100	90	
# Reporting	Operating Costs			361	324	299
	Total Costs			361	324	

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 2011:

- 227 of the 242 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 114 municipalities reported Interest on Long Term Debt.
- 31 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).

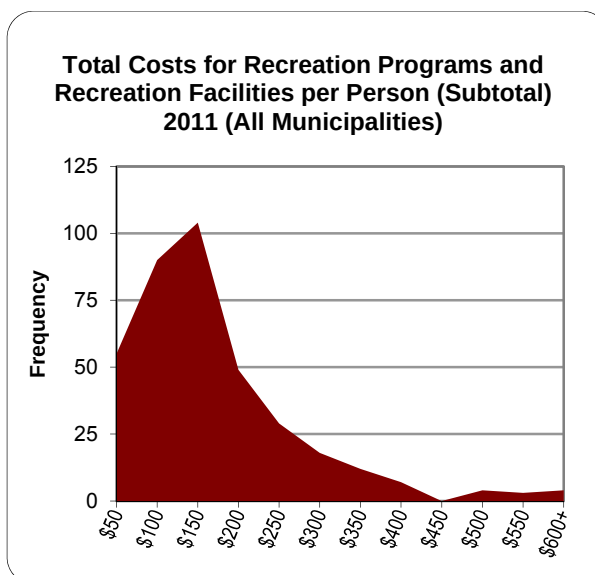
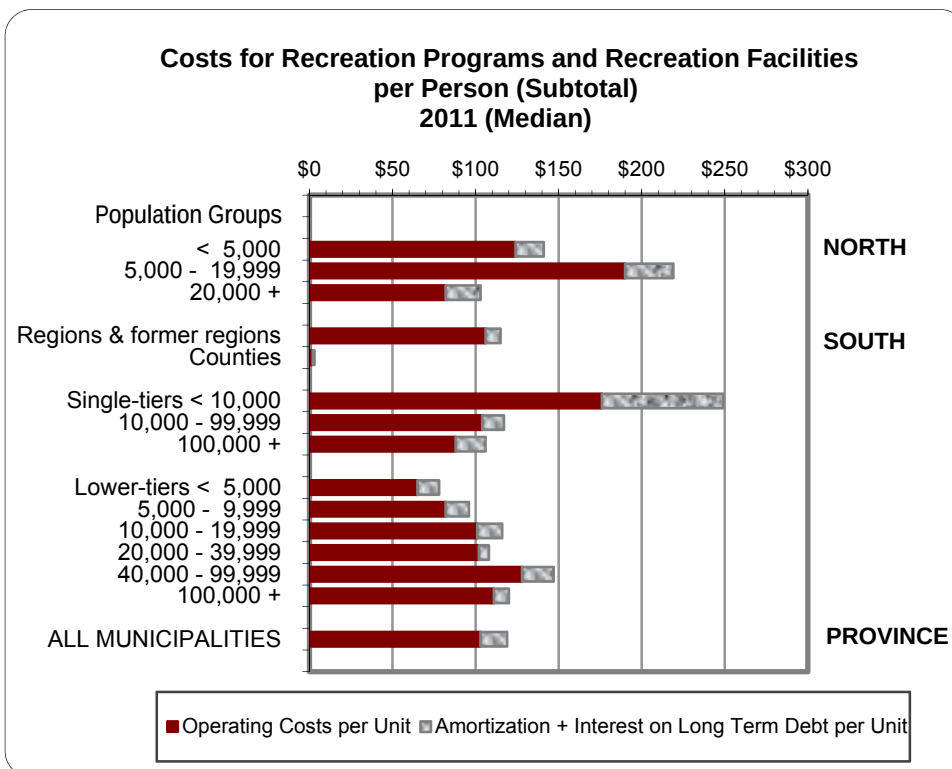
Objective	Efficient operation of recreation facilities.
Notes	This measure is automatically calculated and is based on expenses reported in Schedule 40 of the FIR, Consolidated Statement of Operations: Expenses. Recreation facilities include built or enclosed structures used for community recreation 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)				
				2011	2010	2009
Population		Reporting #	Range \$	Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	104	0.11 to 10,392	124	126	99
	Total Costs	104	0.11 to 15,511	141	145	
5,000 – 19,999	Operating Costs	11	79 to 375	190	204	199
	Total Costs	11	112 to 394	219	229	
20,000 +	Operating Costs	4	78 to 132	82	77	88
	Total Costs	4	92 to 139	103	96	
SOUTH						
Regions & Former Regions	Operating Costs	4	82 to 145	106	92	112
	Total Costs	4	89 to 155	115	97	
Counties	Operating Costs	1	2	2	2	2
	Total Costs	1	3	3	3	
Single-tiers						
<10,000	Operating Costs	5	112 to 1,170	176	141	117
	Total Costs	5	122 to 1,170	249	160	
10,000 – 99,999	Operating Costs	14	38 to 157	104	99	89
	Total Costs	14	55 to 188	117	108	
100,000 +	Operating Costs	6	75 to 107	88	88	84
	Total Costs	6	92 to 138	106	100	
Lower-tiers						
< 5,000	Operating Costs	59	6 to 525	65	67	62
	Total Costs	59	7 to 693	78	77	
5,000 – 9,999	Operating Costs	63	13 to 246	82	81	76
	Total Costs	63	13 to 319	96	95	
10,000 – 19,999	Operating Costs	59	13 to 241	101	99	88
	Total Costs	59	13 to 288	116	105	
20,000 – 39,999	Operating Costs	20	38 to 159	102	89	80
	Total Costs	20	41 to 218	108	108	
40,000 – 99,999	Operating Costs	11	41 to 168	128	123	115
	Total Costs	11	47 to 209	147	143	
100,000 +	Operating Costs	14	67 to 165	111	99	90
	Total Costs	14	80 to 223	120	117	
ALL MUNICIPALITIES	Operating Costs	375	0.11 to 10,392	103	98	90
	Total Costs	375	0.11 to 15,511	119	109	
# Reporting	Operating Costs			375	333	311
	Total Costs			375	333	

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 2011

- 237 of the 253 municipalities reporting expenses for Contracted Services also reported Amortization.
- 116 municipalities reported Interest on Long Term Debt.
- 31 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.

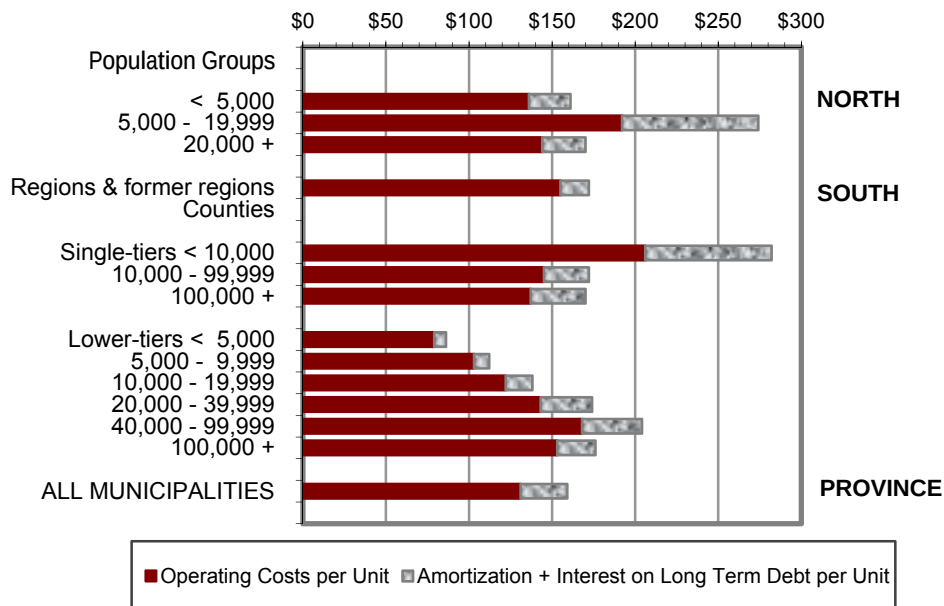
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a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

Recreation Programs and Recreation Facilities (Subtotal): Efficiency

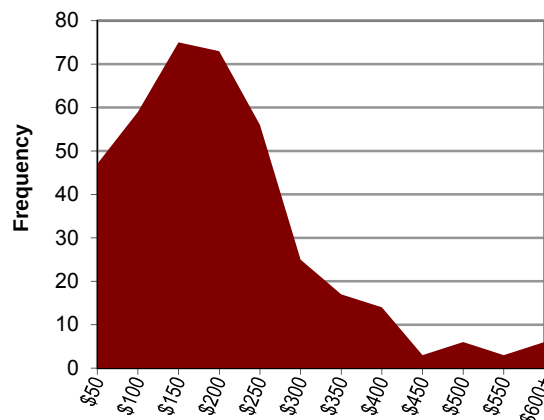
Operating costs for parks, recreation programs and recreation facilities per person (Subtotal).
Total costs for parks, recreation programs and recreation facilities per person (Subtotal).

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

Costs for Parks, Recreation Programs and Recreation Facilities per Person (Subtotal) 2011 (Median)



Total Costs for Parks, Recreation Programs and Recreation Facilities per Person (Subtotal) 2011 (All Municipalities)



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)				
				2011	2010	2009
Population	Reporting	Range	Median	Median	Median	
	#	\$	\$	\$	\$	\$
NORTH						
< 5,000	Operating Costs	106	2 to 10,392	136	138	116
	Total Costs	106	2 to 15,511	161	151	
5,000 – 19,999	Operating Costs	11	79 to 396	192	270	236
	Total Costs	11	112 to 415	274	278	
20,000 +	Operating Costs	4	128 to 211	144	135	142
	Total Costs	4	137 to 237	170	155	
SOUTH						
Regions & Former Regions	Operating Costs	5	3 to 192	155	148	152
	Total Costs	5	3 to 206	172	160	
Counties	Operating Costs	4	0.19 to 4	0.31	0.26	0.26
	Total Costs	4	0.21 to 5	0.33	0.29	
Single-tiers						
<10,000	Operating Costs	5	153 to 1,170	206	177	148
	Total Costs	5	166 to 1,203	282	198	
10,000 – 99,999	Operating Costs	14	64 to 209	145	146	137
	Total Costs	14	87 to 243	172	166	
100,000 +	Operating Costs	6	101 to 189	137	123	116
	Total Costs	6	128 to 216	170	159	
Lower-tiers						
< 5,000	Operating Costs	60	6 to 665	79	76	70
	Total Costs	60	7 to 943	86	80	
5,000 – 9,999	Operating Costs	64	13 to 308	103	106	100
	Total Costs	64	13 to 403	112	124	
10,000 – 19,999	Operating Costs	60	16 to 276	122	123	118
	Total Costs	60	19 to 314	138	139	
20,000 – 39,999	Operating Costs	20	69 to 189	143	137	116
	Total Costs	20	77 to 265	174	164	
40,000 – 99,999	Operating Costs	11	103 to 230	168	157	142
	Total Costs	11	124 to 277	204	188	
100,000 +	Operating Costs	14	112 to 226	153	141	136
	Total Costs	14	112 to 303	176	172	
ALL MUNICIPALITIES	Operating Costs	384	0.19 to 10,392	131	128	122
	Total Costs	384	0.21 to 15,511	159	148	
# Reporting	Operating Costs			384	339	316
	Total Costs			384	339	

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 2011:

- 263 of the 270 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 124 municipalities reported Interest on Long Term Debt.
- 14 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

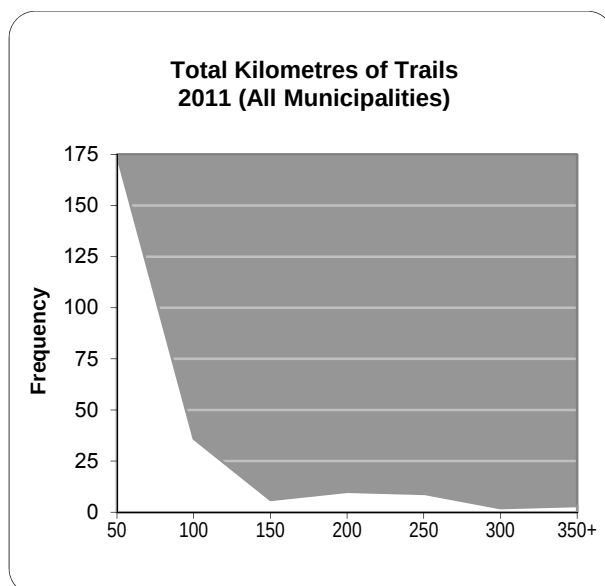
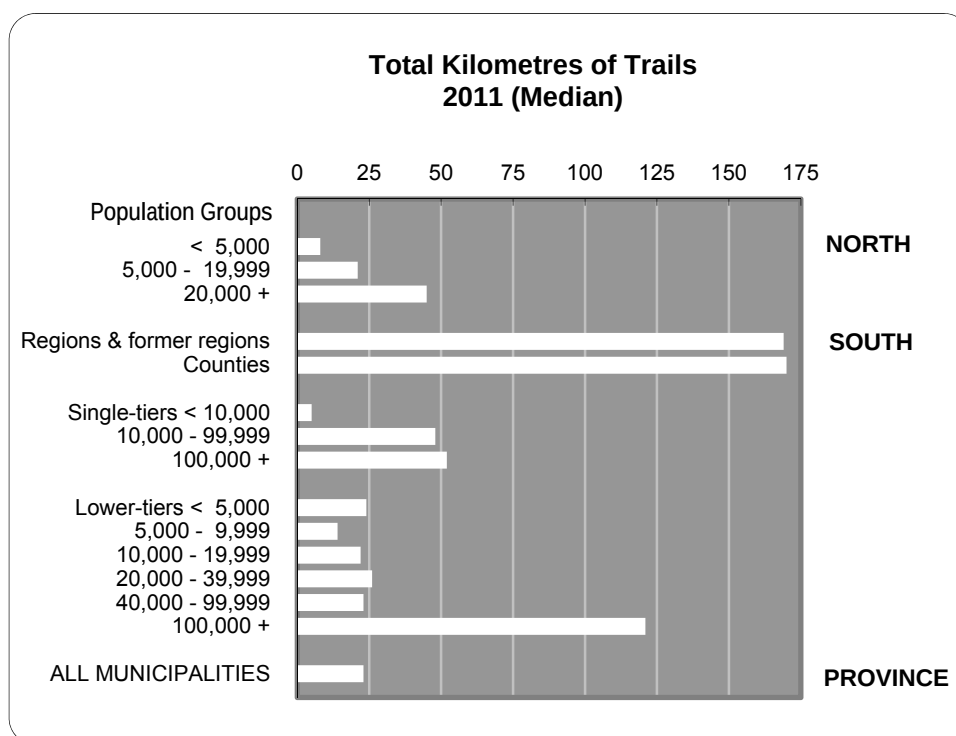
- Population reported by municipality; seasonal population.
- Storms requiring cleanup.
- Number and type of recreation facilities.
- Age of facilities.
- Extent of recreation programming.
- Volunteer involvement.

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.					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	40	1 to 160	8	8	15	8	8
5,000 – 19,999	7	4 to 90	21	13	13	13	13
20,000 +	4	19 to 90	45	45	45	34	12
SOUTH							
Regions & Former Regions	4	50 to 249	169	168	234	169	169
Counties	5	6 to 200	170	72	72	72	6
Single-tiers							
<10,000	4	4 to 15	5	5	5	5	5
10,000 – 99,999	14	1 to 113	48	29	27	42	25
100,000 +	6	33 to 199	52	51	50	51	51
Lower-tiers							
< 5,000	21	1 to 450	24	24	25	18	10
5,000 – 9,999	40	1 to 397	14	12	9	9	10
10,000 – 19,999	54	1 to 1,200	22	20	20	22	22
20,000 – 39,999	17	5 to 239	26	26	16	16	13
40,000 – 99,999	11	7 to 182	23	20	22	21	23
100,000 +	14	27 to 293	121	115	115	90	90
ALL MUNICIPALITIES	241	1 to 1,200	23	24	22	21	18
# Reporting			241	215	206	221	220

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:

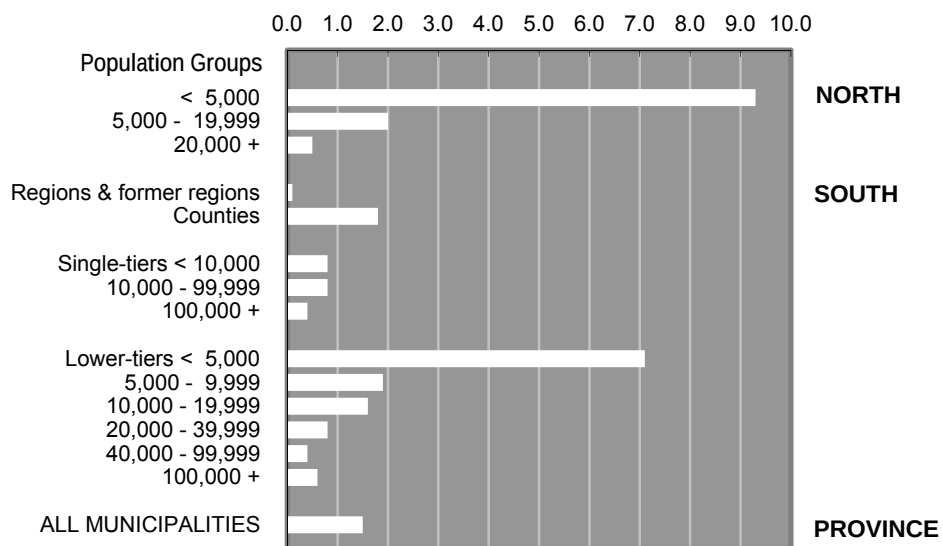
- Trails consist of trails that are owned by municipalities and trails owned by third parties.
- "Total kilometres of trails" is the numerator of the measure, "Kilometres of trails per 1,000 persons".

Trails: Effectiveness

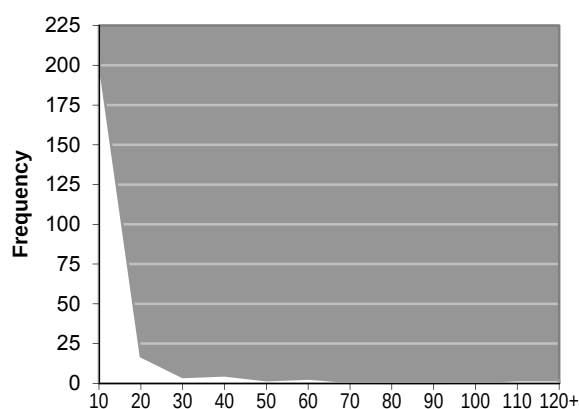
Total kilometres of trails per 1,000 persons.

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

**Total Kilometres of Trails per 1,000 Persons
2011 (Median)**



**Total Kilometres of Trails per 1,000 Persons
2011 (All Municipalities)**



RESULTS Total kilometres of trails per 1,000 persons							
Population	Reporting #	Range #	2011	2010	2009	2008	2007
			Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	40	0.4 to 233	9.3	7.2	12.8	10.3	10.3
5,000 – 19,999	7	0.3 to 8	2.0	1.6	1.6	2.1	1.9
20,000 +	4	0.4 to 1	0.5	0.5	0.5	0.3	0.2
SOUTH							
Regions & Former Regions	4	0.1 to 1	0.1	0.3	1.1	0.3	0.1
Counties	5	0.1 to 3	1.8	1.5	0.9	0.9	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	14	0.1 to 2	0.8	0.6	0.7	0.7	0.6
100,000 +	6	0.3 to 1	0.4	0.4	0.4	0.4	0.4
Lower-tiers							
< 5,000	21	0.5 to 90	7.1	7.3	7.3	5.1	4.0
5,000 – 9,999	40	0.2 to 62	1.9	1.5	1.3	1.1	1.2
10,000 – 19,999	54	0.1 to 106	1.6	1.4	1.5	1.8	1.6
20,000 – 39,999	17	0.2 to 11	0.8	0.9	0.7	0.6	0.4
40,000 – 99,999	11	0.1 to 3	0.4	0.4	0.4	0.4	0.4
100,000 +	14	0.2 to 1	0.6	0.5	0.5	0.4	0.4
ALL MUNICIPALITIES	241	0.1 to 233	1.5	1.4	1.2	1.2	1.2
# Reporting			241	215	206	221	220

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

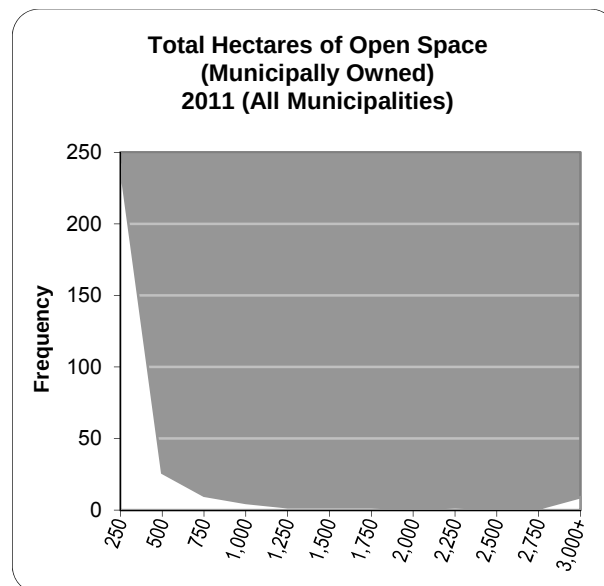
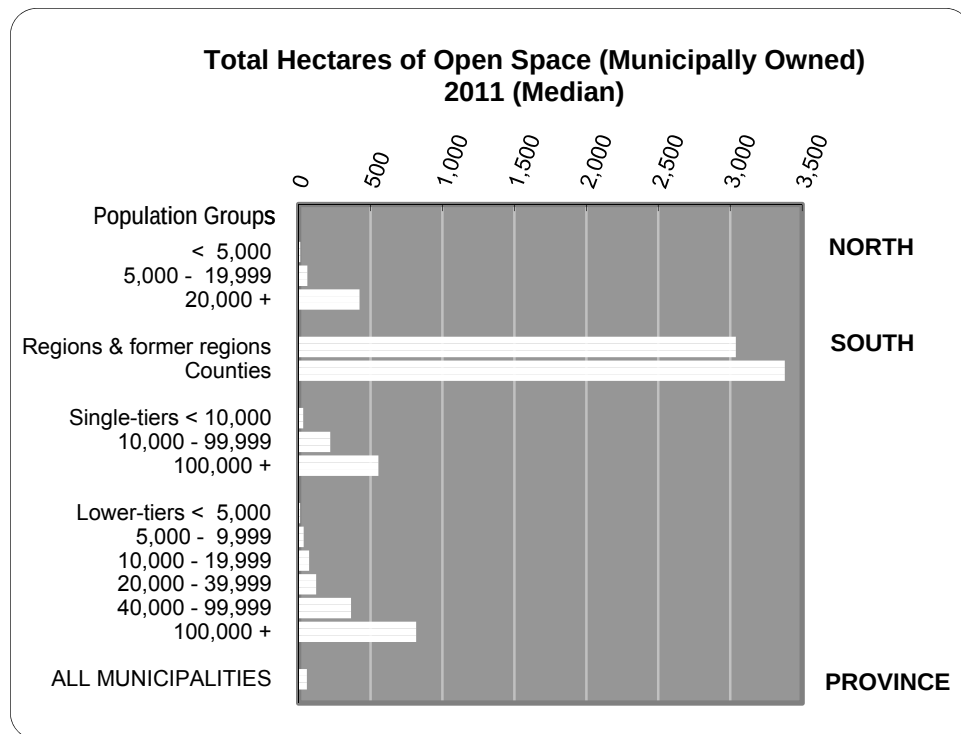
Results are influenced by:

**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).					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	69	1 to 74,196	12	12	12	11	13
5,000 – 19,999	9	5 to 606	61	61	40	61	61
20,000 +	4	91 to 1,516	424	315	315	315	900
SOUTH							
Regions & Former Regions	4	2,599 to 8,066	3,039	3,881	5,464	2,124	1,797
Counties	4	2,002 to 5,800	3,379	2,002	2,002	605	605
Single-tiers							
<10,000	4	30 to 51	32	30	32	30	30
10,000 – 99,999	14	60 to 4,159	220	219	219	211	209
100,000 +	6	258 to 2,441	555	529	505	479	478
Lower-tiers							
< 5,000	38	1 to 465	11	9	10	10	10
5,000 – 9,999	50	1 to 1,570	35	38	35	35	30
10,000 – 19,999	59	6 to 546	73	74	70	70	70
20,000 – 39,999	17	68 to 397	122	118	115	89	81
40,000 – 99,999	11	167 to 655	365	323	365	365	280
100,000 +	14	291 to 2,975	817	830	893	893	837
ALL MUNICIPALITIES	303	1 to 74,196	58	55	54	50	48
# Reporting			303	273	260	290	285

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.

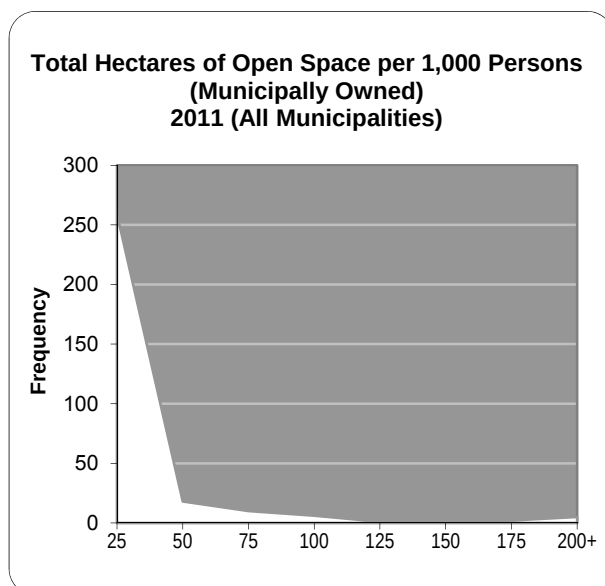
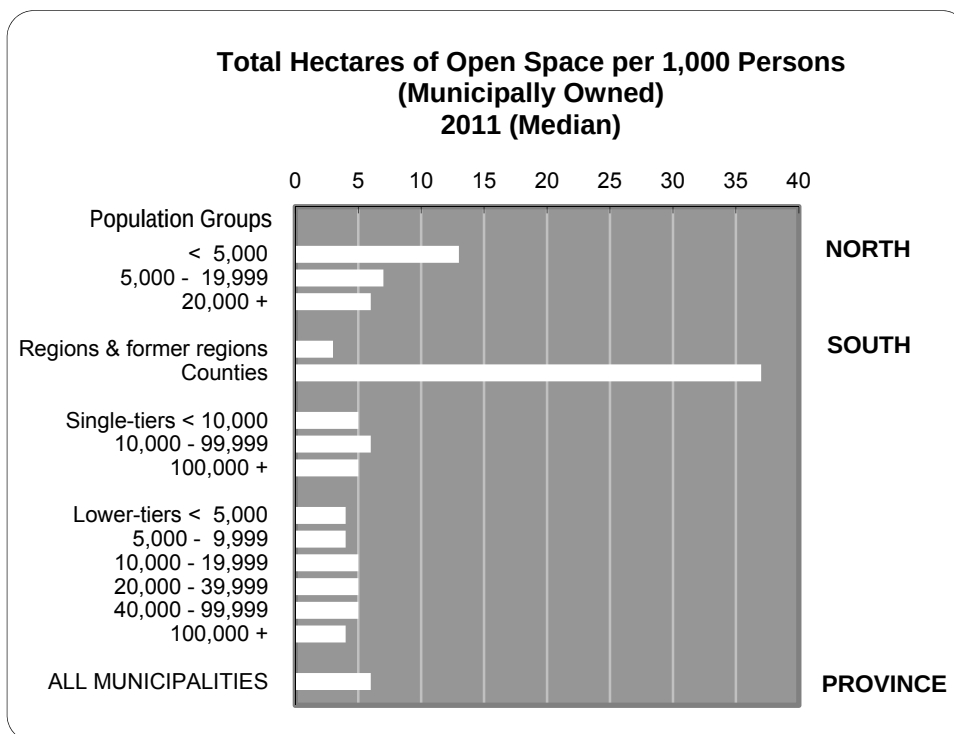
Notes:

- “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).					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	69	0.3 to 30,383	13	14	14	12	15
5,000 – 19,999	9	0.9 to 76	7	7	5	6	6
20,000 +	4	2 to 18	6	4	4	4	15
SOUTH							
Regions & Former Regions	4	3 to 24	3	7	6	4	3
Counties	4	36 to 96	37	34	34	11	11
Single-tiers							
<10,000	4	5 to 10	5	5	5	5	5
10,000 – 99,999	14	2 to 57	6	6	6	6	5
100,000 +	6	2 to 10	5	4	4	4	4
Lower-tiers							
< 5,000	38	0.3 to 138	4	3	4	4	4
5,000 – 9,999	50	0.1 to 211	4	4	4	4	4
10,000 – 19,999	59	0.6 to 51	5	5	5	5	5
20,000 – 39,999	17	3 to 12	5	4	4	3	3
40,000 – 99,999	11	2 to 11	5	5	5	5	5
100,000 +	14	3 to 8	4	4	4	4	4
ALL MUNICIPALITIES	303	0.1 to 30,383	6	5	5	5	5
# Reporting			303	273	260	290	285

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.

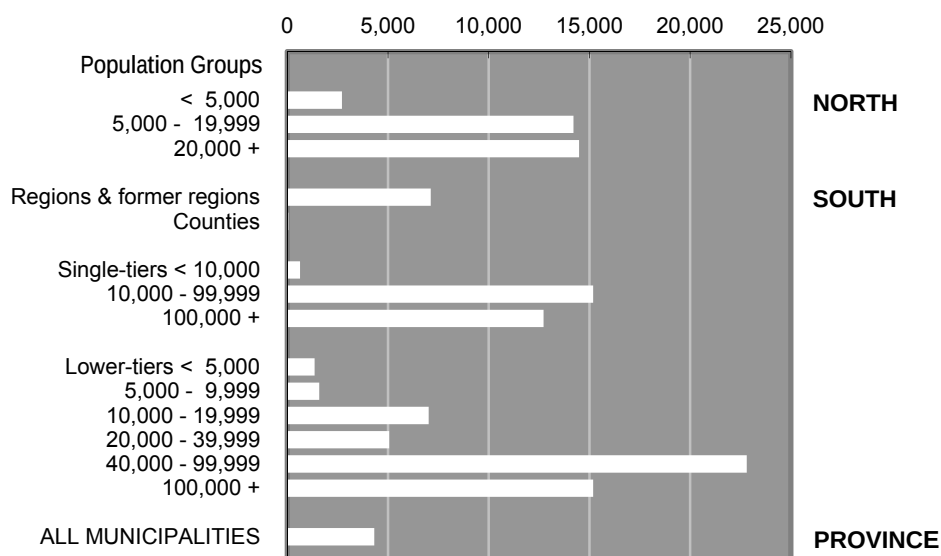
Recreation Programs: Effectiveness

Total participant hours for recreation programs per 1,000 persons

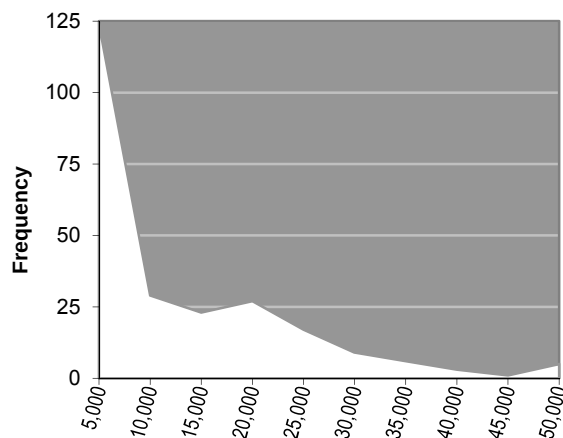
Total participant hours for recreation programs:
registered, drop-in and permitted programs

Total population / 1,000

**Total Participant Hours for Recreation Programs
per 1,000 Persons
2011 (Median)**



**Total Participant Hours for Recreation
Programs per 1,000 Persons
2011 (All Municipalities)**



RESULTS		Total participant hours for recreation programs per 1,000 persons					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	47	13 to 47,366	2,719	3,589	1,345	1,333	897
5,000 – 19,999	9	57 to 29,457	14,209	20,708	19,568	21,685	15,979
20,000 +	4	35 to 33,289	14,487	14,288	10,014	16,164	3,833
SOUTH							
Regions & Former Regions	4	446 to 15,172	7,120	12,634	12,045	9,034	7,102
Counties	1	51	51				
Single-tiers							
<10,000	4	304 to 21,263	635	915	15,437	1,086	1,086
10,000 – 99,999	12	745 to 25,450	15,185	16,588	16,119	14,592	16,225
100,000 +	6	2,315 to 46,318	12,720	12,722	12,722	13,481	12,410
Lower-tiers							
< 5,000	26	56 to 30,153	1,357	769	831	528	1,086
5,000 – 9,999	40	24 to 45,378	1,584	1,452	1,156	793	1,330
10,000 – 19,999	51	11 to 47,346	7,023	4,158	5,129	4,360	6,217
20,000 – 39,999	16	147 to 20,488	5,057	11,652	6,559	6,712	3,949
40,000 – 99,999	10	837 to 49,744	22,814	8,806	17,485	17,385	16,851
100,000 +	14	8,775 to 38,463	15,188	18,515	19,453	20,268	18,370
ALL MUNICIPALITIES	244	11 to 49,744	4,319	5,452	5,873	3,080	2,926
# Reporting			244	219	215	247	240

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

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

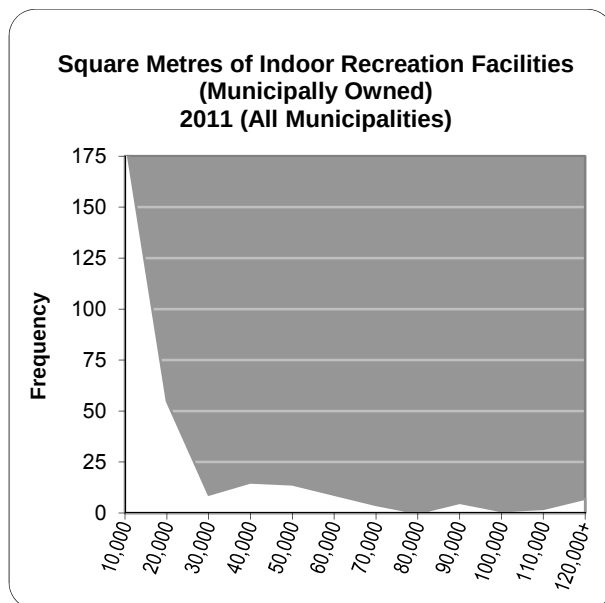
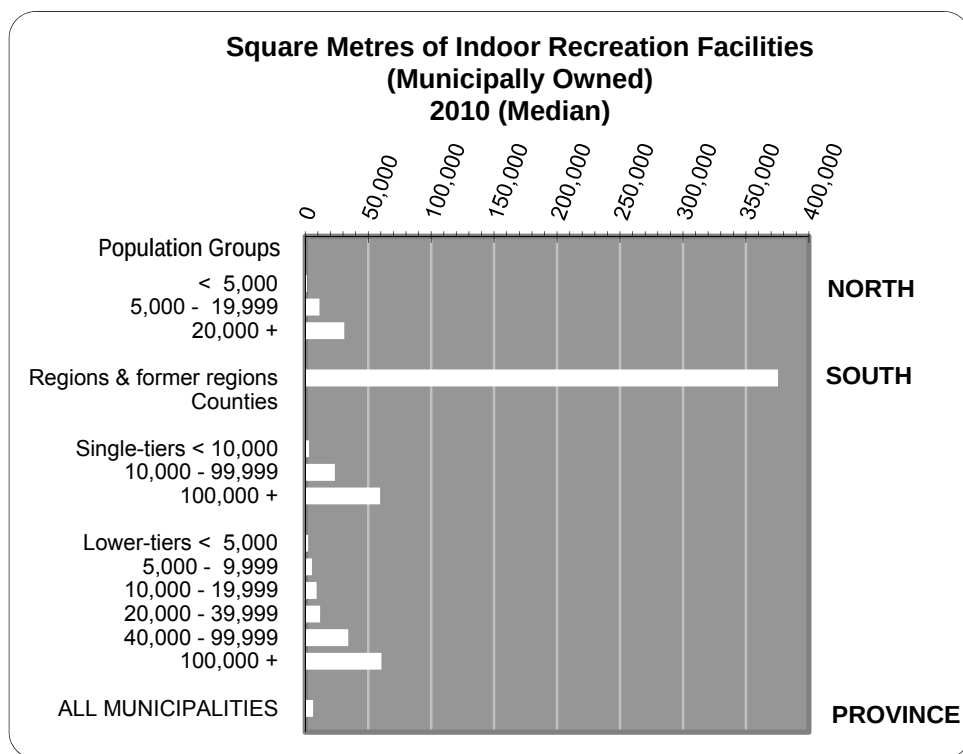
Results are influenced by:

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).					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	73	5 to 49,285	1,447	1,500	1,766	1,643	1,643
5,000 – 19,999	10	5,281 to 55,787	11,298	11,298	12,211	11,298	11,298
20,000 +	4	13,000 to 56,841	30,967	30,967	30,967	45,314	45,314
SOUTH							
Regions & Former Regions	3	129,030 to 420,181	375,479	147,741	375,479	135,267	135,267
Counties							
Single-tiers							
<10,000	4	2,542 to 10,154	3,057	3,057	6,932	3,057	3,057
10,000 – 99,999	14	7,665 to 53,256	23,446	24,136	24,136	28,786	28,786
100,000 +	6	53,166 to 86,589	59,452	59,008	58,882	59,585	47,853
Lower-tiers							
< 5,000	40	6 to 24,296	2,330	2,232	2,032	2,415	2,356
5,000 – 9,999	52	54 to 104,295	5,383	5,873	5,130	5,735	5,735
10,000 – 19,999	57	6 to 500,000	8,960	8,531	7,305	8,701	8,701
20,000 – 39,999	18	2,508 to 34,541	11,792	11,690	11,792	11,792	11,273
40,000 – 99,999	11	21,020 to 81,329	34,234	33,677	32,128	33,450	33,450
100,000 +	14	31,776 to 207,067	60,491	60,491	61,653	61,653	60,491
ALL MUNICIPALITIES	306	5 to 500,000	6,192	6,500	6,215	6,092	5,873
# Reporting			306	274	261	296	292

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).
- In 2008, 2009 and 2011 only 3 municipalities reported in the group, "Regions and Former Regions", affecting results.

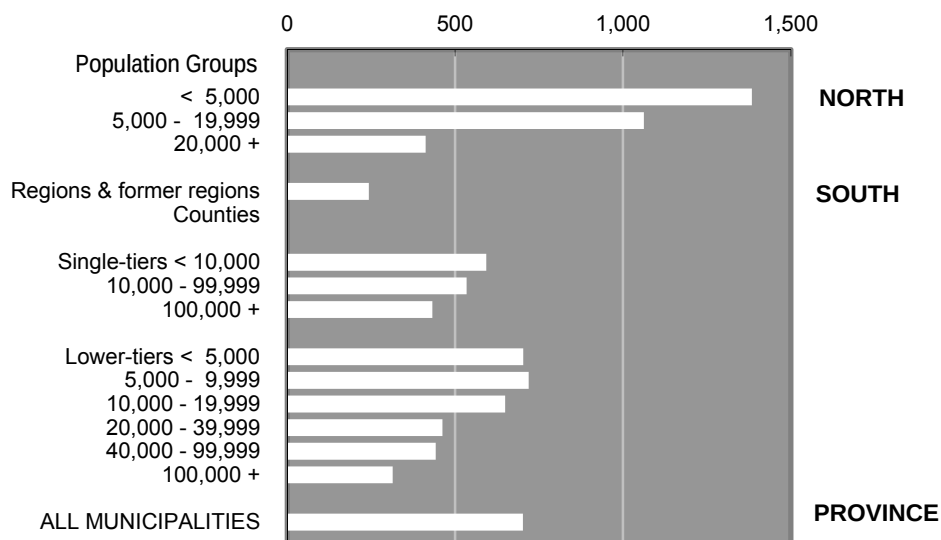
Indoor Recreation Facilities: Effectiveness

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

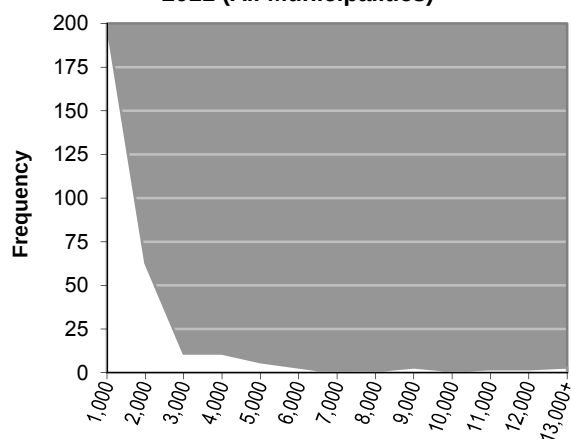
Square metres of indoor recreation facilities

Total population / 1,000

Square Metres of Indoor Recreation Facilities per 1,000 Persons (Municipally Owned) 2011 (Median)



Square Metres of Indoor Recreation Facilities per 1,000 Persons (Municipally Owned) 2011 (All Municipalities)



RESULTS		Square metres of indoor recreation facilities per 1,000 persons (municipally owned).					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	73	7 to 35,119	1,384	1,462	1,160	1,377	1,336
5,000 – 19,999	10	501 to 9,690	1,062	1,121	1,121	1,187	1,187
20,000 +	4	254 to 1,050	412	411	411	521	521
SOUTH							
Regions & Former Regions	3	151 to 405	243	280	413	418	261
Counties							
Single-tiers							
<10,000	4	589 to 1,535	593	650	790	650	650
10,000 – 99,999	14	329 to 1,306	534	494	494	495	495
100,000 +	6	227 to 511	432	432	448	446	255
Lower-tiers							
< 5,000	40	3 to 12,553	703	757	815	882	819
5,000 – 9,999	52	6 to 11,172	719	777	702	749	776
10,000 – 19,999	57	1 to 44,135	649	628	605	617	685
20,000 – 39,999	18	117 to 1,046	462	461	458	463	428
40,000 – 99,999	11	358 to 1,644	442	438	371	437	441
100,000 +	14	242 to 515	314	311	306	318	321
ALL MUNICIPALITIES	306	1 to 44,135	702	707	689	723	702
# Reporting			306	274	261	296	292

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.
- In 2008, 2009 and 2011, only 3 municipalities reported in the group, "Regions and Former Regions", affecting results.

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.

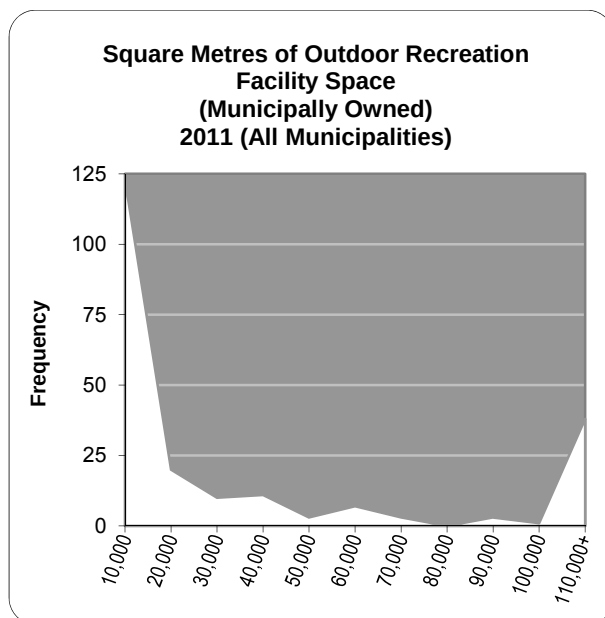
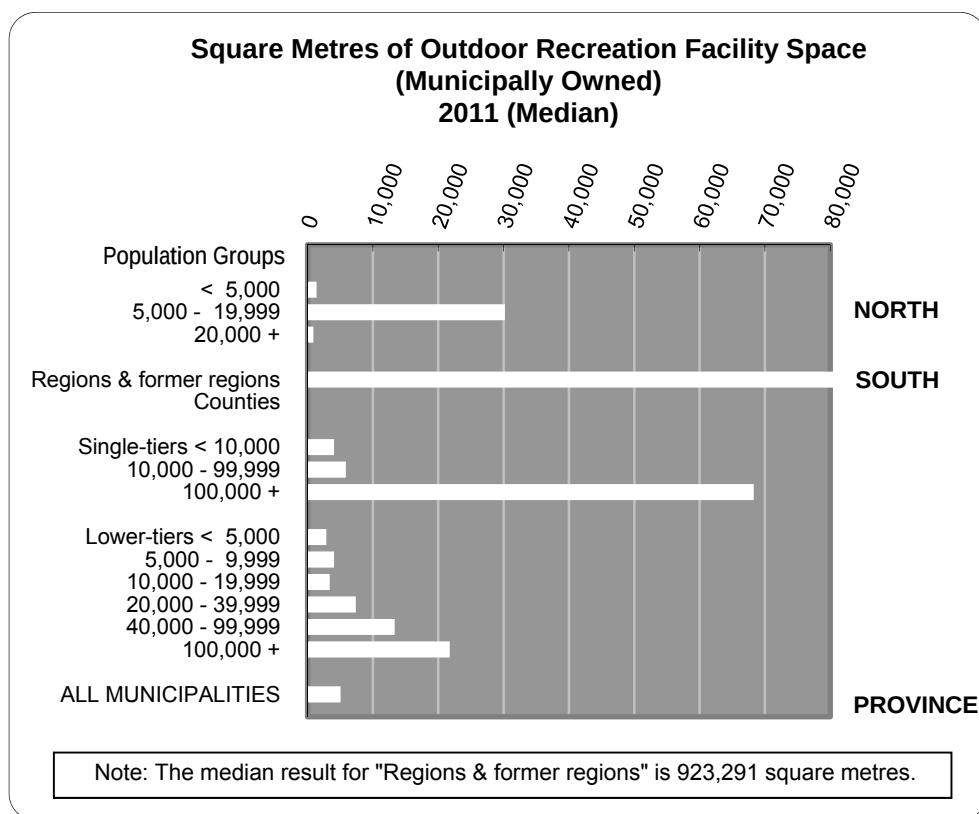
**Factors
Affecting
Results**

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).					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	45	28 to 1,570,500	1,400	1,394	1,400	1,625	1,625
5,000 – 19,999	6	929 to 705,281	30,210	6,836	30,210	6,836	6,836
20,000 +	4	611 to 130,000	912	2,910	2,910	6,573	6,573
SOUTH							
Regions & Former Regions	3	282,589 to 2,920,200	923,291	424,297	42,810	42,810	422,429
Counties							
Single-tiers							
<10,000	4	1,113 to 300,000	4,047	4,047	4,047	1,113	1,113
10,000 – 99,999	11	1,925 to 59,270	5,880	14,629	5,880	9,000	14,784
100,000 +	6	19,915 to 5,550,000	68,284	68,284	18,578	18,578	18,578
Lower-tiers							
< 5,000	20	145 to 130,000	2,894	2,894	2,894	2,894	2,200
5,000 – 9,999	41	13 to 316,800	4,047	4,047	2,532	5,351	5,351
10,000 – 19,999	44	35 to 1,451,965	3,400	3,400	3,051	4,013	5,073
20,000 – 39,999	12	221 to 443,261	7,381	7,381	10,400	6,917	2,098
40,000 – 99,999	9	2,421 to 184,774	13,430	12,883	12,833	12,883	12,883
100,000 +	14	677 to 3,135,312	21,751	21,751	22,188	22,188	22,188
ALL MUNICIPALITIES	219	13 to 5,550,000	5,073	5,374	4,047	5,374	4,613
# Reporting			219	194	181	201	202

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 10.

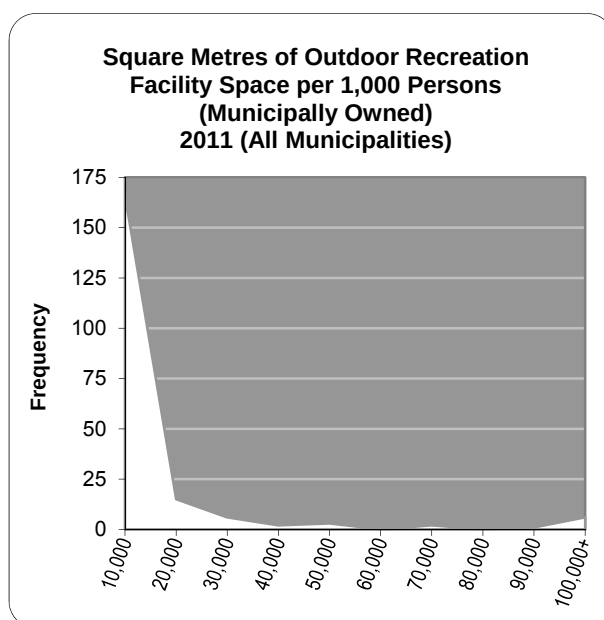
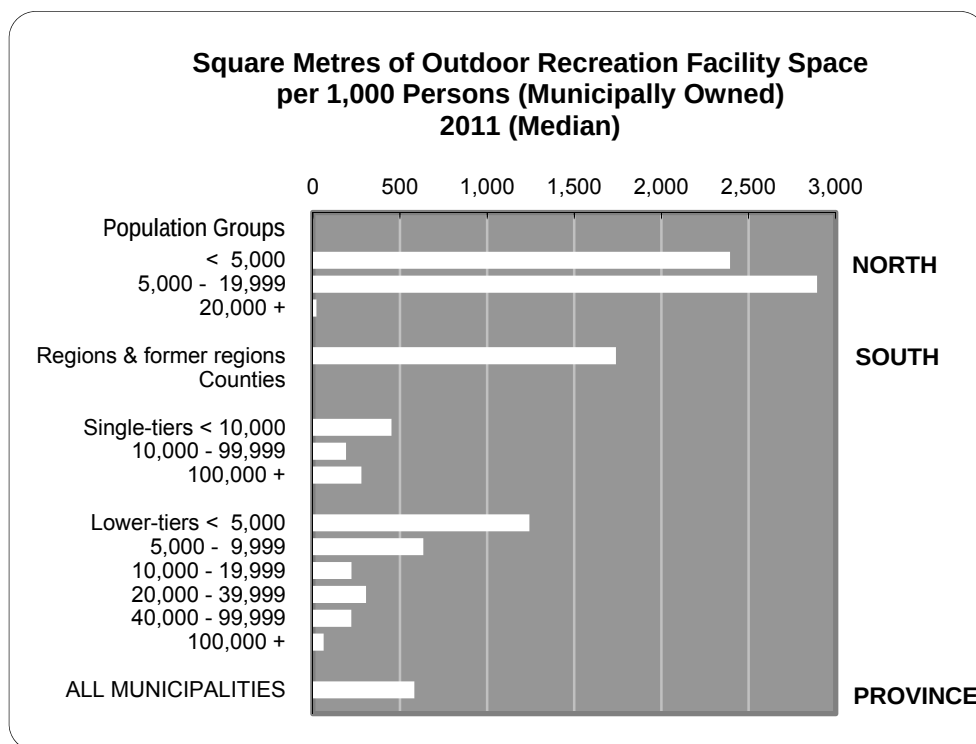
Notes:

- 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.
- The number of municipalities in the group, "Regions and Former Regions" fluctuated between 2 and 4 municipalities, affecting results. Two municipalities in the group reported results in 2008 and 2009, three municipalities reported in 2007 and 2011, and 4 municipalities reported in 2010.

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).					
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	45	25 to 1,209,007	2,394	2,156	1,804	1,930	2,014
5,000 – 19,999	6	113 to 68,393	2,893	510	2,893	510	510
20,000 +	4	8 to 2,545	21	27	27	87	88
SOUTH							
Regions & Former Regions	3	101 to 3,150	1,739	269	266	266	266
Counties							
Single-tiers							
<10,000	4	260 to 45,338	451	461	461	266	266
10,000 – 99,999	11	33 to 1,564	190	272	186	199	281
100,000 +	6	161 to 45,608	279	187	172	172	172
Lower-tiers							
< 5,000	20	92 to 31,941	1,243	1,243	1,293	1,312	1,030
5,000 – 9,999	41	2 to 47,348	634	634	485	691	687
10,000 – 19,999	44	3 to 91,124	222	229	182	233	341
20,000 – 39,999	12	10 to 13,422	305	304	326	304	95
40,000 – 99,999	9	27 to 2,226	221	217	223	223	211
100,000 +	14	2 to 16,362	62	60	60	61	62
ALL MUNICIPALITIES	219	2 to 1,209,007	582	485	436	529	507
# Reporting			219	194	181	201	202

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.
- The number of municipalities in the group, "Regions and Former Regions" fluctuated between 2 and 4 municipalities, affecting results. Two municipalities in the group reported results in 2008 and 2009, three municipalities reported in 2007 and 2011, and 4 municipalities reported in 2010.

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

Results are influenced by:

Affecting**Results**

- Availability of accurate data.
- Number and size of outdoor recreation facilities and spaces.

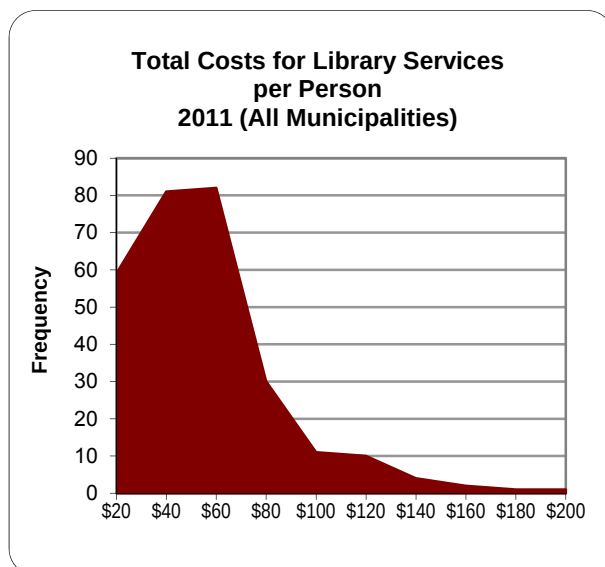
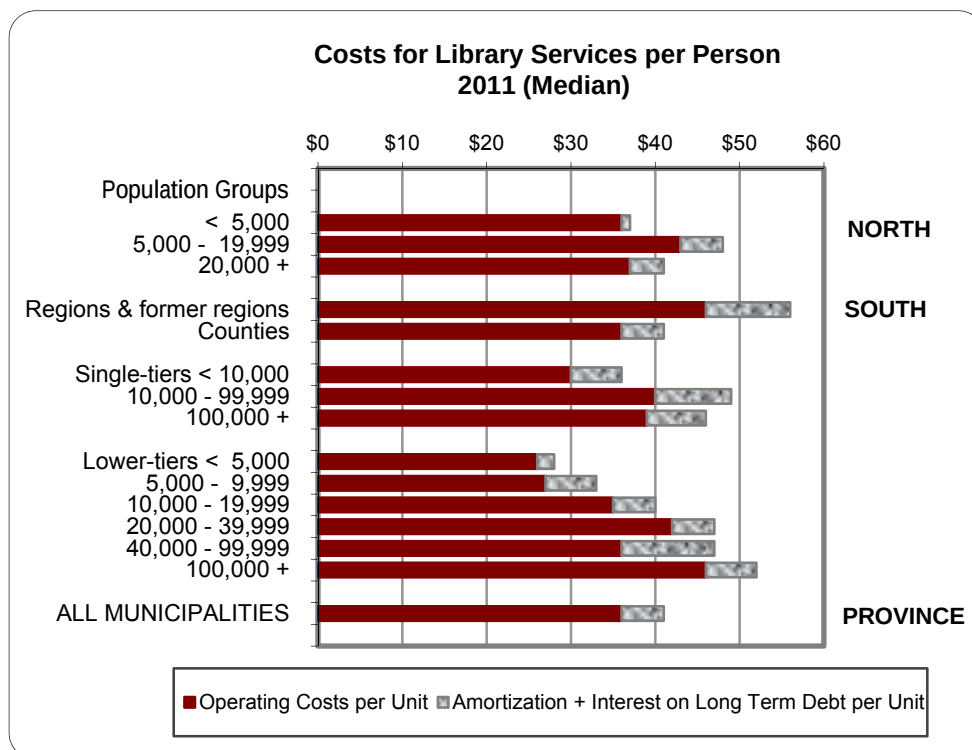
Library Services: Efficiency

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.				
				2011	2010	2009
Population	Reporting #	Range \$	Median \$	Median \$	Median \$	
NORTH						
< 5,000	Operating Costs	88	2 to 181	36	30	24
	Total Costs	88	2 to 192	37	32	
5,000 – 19,999	Operating Costs	11	13 to 81	43	47	46
	Total Costs	11	14 to 105	48	47	
20,000 +	Operating Costs	4	34 to 53	37	36	34
	Total Costs	4	38 to 58	41	40	
SOUTH						
Regions & Former Regions	Operating Costs	4	44 to 64	46	45	43
	Total Costs	4	53 to 75	56	53	
Counties	Operating Costs	11	3 to 47	36	34	33
	Total Costs	11	3 to 56	41	37	
Single-tiers						
<10,000	Operating Costs	4	27 to 73	30	30	38
	Total Costs	4	32 to 85	36	37	
10,000 – 99,999	Operating Costs	13	25 to 73	40	38	38
	Total Costs	13	28 to 80	49	47	
100,000 +	Operating Costs	6	33 to 62	39	36	34
	Total Costs	6	39 to 67	46	43	
Lower-tiers						
< 5,000	Operating Costs	40	1 to 114	26	23	25
	Total Costs	40	1 to 146	28	25	
5,000 – 9,999	Operating Costs	30	8 to 89	27	29	28
	Total Costs	30	8 to 118	33	32	
10,000 – 19,999	Operating Costs	36	2 to 77	35	34	35
	Total Costs	36	3 to 102	40	39	
20,000 – 39,999	Operating Costs	11	15 to 69	42	38	41
	Total Costs	11	25 to 87	47	41	
40,000 – 99,999	Operating Costs	10	33 to 58	36	42	36
	Total Costs	10	36 to 67	47	46	
100,000 +	Operating Costs	13	21 to 57	46	46	39
	Total Costs	13	26 to 71	52	48	
ALL MUNICIPALITIES	Operating Costs	281	1 to 181	36	35	33
	Total Costs	281	1 to 192	41	40	
# Reporting	Operating Costs			281	271	255
	Total Costs			281	271	

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 2011:

- 131 of the 169 municipalities reporting expenses for Contracted Services, also reported Amortization.
- 34 municipalities reported Interest on Long Term Debt.
- 74 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.

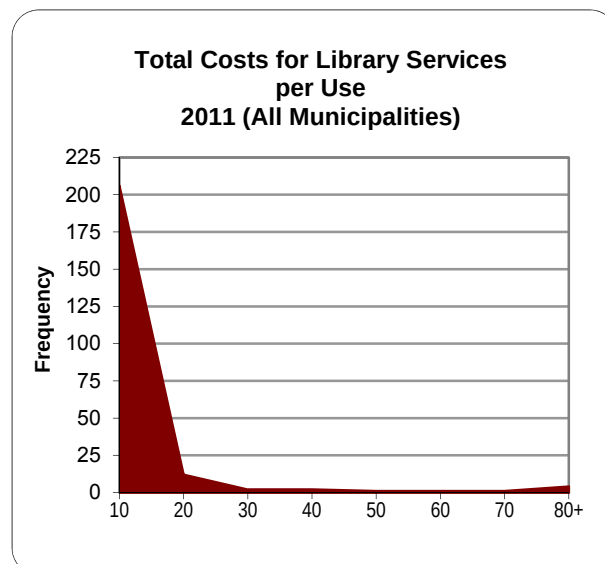
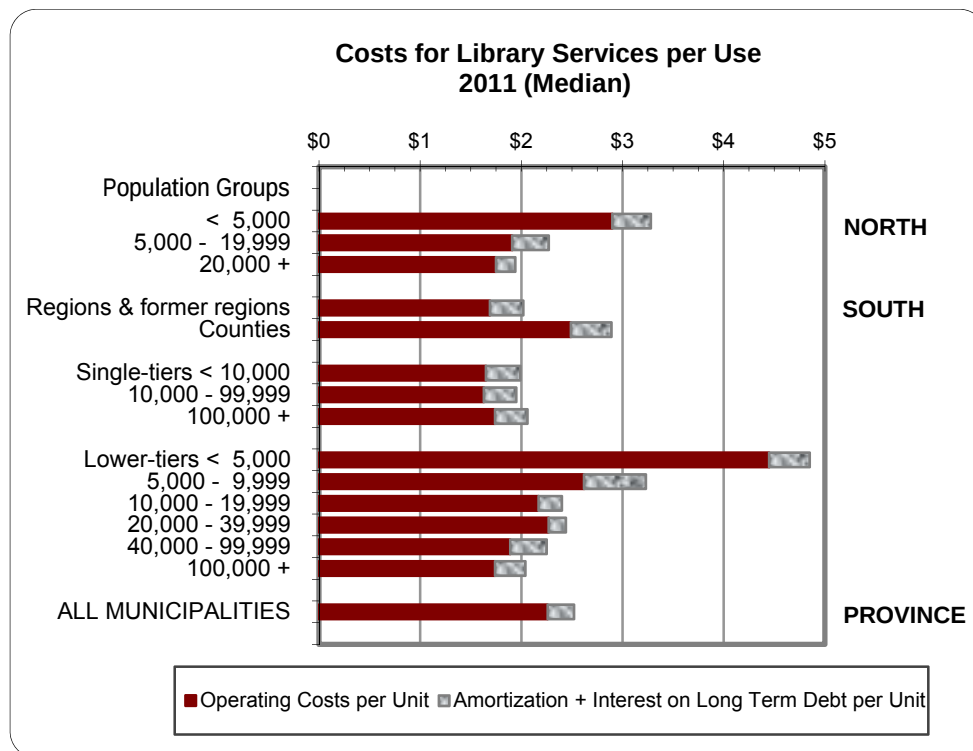
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a 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.				
				2011	2010	2009
Population	Reporting #	Range \$		Median \$	Median \$	Median \$
NORTH						
< 5,000	Operating Costs	64	0.30 to 811.89	2.90	4.01	3.71
	Total Costs	65	0.30 to 867.81	3.28	4.22	
5,000 – 19,999	Operating Costs	11	0.62 to 3.28	1.91	1.78	1.60
	Total Costs	11	0.68 to 3.45	2.27	2.26	
20,000 +	Operating Costs	4	0.53 to 2.70	1.75	2.30	1.81
	Total Costs	4	0.60 to 2.98	1.94	2.51	
SOUTH						
Regions & Former Regions	Operating Costs	4	1.44 to 4.25	1.69	1.71	1.99
	Total Costs	4	1.73 to 5.02	2.02	2.01	
Counties	Operating Costs	8	1.70 to 5.24	2.49	2.46	2.36
	Total Costs	8	2.02 to 5.84	2.89	2.77	
Single-tiers						
<10,000	Operating Costs	4	1.32 to 1.88	1.65	1.73	2.14
	Total Costs	4	1.53 to 2.18	1.99	1.97	
10,000 – 99,999	Operating Costs	11	1.04 to 2.90	1.63	1.89	2.21
	Total Costs	11	1.24 to 3.27	1.95	2.27	
100,000 +	Operating Costs	6	1.27 to 1.99	1.74	1.69	1.65
	Total Costs	6	1.58 to 2.16	2.06	2.03	
Lower-tiers						
< 5,000	Operating Costs	25	0.17 to 60.01	4.45	4.62	4.30
	Total Costs	25	0.23 to 60.01	4.85	5.31	
5,000 – 9,999	Operating Costs	28	0.71 to 40.37	2.62	2.42	2.43
	Total Costs	28	0.78 to 56.62	3.23	2.83	
10,000 – 19,999	Operating Costs	33	0.39 to 37.47	2.17	2.06	2.10
	Total Costs	33	0.42 to 42.76	2.40	2.41	
20,000 – 39,999	Operating Costs	9	1.10 to 3.82	2.27	2.52	2.72
	Total Costs	9	1.32 to 4.64	2.44	2.81	
40,000 – 99,999	Operating Costs	9	0.28 to 3.17	1.89	1.80	1.75
	Total Costs	9	0.32 to 3.66	2.25	2.13	
100,000 +	Operating Costs	13	0.84 to 2.13	1.74	1.69	1.24
	Total Costs	13	0.84 to 2.59	2.04	1.92	
ALL MUNICIPALITIES	Operating Costs	229	0.17 to 811.89	2.26	2.30	2.33
	Total Costs	229	0.23 to 867.81	2.52	2.52	
# Reporting	Operating Costs			229	213	185
	Total Costs			229	213	

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.
- Library uses in SLC 91 7406 31 are greater than 1.

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 2011:

- 121 of the 145 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.

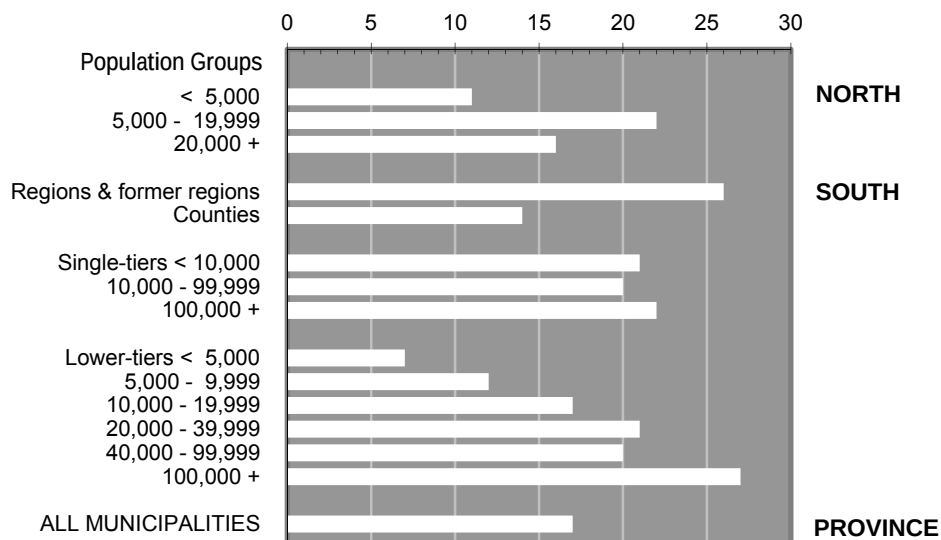
- How a municipality finances capital projects will influence results, i.e. by issuing long term debt or using a pay-as-you-go approach.
- If a municipality reports some expenses as contracted services, the municipality may or may not own tangible capital assets. Amortization is reported only when a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

Library Services: Effectiveness

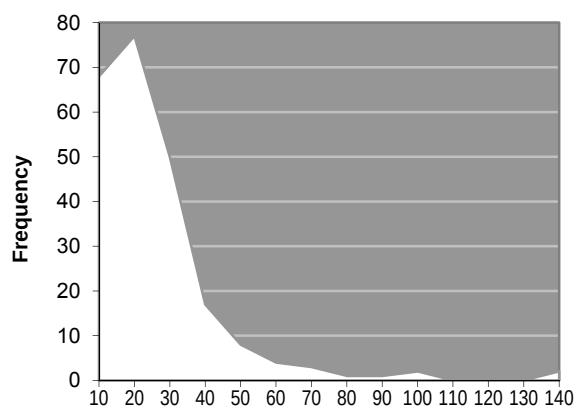
Library uses per person.

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

**Library Uses per Person
2011 (Median)**



**Library Uses per Person
2011 (All Municipalities)**



RESULTS Library uses per person.							
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	63	0.05 to 90	11	12	10	9	9
5,000 – 19,999	11	4 to 74	22	23	30	21	21
20,000 +	4	13 to 70	16	16	18	17	18
SOUTH							
Regions & Former Regions	6	12 to 36	26	25	22	27	26
Counties	7	8 to 17	14	15	16	12	13
Single-tiers							
<10,000	4	18 to 39	21	17	18	14	15
10,000 – 99,999	12	13 to 56	20	23	21	16	18
100,000 +	6	18 to 41	22	22	32	22	24
Lower-tiers							
< 5,000	27	0.38 to 171	7	8	8	5	6
5,000 – 9,999	27	0.23 to 47	12	14	11	8	9
10,000 – 19,999	35	0.44 to 65	17	14	16	15	14
20,000 – 39,999	8	5 to 42	21	12	11	15	15
40,000 – 99,999	10	14 to 191	20	20	20	16	16
100,000 +	13	17 to 42	27	24	27	22	22
ALL MUNICIPALITIES	233	0.05 to 191	17	17	16	14	13
# Reporting			233	207	189	222	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)

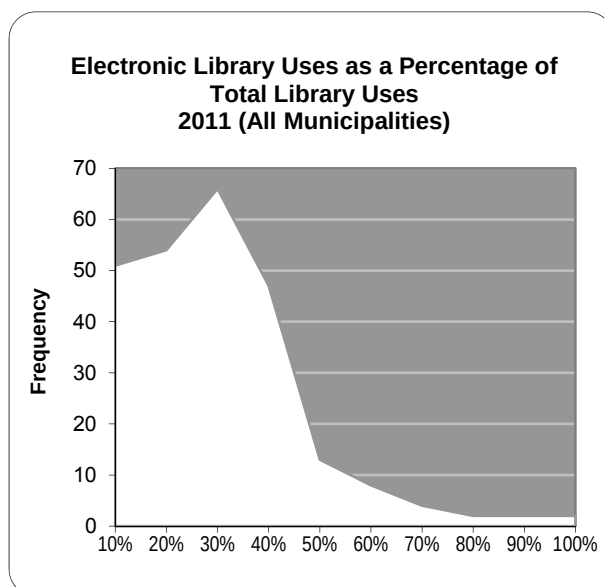
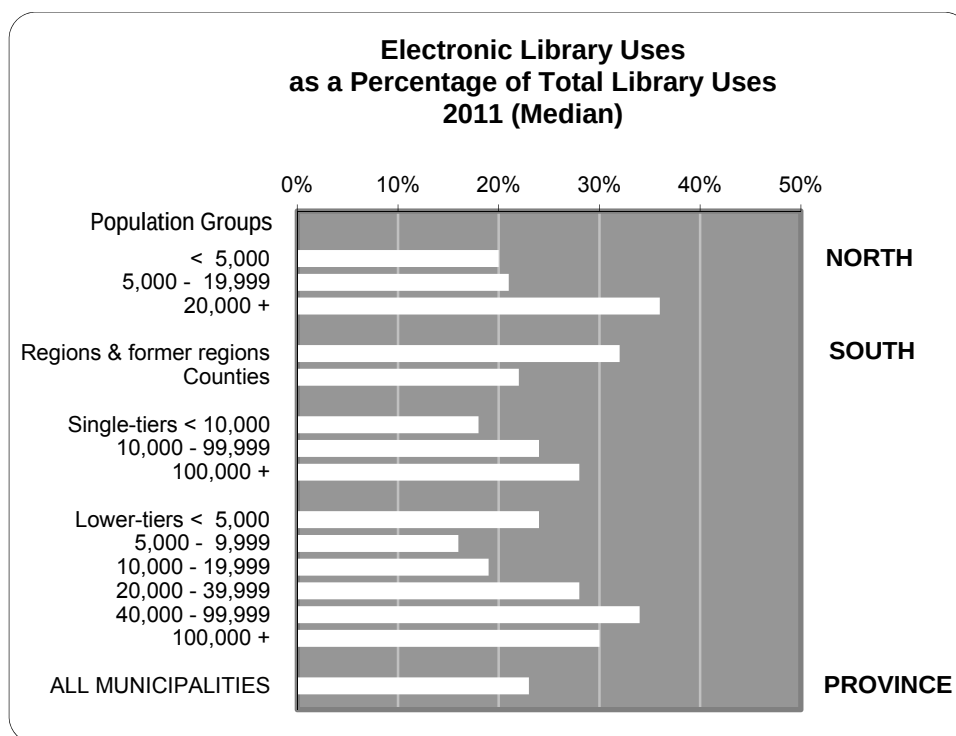
Library Services: Effectiveness

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.					
			2011	2010	2009
Population	Reporting #	Range %	Median %	Median %	Median %
NORTH					
< 5,000	66	0% to 75%	20%	18%	15%
5,000 – 19,999	11	2% to 61%	21%	19%	19%
20,000 +	4	23% to 83%	36%	34%	35%
SOUTH					
Regions & Former Regions	6	26% to 60%	32%	38%	36%
Counties	9	2% to 35%	22%	19%	17%
Single-tiers					
<10,000	4	9% to 38%	18%	17%	19%
10,000 – 99,999	13	13% to 45%	24%	23%	23%
100,000 +	6	19% to 43%	28%	26%	23%
Lower-tiers					
< 5,000	31	0% to 100%	24%	13%	15%
5,000 – 9,999	25	0.8% to 53%	16%	14%	12%
10,000 – 19,999	38	0% to 77%	19%	15%	11%
20,000 – 39,999	11	5% to 43%	28%	24%	19%
40,000 – 99,999	10	21% to 90%	34%	29%	28%
100,000 +	13	9% to 52%	30%	26%	28%
ALL MUNICIPALITIES	249	0% to 100%	23%	19%	18%
# Reporting			249	229	223

FIR Reference: SLC 92 7463 07.

The number of municipalities reporting reflects the condition listed below.

Condition:

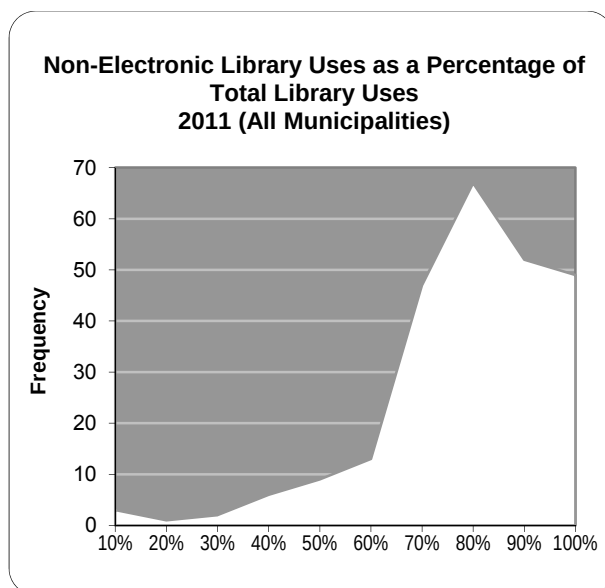
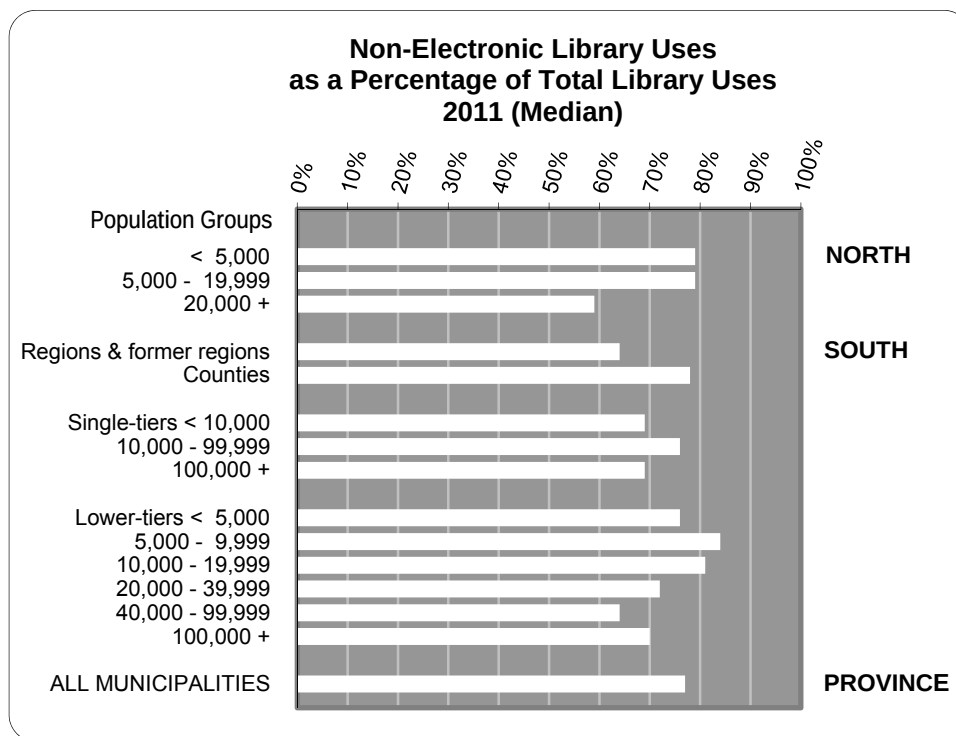
- The sum of electronic and non-electronic library uses does not exceed 100%.

Notes:

- The definitions of electronic and non-electronic uses reflect the definitions used by the Ministry of Tourism, Culture and Sport and reflect changes to the *Annual Survey of Public Libraries* and the *One Week Survey of Public Library Uses (Typical Week)*.
- 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.					
			2011	2010	2009
Population	Reporting #	Range %	Median %	Median %	Median %
NORTH					
< 5,000	66	25% to 100%	79%	82%	85%
5,000 – 19,999	11	40% to 98%	79%	81%	81%
20,000 +	4	17% to 77%	59%	65%	64%
SOUTH					
Regions & Former Regions	6	40% to 74%	64%	62%	64%
Counties	9	65% to 98%	78%	82%	82%
Single-tiers					
<10,000	4	62% to 91%	69%	79%	81%
10,000 – 99,999	13	55% to 87%	76%	77%	76%
100,000 +	6	58% to 81%	69%	73%	73%
Lower-tiers					
< 5,000	31	0% to 100%	76%	87%	85%
5,000 – 9,999	27	47% to 99%	84%	86%	88%
10,000 – 19,999	38	23% to 100%	81%	86%	89%
20,000 – 39,999	11	57% to 95%	72%	74%	81%
40,000 – 99,999	10	10% to 79%	64%	70%	70%
100,000 +	13	48% to 92%	70%	73%	72%
ALL MUNICIPALITIES	249	0% to 100%	77%	81%	82%
# Reporting			249	229	223

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 definitions of electronic and non-electronic uses reflect the definitions used by the Ministry of Tourism, Culture and Sport and reflect changes to the *Annual Survey of Public Libraries* and the *One Week Survey of Public Library Uses (Typical Week)*.
- 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 <i>Annual Survey of Public Libraries</i> and the <i>One Week Survey of Public Library Uses (Typical Week)</i>. 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. ▪ Changes in definitions of electronic uses in the <i>Annual Survey of Public Libraries</i> and the <i>One Week Survey of Public Library Uses (Typical Week)</i>.

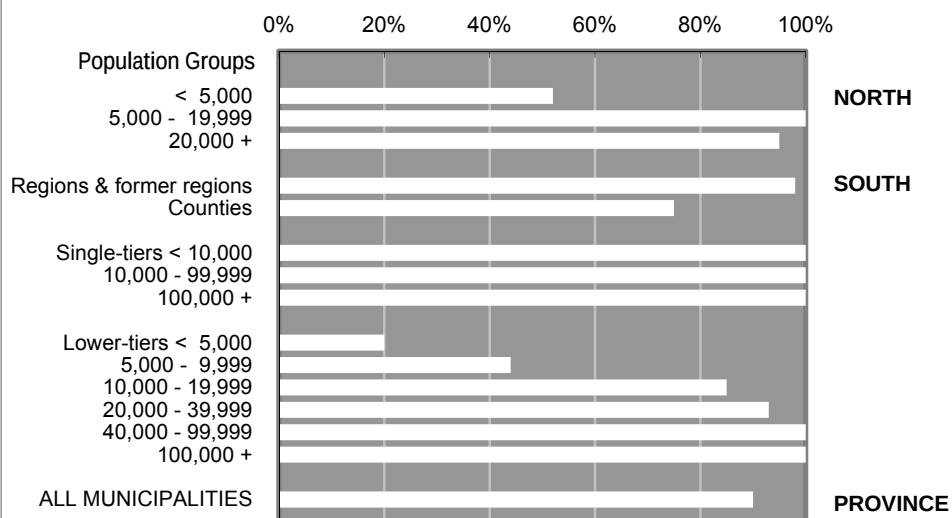
Location of New Residential Development: Effectiveness

Percentage of new residential units located within settlement areas.

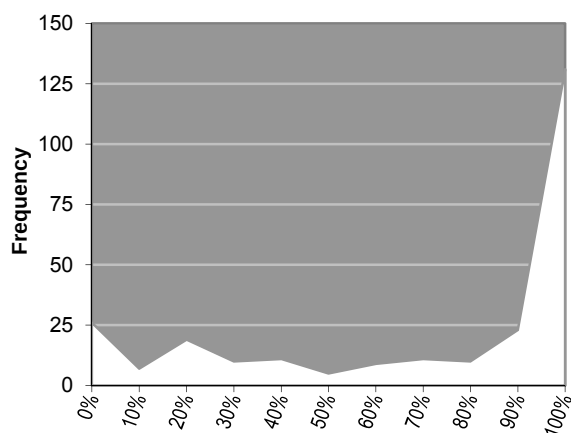
$$\frac{\text{Number of new residential units located within settlement areas}}{\text{Total number of new residential units within the entire municipality}} \times 100$$

X 100

**Percentage of New Residential Units
Located Within Settlement Areas
2011 (Median)**



**Percentage of New Residential Units
Located Within Settlement Areas
2011 (All Municipalities)**



RESULTS			Percentage of new residential units located within settlement areas.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	41	0% to 100%	52%	22%	33%	27%	71%
5,000 – 19,999	9	22% to 100%	100%	100%	100%	100%	100%
20,000 +	4	76% to 100%	95%	90%	89%	85%	93%
SOUTH							
Regions & Former Regions	7	0% to 100%	98%	99%	97%	98%	99%
Counties	3	62% to 85%	75%	79%	65%	67%	75%
Single-tiers							
<10,000	4	100%	100%	100%	100%	100%	100%
10,000 – 99,999	13	44% to 100%	100%	100%	100%	100%	100%
100,000 +	5	95% to 100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	29	0% to 100%	20%	23%	29%	20%	9%
5,000 – 9,999	52	0% to 100%	44%	56%	64%	61%	64%
10,000 – 19,999	56	1% to 100%	85%	93%	87%	87%	91%
20,000 – 39,999	15	61% to 100%	93%	93%	93%	88%	93%
40,000 – 99,999	11	87% to 100%	100%	100%	100%	100%	100%
100,000 +	13	99% to 100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	262	0% to 100%	90%	94%	93%	90%	91%
# Reporting			262	236	229	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

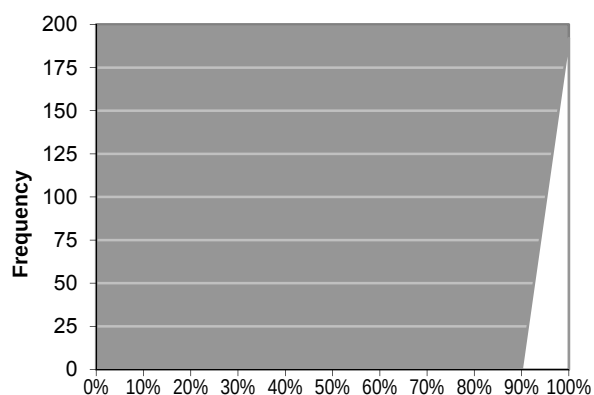
Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.

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
2011 (All Municipalities)**



RESULTS			Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	21	99% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	4	100%	100%	100%	100%	100%	100%
20,000 +	1	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	10	100%	100%	100%	100%	100%	100%
Counties	9	100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	2	100%	100%	100%	100%	100%	68%
10,000 – 99,999	9	100%	100%	100%	100%	100%	100%
100,000 +	3	100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	20	100%	100%	100%	100%	100%	100%
5,000 – 9,999	35	100%	100%	100%	100%	100%	100%
10,000 – 19,999	50	100%	100%	100%	100%	100%	100%
20,000 – 39,999	16	100%	100%	100%	100%	100%	100%
40,000 – 99,999	8	68% to 100%	100%	100%	100%	100%	100%
100,000 +	9	78% to 100%	100%	100%	100%	100%	100%
ALL MUNICIPALITIES	197	68% to 100%	100%	100%	100%	100%	100%
# Reporting			197	184	166	193	192

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)
- The measure is not greater than 100%. (SLC 92 8163 07 ≤ 100%)

Notes:

- No bar graph is included because the median result for all groups was 100% in 2011.

Preservation of Agricultural Land: Effectiveness

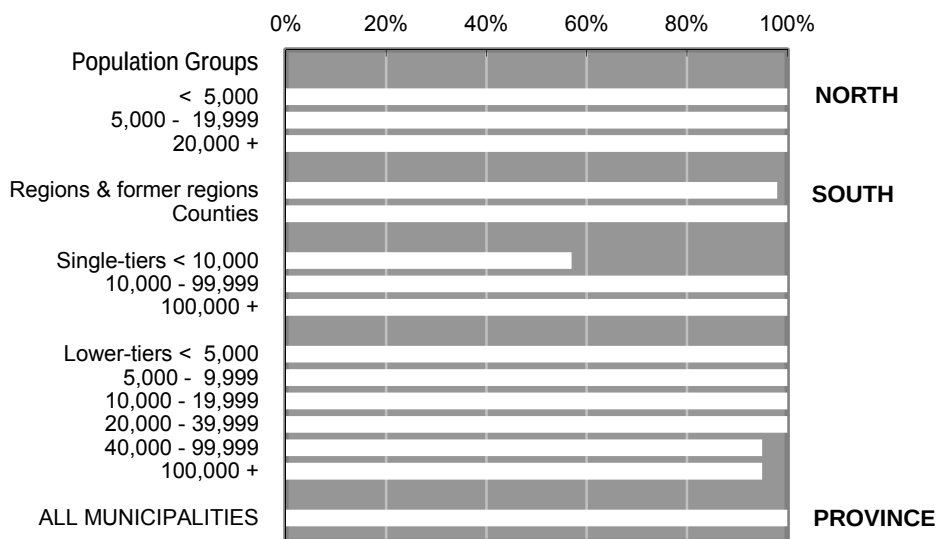
Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.

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

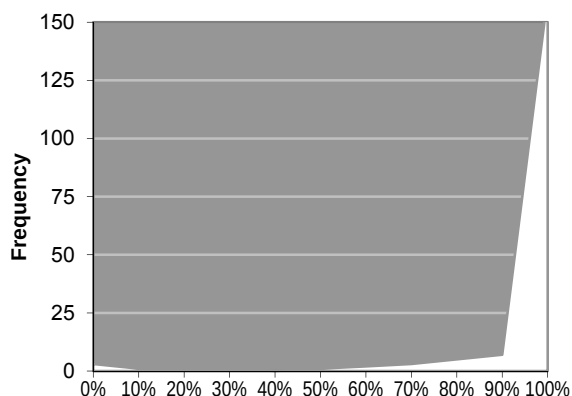
Hectares of land designated for agricultural purposes in the Official Plan as of January 1, 2000

X 100

Percentage of Land Designated for Agricultural Purposes which was not Re-designated for Other Uses Relative to the Base Year of 2000 2011 (Median)



Percentage of Land Designated for Agricultural Purposes which was not Re-designated for Other Uses Relative to the Base Year of 2000. (2011) 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.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range %	Median %	Median %	Median %	Median %	Median %
NORTH							
< 5,000	17	19% to 100%	100%	100%	100%	100%	100%
5,000 – 19,999	5	100%	100%	100%	100%	100%	100%
20,000 +	1	100%	100%	100%	100%	100%	100%
SOUTH							
Regions & Former Regions	11	0% to 100%	98%	98%	98%	98%	98%
Counties	8	99% to 100%	100%	100%	100%	100%	100%
Single-tiers							
<10,000	2	57% to 100%	57%	57%	57%	57%	57%
10,000 – 99,999	9	0% to 100%	100%	100%	100%	100%	100%
100,000 +	3	98% to 100%	100%	100%	100%	100%	100%
Lower-tiers							
< 5,000	18	75% to 100%	100%	100%	100%	100%	100%
5,000 – 9,999	31	0% to 100%	100%	100%	100%	100%	100%
10,000 – 19,999	47	85% to 100%	100%	100%	100%	100%	100%
20,000 – 39,999	16	64% to 100%	100%	100%	100%	100%	100%
40,000 – 99,999	8	68% to 100%	95%	99%	100%	99%	100%
100,000 +	9	5% to 100%	95%	95%	95%	97%	100%
ALL MUNICIPALITIES	185	0% to 100%	100%	100%	100%	100%	100%
# Reporting			185	171	163	184	179

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)

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.

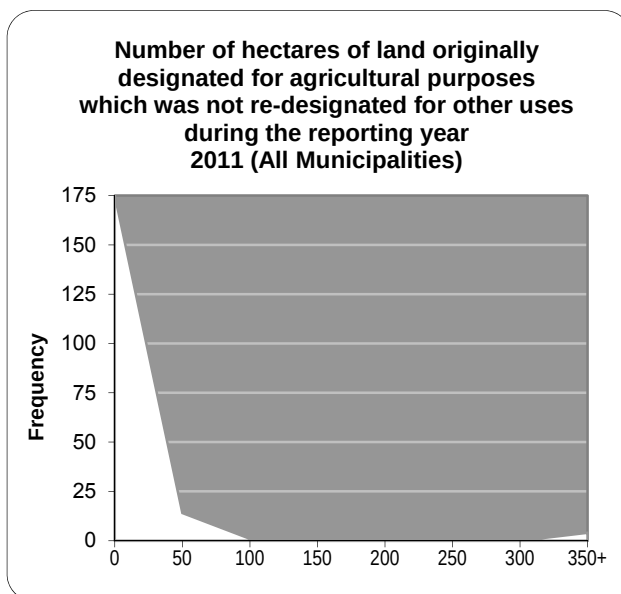
**Factors
Affecting
Results**

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.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	21	0 to 75	0	0	0	0	0
5,000 – 19,999	4	0	0	0	0	0	0
20,000 +	1	0	0	0	0	0	0
SOUTH							
Regions & Former Regions	10	0 to 30	0	0	0	0	0
Counties	8	0 to 47	0	1	0	20	2
Single-tiers							
<10,000	2	0	0	0	0	0	77
10,000 – 99,999	9	0 to 28	0	0	0	0	0
100,000 +	3	0 to 3	0	6	0	0	0
Lower-tiers							
< 5,000	19	0 to 30	0	0	0	0	0
5,000 – 9,999	34	-2 to 3,835	0	0	0	0	0
10,000 – 19,999	50	0 to 8	0	0	0	0	0
20,000 – 39,999	16	0	0	0	0	0	0
40,000 – 99,999	8	0 to 1,052	0	0	0	0	0
100,000 +	9	0 to 690	0	0	0	0	0
ALL MUNICIPALITIES	194	-2 to 3,835	0	0	0	0	0
# Reporting			194	181	165	191	190

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 groups was 0.

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.

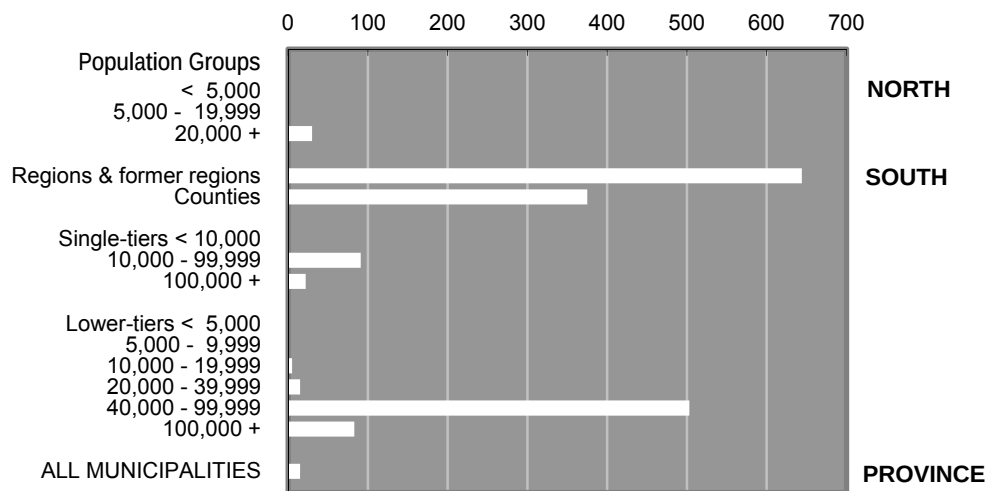
The factors influencing results are the same for all measures concerning the preservation of agricultural land. Results are influenced by:

- 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.

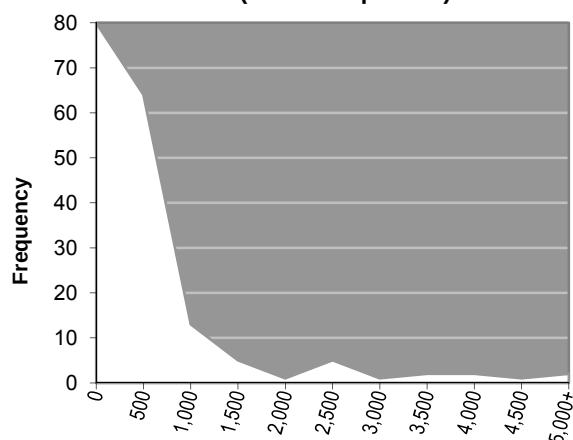
Preservation of Agricultural Land: Effectiveness

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
2011 (Median)**



**Number of Hectares of Land Originally Designated for Agricultural Purposes which was Re-designated for Other Uses Since January 1, 2000
2011 (All Municipalities)**



RESULTS			Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.				
			2011	2010	2009	2008	2007
Population	Reporting #	Range #	Median #	Median #	Median #	Median #	Median #
NORTH							
< 5,000	17	0 to 924	0	0	0	0	0
5,000 – 19,999	5	0	0	0	0	0	0
20,000 +	1	30	30	30	30	30	30
SOUTH							
Regions & Former Regions	10	0 to 3,566	644	644	583	1,169	1,114
Counties	7	48 to 2,374	375	208	162	175	150
Single-tiers							
<10,000	2	0 to 120	0	120	120	120	120
10,000 – 99,999	8	0 to 2,545	91	63	85	80	85
100,000 +	3	0 to 264	22	128	26	0	27
Lower-tiers							
< 5,000	17	0 to 1,000	0	0	0	0	0
5,000 – 9,999	29	-695 to 4,994	0	0	0	0	0
10,000 – 19,999	44	0 to 2,107	5	4	22	4	4
20,000 – 39,999	16	0 to 8,343	15	76	5	15	2
40,000 – 99,999	8	0 to 3,922	503	42	6	15	6
100,000 +	9	0 to 2,072	83	0	4	4	0
ALL MUNICIPALITIES	176	-695 to 8,343	15	6	1	5	1
# Reporting			176	165	154	179	175

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.

2011 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

2011 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, Line, Column in 2010 Financial Information Return
Protection Services (Cont'd)			
Building Permits and Inspection Services	Efficiency	a) Operating costs for building permits and inspection services per \$1,0000 of construction activity (based on permits issued)	91 1301 35
	Efficiency	b) Total costs for building permits and inspection services per \$1,0000 of construction activity (based on permits issued)	91 1301 45
	Effectiveness	Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:	
	Effectiveness	a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres) Reference: provincial standard is 10 working days.	92 1351 07
	Effectiveness	b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/ 600 square metres) Reference: provincial standard is 15 working days.	92 1352 07
	Effectiveness	c) Category 3: Large Buildings (large residential/commercial/industrial/institutional) Reference: provincial standard is 20 working days.	92 1353 07
	Effectiveness	d) Category 4: Complex buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications) Reference: provincial standard is 30 working days.	92 1354 07

2011 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, Line, Column in 2010 Financial Information Return
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 municipal 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

2011 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

2011 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) Total 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

2011 Ontario Municipal Performance Measures				Schedule, line, column in 2010 Financial Information Return
Service	Type of measure	Description of Measure		
Environmental Services Cont'd				
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
	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

2011 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2010 Financial Information Return
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
	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

2011 Ontario Municipal Performance Measures			
Service	Type of measure	Description of Measure	Schedule, line, column in 2010 Financial Information Return
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 2011 FIR.

NORTH			
Population	Municipality	2011 Population	2010 Population
< 5,000	Alberton Tp	864	958
	Armour Tp	1,241	1,241
	Armstrong Tp	1,216	1,155
	Assiginack Tp	960	915
	Atikokan Tp	2,814	2,814
	Baldwin Tp	542	553
	Billings Tp	506	539
	Black River - Matheson Tp	2,396	2,396
	Blind River T	3,549	3,549
	Bonfield Tp	2,016	2,009
	Brethour Tp	117	117
	Bruce Mines T	566	584
	Burk's Falls V	967	893
	Burpee and Mills Tp	308	285
	Callander M	3,864	3,579
	Calvin Tp	568	608
	Carling Tp	1,112	1,115
	Casey Tp	370	385
	Central Manitoulin Tp	1,958	1,792
	Chamberlain Tp	310	310
	Chapleau Tp	2,096	2,072
	Chapple Tp	741	650
	Charlton-Dack M	680	613
	Chisholm Tp	1,208	1,172
	Cobalt T	1,229	961
	¹ Cochrane T	4,722	5,487
	Cockburn Island Tp	2	2
	Coleman Tp	431	431
	Conmee Tp	764	689
	Dawson Tp	470	500
	Dorion Tp	298	291
	Dubreuilville Tp	635	773
	Ear Falls Tp	1,026	893
	East Ferris Tp	4,512	4,431
	Emo Tp	1,113	1,120
	Englehart T	1,519	1,494
	Evanturel Tp	473	473

¹ From 2007 to 2010, the Town of Cochrane reported a population over 5,000, placing it in the group of northern municipalities with populations between 5,000 and 19,999 for those years.

MUNICIPALITIES BY GROUP

NORTH

Population	Municipality	2011 Population	2010 Population
< 5,000			
Cont'd.			
	Fauquier-Strickland Tp	621	621
	French River M	2,442	2,660
	Gauthier Tp	133	133
	Gillies Tp	473	544
	Gordon/Barrie Island M	526	523
	Gore Bay T	850	799
	Greenstone M	4,724	4,906
	Harley Tp	540	551
	Harris Tp	519	519
	² Hearst T	4,730	4,728
	Hilliard Tp	190	190
	Hilton Beach V	166	166
	Hilton Tp	257	251
	Hornepayne Tp	1,050	1,041
	Hudson Tp	475	462
	Huron Shores M	1,723	1,696
	Ignace Tp	1,183	1,184
	Iroquois Falls T	4,191	4,192
	James Tp	414	414
	Jocelyn Tp	273	361
	Johnson Tp	588	588
	Joly Tp	237	237
	Kearney T	841	837
	Kerns Tp	360	325
	Killarney M	399	397
	La Vallee Tp	943	968
	Laird Tp	986	1,109
	Lake of The Woods Tp	242	285
	Larder Lake Tp	684	735
	Latchford T	446	446
	Macdonald Meredith et al Tp	1,464	1,550
	Machar Tp	834	813
	Machin Tp	978	978
	Magnetawan M	1,454	1,286
	Manitouwadge Tp	2,105	2,300
	Marathon T	3,353	3,446
	Markstay-Warren M	2,645	2,645
	Matachewan Tp	1,128	375

² From 2007 to 2008, the Town of Hearst reported a population 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	2011 Population	2010 Population
< 5,000			
Cont'd.	Mattawa T	2,114	2,114
	Mattawan Tp	162	150
	Mattice - Val Cote Tp	718	727
	McDougall Tp	2,705	2,493
	McGarry Tp	595	674
	McKellar Tp	934	929
	McMurrich-Monteith Tp	779	791
	Moonbeam Tp	1,112	1,112
	Moosonee T	3,000	3,000
	Morley Tp	474	492
	Nairn and Hyman Tp	425	434
	Neebing M	2,180	2,190
	Nipigon Tp	1,631	1,661
	Nipissing Tp	1,582	1,612
	Northeastern Manitoulin & The Isl. T	2,706	2,711
	O'Connor Tp	720	720
	Opasatika Tp	236	236
	Papineau-Cameron Tp	978	1,060
	Perry Tp	2,317	1,929
	Pickle Lake Tp	428	398
	Plummer Additional Tp	650	625
	Powassan M	3,378	3,309
	Prince Tp	971	971
	Rainy River T	842	713
	Red Lake M	4,728	4,728
	Red Rock Tp	942	1,063
	Ryerson Tp	591	591
	Sables-Spanish Rivers Tp	3,075	2,910
	Schreiber Tp	1,126	900
	Seguin Tp	4,276	4,276
	Shuniah Tp	2,737	2,915
	Sioux Narrows-Nestor Falls Tp	720	599
	Smooth Rock Falls T	1,473	1,473
	South Algonquin Tp	1,086	1,104
	South River V	1,049	942
	Spanish T	696	740
	St. Joseph Tp	1,189	1,196
	St. Charles M	1,282	1,196
	Strong Tp	1,341	1,327
	Sundridge V	857	875
	Tarbutt and Tarbutt Additional Tp	428	428

MUNICIPALITIES BY GROUP

NORTH			
Population	Municipality	2011 Population	2010 Population
< 5,000 Cont'd	Tehkummah Tp	406	382
	Temagami M	814	814
	Terrace Bay Tp	1,391	1,586
	The Archipelago Tp	568	572
	The North Shore Tp	509	468
	Thessalon T	1,299	1,318
	Thornloe V	83	83
	Val Rita-Harty Tp	780	797
	Wawa M	2,975	2,726
	White River Tp	841	841
	Whitestone M	728	728
5,000 to 19,999	Dryden C	8,195	8,195
	Elliot Lake C	10,550	11,170
	Espanola T	5,364	5,079
	Fort Frances T	7,952	8,103
	Kapuskasing T	7,465	7,323
	Kenora C	12,401	12,401
	Kirkland Lake T	8,248	8,125
	Oliver Paipoonge M	5,757	5,180
	Parry Sound T	6,191	5,818
	Sioux Lookout M	5,336	5,336
	Temiskaming Shores C	10,442	10,442
	West Nipissing M	14,149	13,410
20,000+	North Bay C	51,082	53,966
	Sault Ste. Marie C	75,141	75,400
	Thunder Bay C	108,359	109,140
	Timmins C	43,165	42,997

MUNICIPALITIES BY GROUP

SOUTH			
	Municipality	2011 Population	2010 Population
Regions & Former Regions	Durham R	636,915	621,420
	Greater Sudbury C	160,300	158,900
	Halton R	493,045	492,100
	Hamilton C	531,057	528,502
	Muskoka D	61,700	63,041
	Niagara R	431,346	443,866
	Ottawa C	927,118	917,570
	Oxford Co	90,622	93,711
	Peel R	1,364,200	1,317,900
	Toronto C	2,790,200	2,773,000
	Waterloo R	553,000	543,700
	York R	1,085,588	1,061,983
Counties	Bruce Co	60,264	60,264
	Dufferin Co	56,881	58,600
	Elgin Co	49,556	49,241
	Essex Co	176,642	176,642
	Frontenac Co	26,375	26,658
	Grey Co	92,568	92,411
	Haliburton Co	16,526	16,526
	Hastings Co	39,888	52,543
	Huron Co	57,041	57,131
	Lambton Co	129,199	128,204
	Lanark Co	56,689	55,008
	Leeds and Grenville UCo	60,400	62,159
	Lennox and Addington Co	41,824	40,542
	Middlesex Co	70,796	73,341
	Northumberland Co	82,126	83,860
	Perth Co	37,571	35,448
	Peterborough Co	56,235	58,182
	Prescott and Russell UCo	82,718	82,780
	Renfrew Co	77,693	77,693
	Simcoe Co	279,766	238,815
	Stormont, Dundas and Glengarry UCo	56,203	57,485
	Wellington Co	93,641	93,636

MUNICIPALITIES BY GROUP

SOUTH			
Single-tiers	Municipality	2011 Population	2010 Population
< 10,000	Gananoque ST	5,194	4,702
	Pelee Tp	275	275
	Prescott ST	4,284	4,180
	Smiths Falls ST	8,978	8,777
	St. Marys ST	6,617	6,617
10,000 – 99,999	Belleville C	49,454	48,821
	³ Brant County	30,841	30,825
	Brantford C	93,650	94,493
	Brockville C	19,204	19,128
	Cornwall C	46,340	45,965
	⁴ Haldimand County	45,212	45,212
	Kawartha Lakes C	73,214	74,561
	⁵ Norfolk County	63,000	63,000
	Orillia C	30,586	31,716
	Pembroke C	11,266	12,035
	Peterborough C	78,700	76,000
	⁶ Prince Edward County C	25,258	21,486
	Quinte West C	43,086	42,697
	St. Thomas C	37,905	36,110
	Stratford C	30,886	31,641
100,000+	Barrie C	141,000	141,000
	Chatham-Kent M	104,075	108,177
	Guelph C	121,688	123,000
	Kingston C	123,363	119,712
	London C	366,150	365,200
	Windsor C	210,891	216,473

³ Brant County is a single-tier municipality and is grouped with single-tier municipalities with populations between 10,000 and 99,999.

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

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

⁶ 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	2011 Population	2010 Population
< 5,000	Addington Highlands Tp	1,945	1,900
	Adelaide-Metcalf Tp	3,117	2,892
	Admaston-Bromley Tp	2,844	2,657
	Algonquin Highlands Tp	2,156	1,976
	Amaranth Tp	3,560	3,483
	⁷ Ashfield-Colborne-Wawanosh Tp	4,824	4,845
	Asphodel-Norwood Tp	4,125	4,125
	Athens Tp	2,809	2,809
	Bancroft T	3,880	3,838
	Bonnechere Valley Tp	2,950	3,186
	Brooke-Alvinston M	2,397	2,548
	Brudenell, Lyndoch and Raglan Tp	1,452	1,424
	Carlow-Mayo Tp	892	950
	Casselman V	3,205	3,192
	Central Frontenac Tp	3,951	3,978
	Centre Hastings M	4,543	4,390
	Dawn-Euphemia Tp	2,050	2,066
	Deep River T	4,086	4,550
	Deseronto T	1,824	1,824
	Dutton-Dunwich M	3,553	3,569
	East Garafraxa Tp	2,297	2,297
	East Hawkesbury Tp	3,289	3,289
	East Luther Grand Valley Tp	2,726	2,403
	Enniskillen Tp	3,122	3,122
	Faraday Tp	1,468	1,578
	Front of Yonge Tp	2,803	2,803
	Frontenac Islands Tp	1,733	1,596
	Georgian Bay Tp	1,781	1,781
	Greater Madawaska Tp	2,183	2,238
	Hastings Highlands M	4,813	4,033
	Havelock-Belmont-Methuen Tp	4,637	4,637
	Head, Clara and Maria Tp	212	210
	Highlands East M	2,726	2,744
	Horton Tp	2,524	2,497
	Howick Tp	3,500	3,882
	Killaloe, Hagarty and Richards Tp	2,241	2,241
	Lake of Bays Tp	2,589	2,589
	Laurentian Hills T	2,811	2,830
	Limerick Tp	352	365

⁷ The Town of Ashfield-Colborne-Wawanosh reported a population of over 5,000 in 2007 and 2008, putting it in the group of lower-tiers in the South with populations of 5,000 to 9,999 for those years.

MUNICIPALITIES BY GROUP

SOUTH			
Lower-tiers	Municipality	2011 Population	2010 Population
< 5,000			
Cont'd	Lucan Biddulph Tp	4,187	4,187
	Madawaska Valley Tp	4,186	3,990
	Madoc Tp	2,197	1,905
	Marmora and Lake M	3,440	3,465
	Melancthon Tp	2,437	2,475
	Merrickville-Wolford V	2,812	2,812
	Montague Tp	3,483	3,140
	Morris-Turnberry M	3,379	3,379
	Mulmur Tp	3,391	3,163
	Newbury V	439	405
	North Algona-Wilberforce Tp	2,659	2,612
	North Frontenac Tp	1,842	1,904
	North Huron Tp	4,884	4,833
	North Kawartha Tp	2,065	2,062
	Northern Bruce Peninsula M	3,615	3,850
	Oil Springs V	705	720
	Perth South Tp	3,888	3,888
	Point Edward V	1,964	1,964
	⁸ Shelburne T	4,625	5,764
	Southwold Tp	4,800	4,724
	Stirling-Rawdon Tp	4,906	4,906
	Tudor and Cashel Tp	586	682
	⁹ Tweed M	4,980	4,974
	Tyendinaga Tp	4,070	3,618
	Warwick Tp	3,833	3,833
	Westport V	594	594
	Wollaston Tp	708	730

⁸ From 2007 to 2010 the Town of Shelburne reported a population of over 5,000 placing it in the group of lower-tiers with populations between 5,000 and 9,999 for those years.

⁹ From 2007 to 2009 the Municipality of Tweed reported a population of over 5,000 placing it in the group of lower-tiers with populations between 5,000 and 9,999 for those years.

MUNICIPALITIES BY GROUP

SOUTH			
Lower-tiers	Municipality	2011 Population	2010 Population
5,000 – 9,999	Alfred and Plantagenet Tp	7,890	7,877
	Alnwick-Haldimand Tp	6,617	6,435
	Arnprior T	7,158	7,158
	Arran-Elderslie M	6,747	6,747
	Augusta Tp	7,430	7,510
	Aylmer T	7,151	7,069
	Bayham M	6,989	6,727
	Beckwith Tp	6,395	6,309
	Blandford - Blenheim Tp	6,764	6,796
	Bluewater M	7,044	6,578
	Brockton M	8,875	8,875
	Carleton Place T	9,809	9,905
	¹⁰ Cavan Monaghan Tp	8,601	9,235
	Central Huron M	7,591	6,719
	Champlain Tp	7,679	7,699
	Chatsworth Tp	6,437	6,450
	Cramahe Tp	5,364	5,375
	Douro-Dummer Tp	6,805	6,954
	Drummond-North Elmsley Tp	7,487	6,831
	¹¹ Dysart et al Tp	5,966	5,526
	East Zorra - Tavistock Tp	6,836	7,000
	Edwardsburgh-Cardinal Tp	6,959	6,689
	¹² Elizabethtown-Kitley Tp	9,724	10,201
	¹³ Erin T	9,974	10,068
	Galway-Cavendish and Harvey Tp	5,284	5,284
	Goderich T	6,850	7,251
	Grey Highlands M	9,520	8,405
	Hanover T	7,490	7,147
	Huron East M	9,310	9,233
	Huron-Kinloss Tp	6,790	6,515

¹⁰ In 2007, the Township of Cavan-Millbrook-North Monaghan was renamed the Township of Cavan-Monaghan.

¹¹ From 2007 to 2009, the Township of Dysart et al reported a population of just under 5,000 placing it in the group of municipalities with populations under 5,000 for those years.

¹² In 2009 and 2010 the Township of Elizabethtown-Kitley reported a population of just over 10,000 placing it in the group of municipalities with populations between 10,000 to 19,999 for those years.

¹³ For 2007 to 2010 the Town of Erin reported a population of just over 10,000, placing it in the group of municipalities with populations between 10,000 and 19,999 for those years.

MUNICIPALITIES BY GROUP

SOUTH			
Lower-tiers	Municipality	2011 Population	2010 Population
5,000 – 9,999			
Cont'd			
	Lanark Highlands Tp	5,128	5,180
	Laurentian Valley Tp	9,657	8,288
	Leeds and the Thousand Islands Tp	9,277	9,037
	Malahide Tp	8,828	8,828
	McNab-Braeside Tp	7,371	7,222
	¹⁴ Minden Hills Tp	5,655	5,556
	Minto T	9,188	9,230
	Mono T	7,546	6,895
	Muskoka Lakes Tp	6,324	6,467
	North Dumfries Tp	9,650	9,410
	¹⁵ North Glengarry Tp	9,690	9,740
	North Middlesex M	6,206	6,275
	North Stormont Tp	5,904	6,120
	Otonabee-South Monaghan Tp	6,080	6,934
	Penetanguishene T	9,354	9,354
	Perth T	6,273	6,251
	Petrolia T	5,528	5,222
	Plympton-Wyoming T	7,459	7,459
	Puslinch Tp	6,129	6,129
	Ramara Tp	8,197	8,355
	Renfrew T	8,218	7,846
	Rideau Lakes Tp	9,291	9,209
	South Bruce M	5,685	5,561
	South Huron M	9,982	9,982
	Southgate Tp	7,190	7,167
	Southwest Middlesex M	5,860	5,860
	South-West Oxford Tp	7,544	6,460
	Stone Mills Tp	6,812	6,764
	¹⁶ Tay Tp	9,339	9,339
	Tay Valley Tp	5,571	6,000
	The Blue Mountains T	6,453	6,825

¹⁴ For 2007 only, the Township of Minden Hills reported a population of less than 5,000 placing it in the group of municipalities with populations under 5,000 for that year.

¹⁵ From 2007 to 2009, the Township of North Glengarry reported a population of just over 10,000 placing it in the group of municipalities with populations between 10,000 and 19,999 for those years.

¹⁶ From 2007 to 2009, the Township of Tay reported a population of just over 10,000 placing it in the group of municipalities with populations between 10,000 and 19,999 for those years.

MUNICIPALITIES BY GROUP

SOUTH			
Lower-tiers	Municipality	2011 Population	2010 Population
5,000 – 9,999			
Cont'd	The South Bruce Peninsula T	7,285	7,289
	Wainfleet Tp	6,106	6,250
	West Elgin M	5,223	5,242
	West Perth M	8,919	8,839
	Whitewater Region Tp	5,852	5,904
	Zorra Tp	7,277	7,440

MUNICIPALITIES BY GROUP

SOUTH			
Lower-tiers	Municipality	2011 Population	2010 Population
10,000 – 19,999	Adjala-Tosorontio Tp	10,603	10,695
	Bracebridge T	15,652	15,652
	Brighton M	10,928	10,253
	Brock Tp	10,919	11,279
	Central Elgin M	12,015	12,015
	Clearview Tp	13,734	14,088
	Cobourg T	18,519	18,519
	Collingwood T	19,241	17,503
	Essa Tp	18,505	16,901
	¹⁷ Essex T	19,600	20,032
	Georgian Bluffs Tp	10,506	10,506
	Gravenhurst T	11,640	11,046
	Greater Napanee T	15,511	15,400
	Guelph-Eramosa Tp	13,458	13,176
	Hamilton Tp	10,972	10,972
	Hawkesbury T	10,551	10,886
	Huntsville T	19,056	18,280
	Ingersoll T	12,146	10,512
	Kincardine M	10,763	10,763
	King Tp	19,900	19,487
	Lambton Shores M	11,150	11,150
	Lincoln T	19,663	19,663
	Loyalist Tp	16,221	15,062
	¹⁸ Mapleton Tp	10,489	10,560
	Meaford M	11,100	10,005
	Middlesex Centre Tp	14,930	14,787
	Midland T	16,295	17,300
	Mississippi Mills T	12,385	11,734
	Niagara-on-the-Lake T	15,400	14,587
	North Dundas Tp	11,329	12,100
	North Grenville M	15,085	14,198
	North Perth T	12,631	12,255
	¹⁹ Norwich Tp	10,721	10,481

¹⁷ From 2007 to 2010, the Town of Essex reported a population of just over 20,000 placing it in the group of municipalities with populations between 20,000 and 39,999 for those years.

¹⁸ For 2007 and 2008 the Township of Mapleton reported a population of just under 10,000 placing it in the group of municipalities with populations between 5,000 and 9,999 for those years.

¹⁹ For 2007 and 2008 the Township of Norwich reported a population of just under 10,000 placing it in the group of municipalities with populations between 5,000 and 9,999 for those years.

MUNICIPALITIES BY GROUP

SOUTH			
Lower-tiers 10,000 – 19,999 Cont'd	Municipality	2011 Population	2010 Population
	Pelham T	16,068	16,051
	Perth East Tp	10,234	10,744
	Petawawa T	15,934	15,769
	Port Colborne C	18,003	18,003
	Port Hope M	16,214	17,300
	Russell Tp	15,247	13,883
	Saugeen Shores T	12,661	11,720
	Severn Tp	11,251	11,066
	Smith-Ennismore-Lakefield Tp	17,413	17,413
²⁰	South Dundas Tp	10,794	10,535
	South Frontenac Tp	15,675	15,675
	South Glengarry Tp	12,062	11,781
	South Stormont Tp	12,615	12,552
	Springwater Tp	18,223	18,778
	St. Clair Tp	14,515	14,650
	Strathroy-Caradoc Tp	19,980	19,980
	Thames Centre M	12,073	12,073
	The Nation M	11,668	11,078
	Thorold C	17,931	18,224
	Tillsonburg T	15,301	14,822
	Tiny Tp	11,232	10,784
	Trent Hills M	12,603	12,247
	Uxbridge Tp	19,169	19,169
	Wasaga Beach T	17,537	17,000
²¹	Wellesley Tp	10,570	10,570
	Wellington North Tp	11,477	11,175
	West Grey M	12,286	12,193
	West Lincoln Tp	13,837	13,700
	Wilmot Tp	19,223	19,621

²⁰ For 2007 and 2008, the Township of South Dundas reported a population of just under 10,000 putting it in the group of municipalities with populations between 5,000 and 9,999 for those years.

²¹ For 2007 only, the Township of Wellesley reported a population of just under 10,000 putting it in the group of municipalities with populations between 5,000 and 9,999 for that year.

MUNICIPALITIES BY GROUP

SOUTH			
Population	Municipality	2011 Population	2010 Population
20,000 - 39,999	Amherstburg T	21,556	21,748
	Bradford-West Gwillimbury T	29,561	26,872
	Centre Wellington Tp	26,049	26,049
	Clarence-Rockland C	25,000	24,904
	²² East Gwillimbury T	21,069	24,000
	Fort Erie T	29,960	29,925
	Grimsby T	25,325	23,937
	Innisfil T	33,024	32,582
	Kingsville T	21,362	21,200
	Lakeshore T	35,055	34,569
	LaSalle T	29,500	28,772
	Leamington M	28,403	28,833
	New Tecumseth T	30,234	30,398
	Orangeville T	27,975	27,613
	Oro-Medonte Tp	20,079	20,031
	²³ Owen Sound C	21,688	21,753
	Scugog Tp	21,569	21,439
	Tecumseh T	23,610	24,224
	Whitchurch - Stouffville T	37,628	36,500
	Woodstock C	32,127	32,127
	²⁴ Woolwich Tp	23,145	19,658

²² For 2007 only, the Town of East Gwillimbury reported a population of just under 20,000 placing it in the group of municipalities with populations between 10,000 and 19,999 for that year.

²³ For 2007 only, the City of Owen Sound reported a population of just under 20,000 placing it in the group of municipalities with populations between 10,000 and 19,999 for that year.

²⁴ From 2007 to 2010, the Township of Woolwich reported a population just of under 20,000 placing it in the group of municipalities with populations between 10,000 to 19,999 for those years.

MUNICIPALITIES BY GROUP

SOUTH			
Population	Municipality	2011 Population	2010 Population
40,000 - 99,999	Aurora T	53,203	55,024
	Caledon T	59,460	57,900
	Clarington M	89,900	87,900
	Georgina T	49,477	46,845
	Halton Hills T	58,786	59,900
	Milton T	88,000	82,000
	Newmarket T	85,008	84,351
	Niagara Falls C	82,997	82,184
	Pickering C	92,364	93,315
	Sarnia C	71,420	71,420
	Welland C	50,631	50,331
100,000+	²⁵ Ajax T	114,830	110,455
	Brampton C	523,911	504,600
	Burlington C	173,761	174,300
	Cambridge C	126,700	129,000
	Kitchener C	234,300	229,400
	Markham T	315,588	309,144
	Mississauga C	741,000	736,000
	Oakville T	182,500	180,500
	Oshawa C	151,627	151,284
	Richmond Hill T	191,623	187,776
	St. Catharines C	131,400	131,989
	Vaughan C	304,639	296,863
	Waterloo C	124,900	122,900
	Whitby T	128,310	124,495

²⁵ For 2007 and 2008, the Town of Ajax reported a population under 100,000, placing it in the group of municipalities with populations between 40,000 and 99,999 for those years.

List of Web Sites

The following web sites contain useful supplementary information.

Ministry of Municipal Affairs and Housing (MMAH)

Visit the home page for the “Municipal Performance Measurement Program” on the website for the Ministry of Municipal Affairs and Housing. The Archives contains MPMP requirement for past years.

<http://www.mah.gov.on.ca/Page297.aspx>

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 links to municipal websites called “Ontario Municipalities”, click on the following link:

<http://www.amo.on.ca/YLG/Ontario.aspx>

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 Electronic Stewardship (OES)

Ontario Electronic Stewardship is a not-for-profit industry organization that oversees the responsible reuse and recycling of waste electronics through a program that includes collection sites and affiliate sites across the province.

<http://www.ontarioelectronicstewardship.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/>

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.

<http://www.oma.on.ca/>

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/>

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>

Ontario Tire Stewardship

Ontario Tire Stewardship (OTS) is a not-for-profit industry organization that develops, funds, and manages Ontario's used tires diversion program.

<http://www.rethinktires.ca/?q=home#sthash.pwxpesTk.dpbs>

Stewardship Ontario

Stewardship Ontario is a not-for-profit industry organization that develops, funds and manages Ontario's diversion programs for packaging and printed paper (Blue Box) and hazardous and special waste (Orange Drop). The administration and funding of the Blue Box program is shared by the industries whose products are recycled through the Blue Box program and by municipalities. The administration and funding of the Orange Drop program is funded entirely by industry.

The organization provides information and resources for municipalities that participate in the Stewardship Ontario Blue Box and Orange Drop programs.

<http://www.stewardshipontario.ca/service-providers-municipalities-bluebox/>

<http://www.stewardshipontario.ca/service-providers-municipalities-orange-drop/>

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Municipal
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Measurement
Program

Summary of 2011 Results