OMBI

ONTARIO MUNICIPAL BENCHMARKING INITIATIVE

2006 Performance Benchmarking Report
















Partnering for Service Excellence

Letter from the Chief Administrative Officers and City Managers

November 2007

We are pleased to present the *2006 Performance Benchmarking Report* prepared by the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

This report builds on the inaugural 2005 report by providing information on additional programs and services as well as two years of data to reflect year-over-year changes in each municipality. It provides a breadth of information about municipal government performance across a range of service areas.

The results presented in this document reflect the joint efforts of 15 municipalities representing more than 9.1 million residents or 75 per cent of Ontario's population. OMBI consists of both upper-tier and single-tier municipalities, as such, it is important to recognize that each municipality may have different responsibilities for service delivery. From transit, roads, policing, long-term care and libraries to water and wastewater systems, fire, solid waste management and social assistance – residents and businesses across Ontario benefit from the range of services provided by their municipal government.

Through OMBI and other initiatives, our municipalities provide comparable data to allow municipalities to make informed decisions on service quality, quantity and cost. This is known as "benchmarking" and enables our service teams to collaborate and share information on various ways of conducting municipal services, making the best use of valuable resources and producing the best possible outcomes. We have focused on services that municipalities have in common, while recognizing the unique characteristics related to each community's socio-demographics, geographic location, population density, size and other influencing factors. The benefits of these comparisons are to provide enhanced information for decision making, identification of innovative ideas for service improvement and ultimately better service to our citizens.

For the employees delivering municipal services to citizens, the opportunity to collaborate, learn and network with peers and exchange information is invaluable. This experience will be vital in the future as municipalities increase their capacity to gather and report information on municipal services and programs.

By working together, we can pool our knowledge to make optimal use of valuable resources. It strengthens our accountability and improves the level of transparency in the way in which we provide services and report on our performance, building further support for and trust in municipal government.

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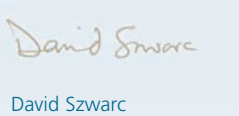

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Introduction

WHAT IS OMBI?

The Ontario Municipal CAOs Benchmarking Initiative (OMBI) is a groundbreaking collaboration of 15 Ontario municipalities that represent 9.1 million citizens or 75 per cent of the population of Ontario. Led by the Chief Administrative Officers (CAOs) and City Managers in each participating municipality, OMBI fosters a culture of service excellence in municipal government. It does this by creating new ways to measure, share and compare performance statistics and allows experts in participating municipalities to share ideas to make optimal use of valuable resources.

WHO ARE THE MEMBERS?

OMBI's municipal partners working together to create opportunities for learning and improvement are:

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

Appendix C provides additional statistical information on the partners.

WHY IS OMBI IMPORTANT?

OMBI is important because it:

- Fosters a culture of service excellence in municipal government;
- Helps Council, staff and citizens understand where their municipality is performing well and how they compare to other municipalities;
- Allows experts to share ideas on operational best practices; and
- Helps service experts improve service delivery.

WHAT IS PERFORMANCE MEASUREMENT?

Performance measurement is the process by which OMBI municipalities measure their performance to gauge whether they are making progress toward their goals. They do this to improve operations and services to residents.

OMBI has developed a performance measurement framework to help its partners' measure their progress (see Appendix A). The framework is based on four types of measures which are noted below and examples of which are found throughout this report.

Service Level: The number, type or level of service delivered to residents in municipalities. For example, the number of hours that fire vehicles are available to respond to emergencies or the number of library materials available.

Community Impact: The effect programs and services have on our communities. For example, measuring the percentage of garbage that is diverted away from landfill sites or measuring crime rates.

Customer Service: The quality of services delivered to citizens. For example, the satisfaction level of clients in long-term care homes or the percentage of roads where the pavement quality is rated as good or very good.

Efficiency: How municipalities use their resources. Efficiency is often expressed as cost per unit of service or the volume of output per staff member. For example, the cost of transit per passenger trip or the number of criminal code incidents (non-traffic) per police officer.

WHAT IS BENCHMARKING?

A benchmark is an established point of reference against which performance can be measured and compared, such as a runner's fastest lap time or a company's last customer satisfaction rating.

In OMBI's case, benchmarking involves the examination of each partner's own data over several years and comparing them to the other OMBI partners' data to gain a better understanding of the information and identify best or better practices.

Some best practices have already been developed in a number of service areas that may help municipalities improve their own services see Appendix F.

WHY BENCHMARK?

Municipalities use benchmarking practices to:

- Access their strengths and opportunities for improvement;
- Identify best practices that can lead to improved services and potential cost savings;
- Integrate performance measurement information into their strategy for continuous improvement of services and programs; and
- Access ideas on new processes, systems, technologies and creative solutions to help solve problems.

CAN WE COMPARE RESULTS?

This report presents information collected by OMBI's 15 member municipalities. Because of the significant differences in the size of our municipalities, we often state results in a standardized way, for example on a per capita/person or per household basis. OMBI has developed common definitions, influencing factors, protocols and costing methodologies. This makes the results more comparable among municipalities.

HOW CAN OMBI PERFORMANCE INFORMATION BE USED?

Municipal government decision makers can use this information to provide insight into their own performance as well as comparing themselves to similar municipalities. The results can be used to investigate new opportunities for learning, operational improvements and help guide decisions about the allocation of resources. By seeing which municipalities are doing well in a certain service area, participants can ask questions about business practices and processes that may lead to improved efficiency and effectiveness in service delivery.

HOW DID WE GET HERE?

1990's Municipalities have always been interested in measuring their performance. Following a number of earlier initiatives, the work to refine this process began in the late 1990s. Participants realized this required standard definitions and data collection protocols.

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

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

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

- Report consistent, comparable information for selected local government services;

- Use results to initiate discussions about service efforts and accomplishments;
- Identify programs or services where more in-depth analysis would help determine the potential to improve service and the sharing of best or better practices; and
- Promote a municipal performance culture.

2001 - 2003 OMBI built a solid foundation for achieving these objectives by developing an Indirect Costing Methodology, a Data Sharing Protocol and a web-based Data Warehouse (see Appendix B for more information).

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

2005 OMBI partners collaborated and developed measurement definitions and influencing factors (see Appendix B for more information) for 33 services.

2006 In November, OMBI CAOs took their benchmarking initiative to a new level of accountability and transparency by approving the public release of an OMBI performance data report. This decision led to the release of OMBI's first-ever 2005 *Performance Benchmarking Report* in January 2007. This report provided a "common" view of municipal performance for 12 services. It also permitted CAOs, their senior managers and service experts to share with their Council and Committees appropriate comparisons among clearly identified municipalities, to supplement and support their internal year-to-year performance data.

Several municipalities used this information to develop their own local public reports, to ask relevant questions about the level of service provided, the outcomes achieved, the costs associated with achieving those outcomes and levels of citizen satisfaction attained.

Service Areas included in this Report

This section presents OMBI partner information on selected performance measures for 16 service areas:

1. **Building**
2. **Emergency Medical Services**
3. **Fire**
4. **Library**
5. **Long-Term Care**
6. **Parks**
7. **Police**
8. **Roads**
9. **Social Assistance**
10. **Social Housing**
11. **Solid Waste Management**
12. **Sports and Recreation**
13. **Taxation (Property Taxes)**
14. **Transit**
15. **Wastewater**
16. **Water**

How to Read the Graphs

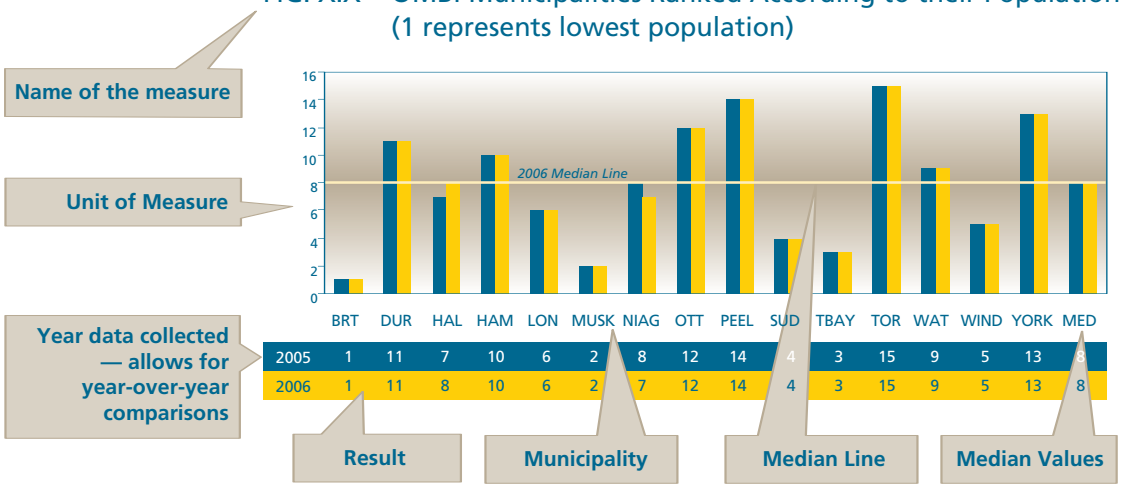
The graphs in this document were designed to show how participating municipalities compare with each other. Results for 2006 are shown with results from 2005 where available. The median line provides a point of reference to help the reader better understand these comparisons. The median is the number in the middle of a set of data. That is, half the numbers in the data set have values greater than the median and half the numbers have values less than the median. For example, the median of 1, 3, 5, 7 and 9 is 5.

If a particular municipality's results do not appear in a graph, it means the municipality does not have the responsibility to provide the service or the portion of the service being illustrated.

If a municipality's information was unavailable for reporting, a note of explanation is provided below the graph. If the municipality provides service to only a segment of its population, it is also noted in the applicable section.

Due to the significant differences in the size of OMBI municipalities, we often state results in a standardized way, for example, on a per capita/person, per household or a per unit of service basis. This makes the results comparable among municipalities.

FIG. X.X OMBI Municipalities Ranked According to their Population (1 represents lowest population)



Text below the graph provides a description of the measures and a discussion of general factors that may influence the reported results.

Municipal abbreviations used in graphs

BRT County of Brant
DUR Regional Municipality of Durham
HAL Regional Municipality of Halton
HAM City of Hamilton
LON City of London
MUSK District of Muskoka
NIAG Regional Municipality of Niagara
OTT City of Ottawa
PEEL Regional Municipality of Peel
SUD City of Greater Sudbury
TBAY City of Thunder Bay
TOR City of Toronto
WAT Regional Municipality of Waterloo
WIND City of Windsor
YORK Regional Municipality of York
MED Median Value

1. Building Services

WHAT IS THE SERVICE?

The goal of the Building Services is to protect the public by:

- Ensuring buildings and structures are constructed, renovated or demolished in a safe and orderly manner;
- Undertaking reviews and inspections to verify whether new construction or renovation has incorporated the minimum building standards for health, life safety, structural sufficiency, environmental integrity and barrier-free access; and
- Issuing building permits and enforcing the Ontario *Building Code Act*, the Ontario Building Code and applicable law.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues facing the delivery of building services are:

- Meeting provincially regulated timelines for issuing permits;
- Meeting provincially regulated timelines for inspections;
- Recruitment and retention of staff in sufficient numbers that are knowledgeable of the building code to address the timelines mentioned above; and
- Increasing construction activity in most municipalities and impact on staff workloads.

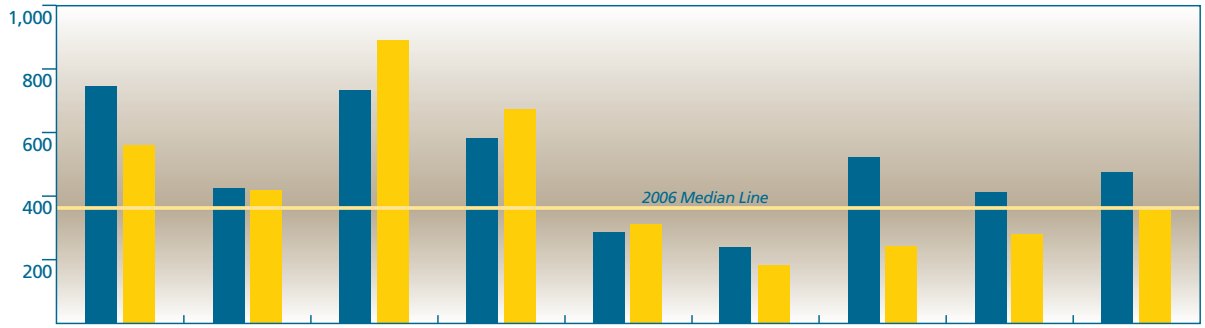
HOW ARE WE COLLABORATING?

The OMBI Building Services Expert Panel is working through the Large Municipalities Chief Building officials (LMCBO) and the Ontario Building Official Association (OBOA) to review legislation, develop training programs and advocate to the Ministry of Municipal Affairs and Housing for needed policy and legislative changes required to ensure protection for the public and municipalities.

WHAT ARE THE RESULTS?

How many new residential dwelling units were created?

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



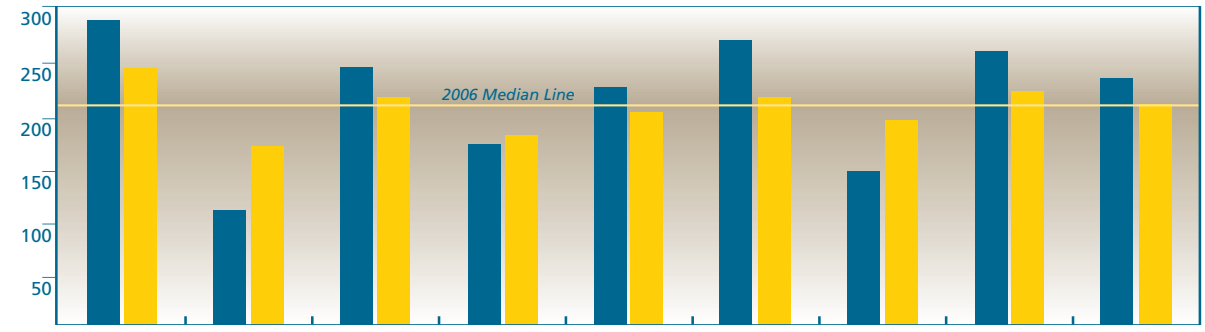
	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	748	427	733	583	287	240	525	415	476
2006	561	419	890	672	313	183	242	282	366

Figure 1.1 compares the number of residential units of all types per 100,000 population for 2005 and 2006. The higher the bar, the more residential units created.

Residential permits, translates to residential population growth and often correlates to the overall economic growth of a municipality. This indicator should be reviewed alongside other indicators, such as the construction value of issued residential permits as a percentage of all building permits issued.

How many industrial, commercial and institutional permits were issued?

FIG. 1.2 Number of ICI Building Permits Issued per 100,000 Population



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	287	108	243	170	224	268	145	258	233
2006	242	168	215	179	201	215	193	220	208

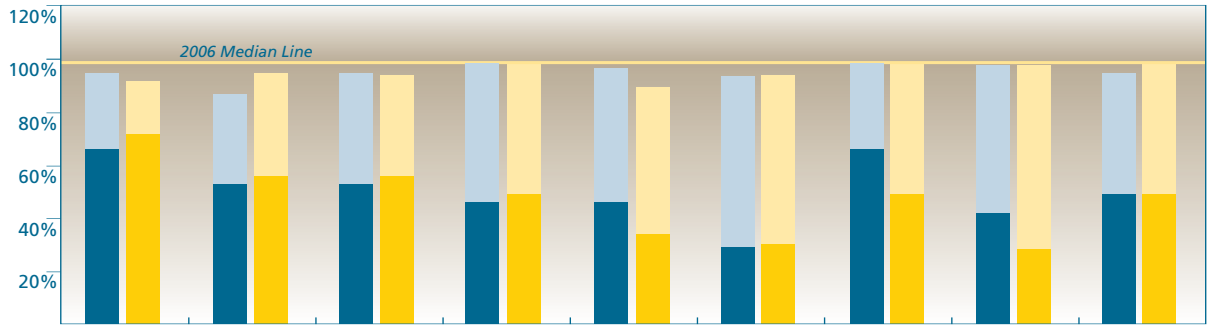
Figure 1.2 compares the number of industrial, commercial and institutional building permits per 100,000 population for 2005 and 2006. The higher the bar, the greater the number of building permits issued. Municipal policy for what type of construction requires a permit and the phasing of permits will vary between institutions.

For example permits may be required separately for the foundation, plumbing and structure vs. one permit that covers all phases of construction. Generally, ICI permit applications offer more unique circumstances and are more complex than low-rise residential permit applications.

This is an economic indicator, which will be affected by factors such as a population or size of the municipality, in addition to the availability of development lands and the prevailing industry of the municipality (commercial, service, industrial, etc.).

What percentage of the total construction is residential vs. ICI?

FIG. 1.3 Construction Value of Issued Residential Building Permits (of Construction Value ≥ 50,000) and Issued ICI Building Permits as a Percentage of the Total Construction Value of Issued Building Permits



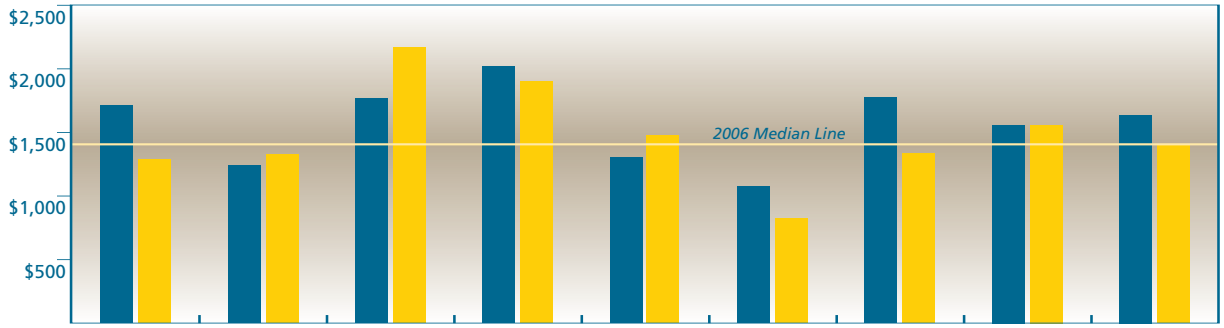
		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	TOTAL	95%	87%	95%	99%	97%	94%	99%	98%	95%
	ICI	29%	34%	42%	53%	51%	65%	33%	56%	46%
	RES	66%	53%	53%	46%	46%	29%	66%	42%	49%
2006	TOTAL	92%	95%	94%	99%	90%	94%	99%	98%	99%
	ICI	20%	39%	38%	50%	56%	64%	50%	70%	50%
	RES	72%	56%	56%	49%	34%	30%	49%	28%	49%

Figure 1.3 shows the percentage share of residential and ICI construction value of total construction value for the years 2005 and 2006. The higher the bar, the higher the percentage value for each of the sectors (Residential and ICI).

Tracking the long term trends between residential and ICI construction is a good measure of the emerging character of a municipality. A decrease in the value of construction of issued residential permits may be matched by an increase in ICI construction. Generally, ICI permit applications offer more unique circumstances and are more complex than low-rise residential permit applications. Shifts between residential and ICI sectors may require different Building Code resource allocations by municipalities.

What is the dollar value of construction activity?

FIG. 1.4 Construction Value of Total Building Permits Issued per Capita



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	1,710	1,236	1,765	2,016	1,302	1,074	1,770	1,558	1,634
2006	1,284	1,325	2,171	1,903	1,476	825	1,336	1,557	1,406

Figure 1.4 shows the total construction value per capita for 2005 and 2006. The higher the bar, the higher the value of construction activity. It is noted that one or two major projects might impact the results in a particular year, along with the mix of construction projects. For example, construction dominated by institutional construction such as hospitals, may drive up the total construction value, while a shift to low-rise residential housing may reduce the total construction value of the issued building permits.

WHERE DO WE GO FROM HERE?

The new Ontario *Building Code Act* and its associated timeframes for issuing permits and inspections are forcing municipalities to change their building services operations. Since these timeframes are applicable across all municipalities, the expert panel will develop new measures for 2007, which will gauge performance against the new regulations. These measures will enable the expert panel to report to councils and its affiliated associations on the impact of the regulations.

2. Emergency Medical Services

WHAT IS THE SERVICE?

The *Ambulance Act, 1990* and its regulations, as amended by Provincial legislation, set out the legislative framework for the funding and delivery of ambulance services in Ontario. Ambulance services were transferred to municipal responsibility in 2000-2001.

The traditional roles of Emergency Medical Services (EMS) focuses on paramedics providing emergency care to stabilize a patient's condition, rapid transport to hospital, as well as inter-facility transfers for both emergency and non-emergency situations.

The fundamental principles that all EMS service providers abide by revolve around an emergency medical services system that is:

- Accessible - All citizens should have equal access to ambulance services;
- Integrated - Ambulance services are an integrated part of the overall Emergency Health Care Services;
- Seamless - The closest available and appropriate ambulance will respond to a patient, regardless of political, administrative or other artificial boundaries;
- Accountable - Ambulance service operators are medically, operationally and financially accountable to provide service of the highest possible caliber; and,
- Responsive - Municipal ambulance services must remain responsive to the changing health care, demographic, socio-economic and medical needs in their area.

The primary customers of EMS are those with medical emergencies. Secondary customers include the families of the patients, and partners such as base and local hospitals, dispatch centres, long-term care facilities, and the Provincial Ministry of Health and Long-Term Care.

The funding for EMS is a shared Provincial and Municipal responsibility. The current plan is to reach a 50/50 split in funding by 2008. There is also a small user-pay element to Ambulance services.

EMS is generally an upper-tier or single-tier municipal responsibility. The OMBI reporting of data for the cities of London, Windsor and for the County of Brant actually represent an area larger than that represented by their municipal boundaries.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Ambulance services face many issues in the current context in which they operate including:

- An aging population, with the corresponding increases in demands on the services of EMS providers. Growing populations and continued urban sprawl, especially in the fast growing GTA and southern municipalities, are also increasing the demand on services;
- Offload delays, with hospital emergency services increasingly stretched, ambulances and paramedics are required to stay and care for patients at the hospital for significant periods of time before formal transfer can occur. Shortages in other components of the health care system, including lack of rural and family doctors in many areas, lead to increased demand for emergency services;
- A growing public demand for service by Advanced Care Paramedics, for lower response times to the emergency location and rural resident expectations of urban service and response levels;
- The changing nature of urban areas including, traffic congestion, increase in vertical growth (high-rises) in core areas, as well as continued growth of suburban areas into formerly rural land resulting in pressures on response times;
- A need for continued community education and direct participation of citizens in emergency response (for example, growth in Public Access Defibrillator and CPR training programs);
- In most services, there is continued separation in the control of dispatch and the local ambulance service operations; and
- The funding challenges of balancing increased service needs with the ability of municipalities to pay.

HOW ARE WE COLLABORATING?

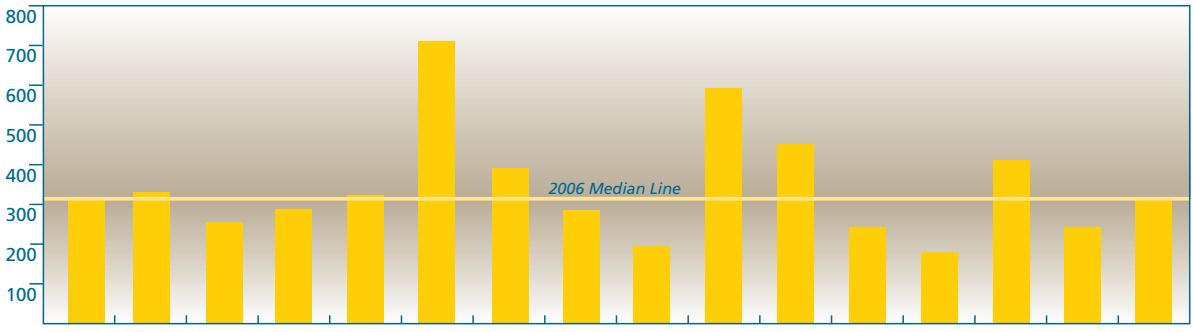
The 15 OMBI municipalities have been actively sharing data and practices for seven years. A project such as a province-wide review of response times based on geographical density is one example of the results of this collaboration. OMBI municipalities also take a lead role in AMEMSO (Association of Municipal Emergency Medical Services of Ontario) and share the data and insights of OMBI with the broader group of Ontario ambulance services.

As mentioned above, services are mandated to collaborate in terms of service delivery to ensure that artificial municipal boundaries do not impede the response to patient calls.

WHAT ARE THE RESULTS?

How many hours of service is EMS providing?

FIG 2.1 Actual Weighted In-Service Vehicle Hours per 1,000 Population



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	315	330	256	289	322	712	392	287	194	593	453	244	181	412	244	315

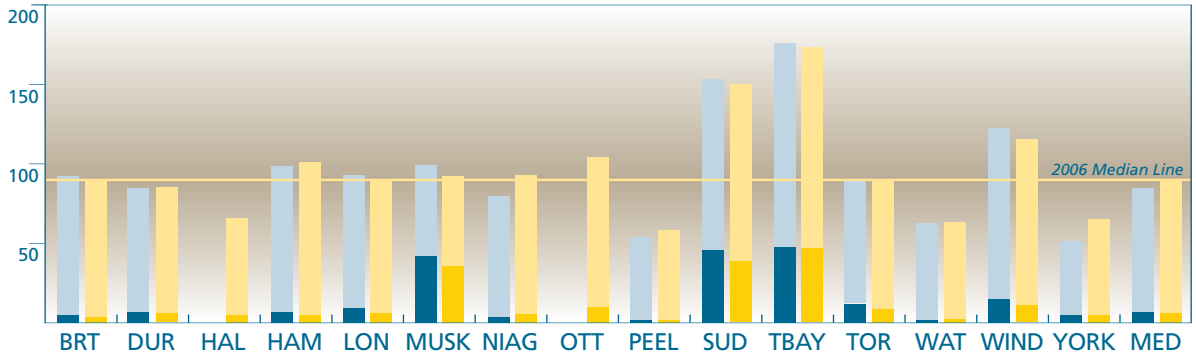
Note: This figure represents a new measure created in 2006. There is no 2005 comparable data.

Figure 2.1 illustrates the actual number of hours of service provided by ambulances and other EMS response vehicles on a per capita basis for 2006. The higher the bar, the more hours provided. The results are weighted to differentiate between first response units and supervisor units which, are generally staffed by only one paramedic and ambulances which are normally staffed by two paramedics – so to keep the measure comparable, response and supervisor unit hours are counted as a "half" in the weighted total vehicle hours.

The number of EMS in-service hours can be greatly affected by factors such as "urban form" (an area that is more rural in nature may require more ambulances to keep the response time at acceptable levels). Off-load delays at hospitals are another factor that can also increase the need for ambulance hours.

How many calls did we respond to?

FIG. 2.2 EMS Calls-Emergency and Non-Emergency per 1,000 Population



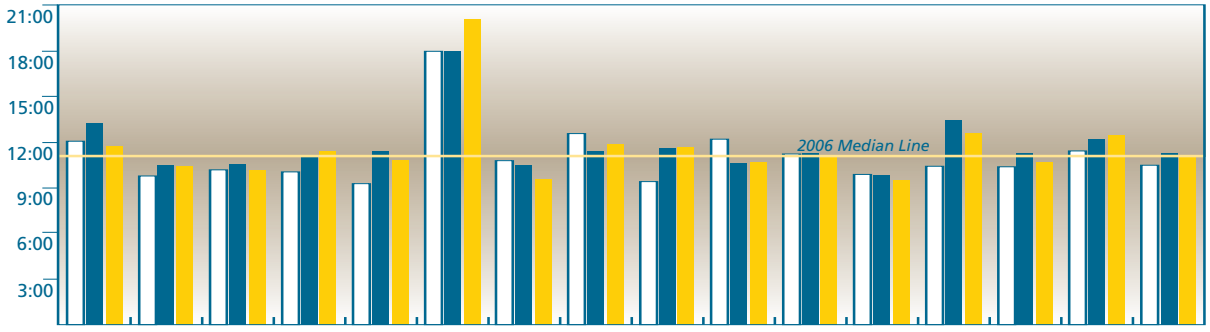
		BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	Total	92	85		99	93	99	80		54	153	176	89	63	122	51	85
	Emergency	87	78		92	83	57	76		52	107	128	77	61	107	46	78
	Non-Emergency	5	7		7	10	42	4		2	46	48	12	2	15	5	7
2006	Total	90	85	66	101	90	92	92	104	58	150	173	89	63	115	65	90
	Emergency	86	79	61	96	84	56	87	94	56	111	126	80	61	104	60	84
	Non-Emergency	4	6	5	5	6	36	5	10	2	39	47	9	2	11	5	6

Note: Halton and Ottawa data not available for 2005.

Figure 2.2 shows the number of both emergency and non-emergency calls that the service responded to (per thousand population) for 2005 and 2006. Emergency calls are high priority, considered to be of a life threatening nature at the time of dispatch. The higher the bar, the more calls responded to. Some services handle more of the non-emergency or patient transfer type calls while others have dispatched most of these calls to third-party providers. The results of this measure can be affected by many factors, such as the medical care system in the area (i.e., is there a need to move patients between facilities within the area or a need to move patients to tertiary care centres in larger urban areas). An aging population can also mean more calls, as can the number of day visitors, i.e., people who come into the municipality for either tourism or work purposes.

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

FIG. 2.3 EMS T2-4 Code 4, 90th Percentile Response Time



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
1996	12:00	09:56	10:25	10:05	9:20	18:00	10:48	12:41	9:27	12:12	11:10	9:59	10:30	10:26	11:26	10:30
2005	13:27	10:30	10:30	11:00	11:26	18:00	10:27	11:32	11:39	10:37	11:11	9:54	13:43	11:08	12:08	11:11
2006	11:50	10:28	10:16	11:27	10:54	20:00	9:39	11:59	11:43	10:40	11:04	9:25	12:48	10:38	12:24	11:04

Note: Times are read as minutes : seconds.

Figure 2.3 illustrates the response time for the years 2006, 2005 and 1996 by municipality. The lower the bar, the faster the response time achieved. The base year is considered to be 1996 and services are required by Provincial legislation to be working toward meeting or lowering their time in response to this standard.

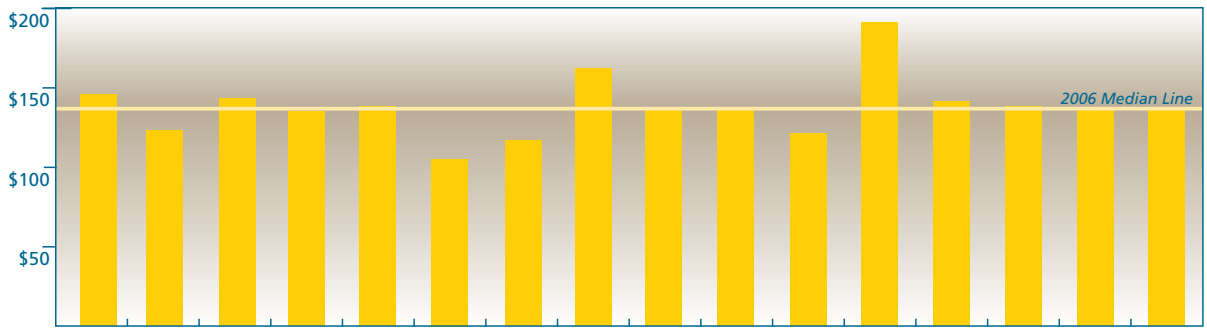
The 90th percentile means that 90 per cent of all EMS calls have a response time within the period reflected in the graph. T2-4 time, represents the response time from the service getting the call until the first EMS vehicle arrives on scene. The time between a person making an emergency call and the call being received by the service is not reflected in these numbers.

Many factors contribute to the response time of services, such as:

- Increasing call volumes due to growing and aging population in many areas that can stretch resources;
- Increasing delays at hospitals transferring patients, which make those ambulances unavailable for calls;
- As municipalities increase in population, more vehicles on the roads make navigation more difficult; and
- Some municipalities are also experiencing densification (growth in vertical height of buildings), which can slow response times.

What is the operating cost of EMS vehicles?

FIG. 2.4 EMS Cost per Actual Weighted Vehicle In-Service Hour



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	146	123	143	135	138	105	117	162	136	137	121	191	141	138	136	137

Note: This figure represents a new measure created in 2006. There is no 2005 comparable data.

Figure 2.4 illustrates the cost per hour to have an EMS vehicle available to respond to patient calls. The lower the bar, the lower the cost per vehicle hour.

Factors that can impact the cost for EMS include:

- Where in the "cycle" of collective agreements a municipality is;
- The staffing mix between Advanced Care Paramedics (ACPs) and Primary Care Paramedics (PCPs) as ACPs receive a higher wage rate; and
- The overall demand for service (as seen above in call volume data).

WHERE DO WE GO FROM HERE?

The OMBI EMS Expert Group will continue to exchange performance measurement data, refine and analyze that data. OMBI's EMS group will also continue to work within the broader context of AMEMSO and with other services nationally and internationally. Further collaboration efforts include the development of a common customer satisfaction survey.

3. Fire Services

WHAT IS THE SERVICE?

The goal of Fire Services in every municipality is to protect the life and property of citizens and businesses from fire and other hazards such as chemical spills and vehicle accidents. The three primary fire safety activities provided in communities in support of these objectives are:

- Public education and fire prevention;
- Fire safety standards and enforcement; and
- Emergency response.

In Ontario, the loss of life and property due to fire continues to decline. This reflects the impact of improved public education and fire prevention as well as better fire safety standards and enforcement.

In some municipalities, depending on response agreements between Fire Services, Emergency Medical Services (EMS), and hospital protocols, response to medical calls can also be a significant activity.

OMBI municipalities vary significantly in their geography and urbanization, with some municipalities containing both urban and rural areas. These factors as well as the degree of community fire risk can impact the firefighting capabilities and staffing models required in each municipality. In Ontario, municipalities use full-time, volunteer or composite (a mix of full-time and volunteer) staffing models.

To improve the comparability of the information in this report, separate urban and rural results have been provided where appropriate. Urban areas have been defined as those served by full-time firefighters stationed with their vehicles on a continuous basis.

Rural areas are typically served by volunteer firefighters who are engaged in other professions but are on call to respond to emergencies as they arise. The one notable OMBI exception to this is the City of Thunder Bay, which uses full-time firefighters to serve both urban and rural areas. Where this report provides separate rural and urban data, Thunder Bay's results have been summarized entirely as "urban" to improve the comparability with other municipalities served by full-time firefighters.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Major service delivery issues in Fire Services include:

- The responsibility for responding to many different types of emergencies, such as chemical spills, motor vehicle accidents, blackouts, floods and storms and the knowledge requirements and provision of appropriate training and equipment to do so;

- The compatibility of communications systems among different municipal Fire Services as well as with other emergency responders such as Emergency Medical Services and Police; and
- The recruitment and retention of volunteer firefighters.

HOW ARE WE COLLABORATING?

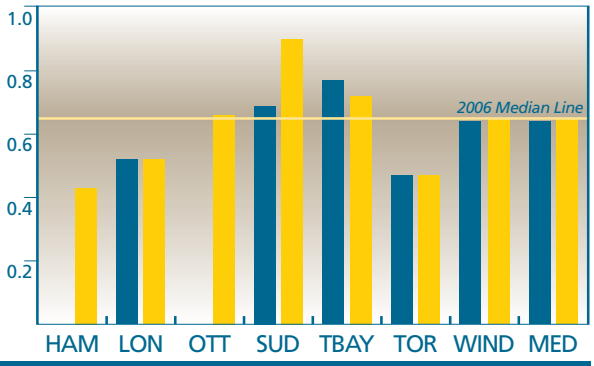
Members of the OMBI Fire Services Expert Panel have been sharing information and working in partnership with the Ontario Fire Marshal's Office and their initiative to develop appropriate performance measures for all Fire Services in Ontario through the Performance Measurement and Benchmarking System (PMBS). Some of these OMBI and PMBS performance measures are being considered for use in the Ministry of Municipal Affairs and Housing's Municipal Performance Measurement Program (MPMP).

OMBI municipalities have also provided suggestions and worked with the Ontario Fire Marshal's Office in their initiative to update the Standard Incident Report, which will improve the way in which emergency response information is collected in the future.

WHAT ARE THE RESULTS?

How many hours are fire vehicles available to respond to emergencies?

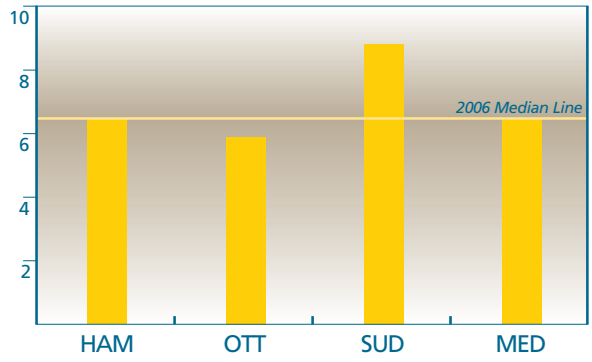
FIG. 3.1 Number of Urban In-Service Fire Vehicle Hours per Capita



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005		0.52		0.69	0.77	0.47	0.64	0.64
2006	0.43	0.52	0.66	0.90	0.72	0.47	0.65	0.65

Note: Hamilton and Ottawa data not available for 2005.

FIG. 3.2 Number of Rural In-Service Fire Vehicle Hours per Capita



	HAM	OTT	SUD	MED
2006	6.47	5.89	8.83	6.47

Note: This figure represents a new measure created in 2006. There is no 2005 comparative data.

A key consideration in the examination of service levels is the availability of fire vehicles to respond to emergencies. Figure 3.1 summarizes the number of hours in 2005 and 2006, on a per capita/person basis, that fire vehicles were in-service and available to respond to emergencies in the urban areas of OMBI municipalities. Figure 3.2 provides similar information for the rural areas.

The higher the bar, the more fire vehicle hours were available to respond to emergencies. The key front-line fire vehicles included in the calculation of this measure are pumpers, aerials, water tankers and rescue units.

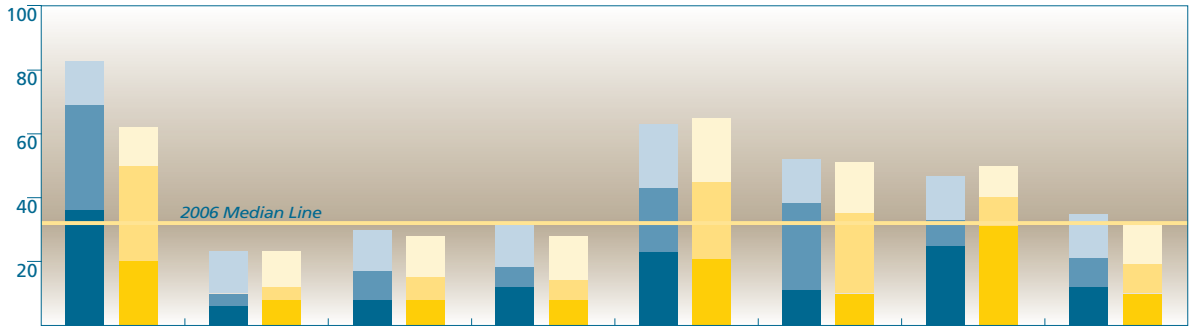
On an overall basis, rural areas tend to have higher vehicle hours because a proportionately greater number of vehicles are necessary to adequately cover broader geographic service areas with an acceptable response time. Rural areas also typically do not have fire hydrants, necessitating the use of water tanker vehicles that are not required in urban areas.

The number of in-service vehicle hours and response times (see Figure 3.6) can be influenced by many variables, including:

- Differences in population densities;
- The nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes);
- Geography and topography;
- Transportation routes;
- Staffing levels on fire apparatus/vehicles;
- Traffic congestion;
- Travel distances; and
- Policies in urban areas for removing vehicles from service if there is insufficient staffing during a shift.

How many incidents have fire services responded to?

FIG. 3.3 Number of Incidents (by Type) Responded to by Fire Services per 1,000 Urban Population



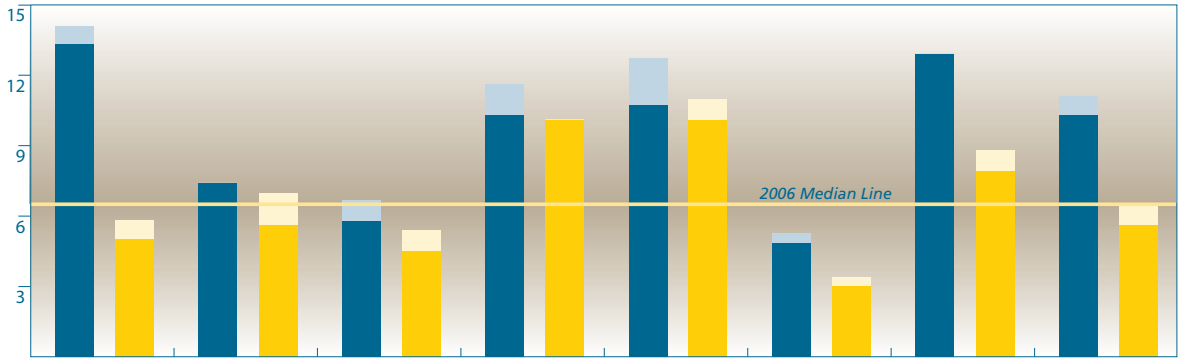
		HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	Total Incidents	83	23	30	31	63	52	47	35
	Property Fires, Explosions and Alarms	14	13	13	14	20	14	14	14
	Medical	33	4	9	6	20	27	8	9
	Rescues and Other	36	6	8	12	23	11	25	12
2006	Total Incidents	62	23	28	28	65	51	49	32
	Property Fires, Explosions and Alarms	12	11	13	14	20	16	10	13
	Medical	30	4	7	6	24	25	9	9
	Rescues and Other	20	8	8	8	21	10	31	10

Figure 3.3 provides information on the number of incidents in 2005 and 2006 where fire services responded on a per 1,000 urban population basis. The lower the bar, the fewer the responses to emergency incidents.

In some municipalities, depending on response agreements between Fire Services, Emergency Medical Services (EMS) and hospital protocols, responses to medical calls constitute a significant component of total responses.

How many injuries and fatalities were there from residential fires?

FIG. 3.4 Residential Fire-Related Injuries and Fatalities per 100,000 Population



		HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	Total	14.1	7.4	6.7	11.6	12.7	5.3	12.9	11.1
	Fatalities	0.8	0.0	0.9	1.3	2.0	0.5	0.0	0.8
	Injuries	13.3	7.4	5.8	10.3	10.7	4.8	12.9	10.3
2006	Total	5.8	7.0	5.4	10.1	11.0	3.4	8.8	6.5
	Fatalities	0.8	1.4	0.9	0.0	0.9	0.4	0.9	0.9
	Injuries	5.0	5.6	4.5	10.1	10.1	3.0	7.9	5.6

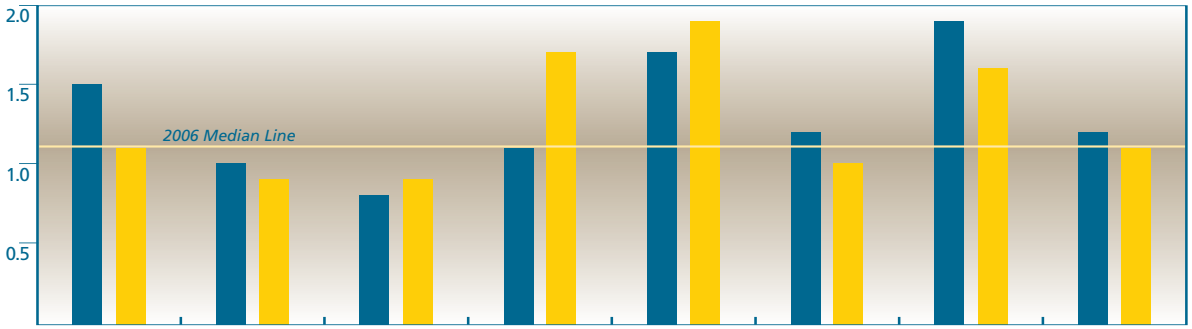
As noted earlier, one of the primary goals of fire services is to prevent and protect citizens from fire-related injuries. Figure 3.4 reflects the number of residential fire-related injuries and fatalities per 100,000 persons in 2005 and 2006. The lower the bar, the lower the rate of injuries and fatalities.

Factors that can influence the rate of injuries and fatalities and the number of fires in a community (see Figure 3.5 below), include:

- The age and densification of housing (apartments/houses);
- Fire prevention and education efforts;
- Socio-demographics;
- Enforcement of the fire code; and
- Presence of working smoke alarms.

How many fires with property losses are occurring?

FIG. 3.5 Rate of Residential Structural Fires with Losses per 1,000 Households



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	1.5	1.0	0.8	1.1	1.7	1.2	1.9	1.2
2006	1.1	0.9	0.9	1.7	1.9	1.0	1.6	1.1

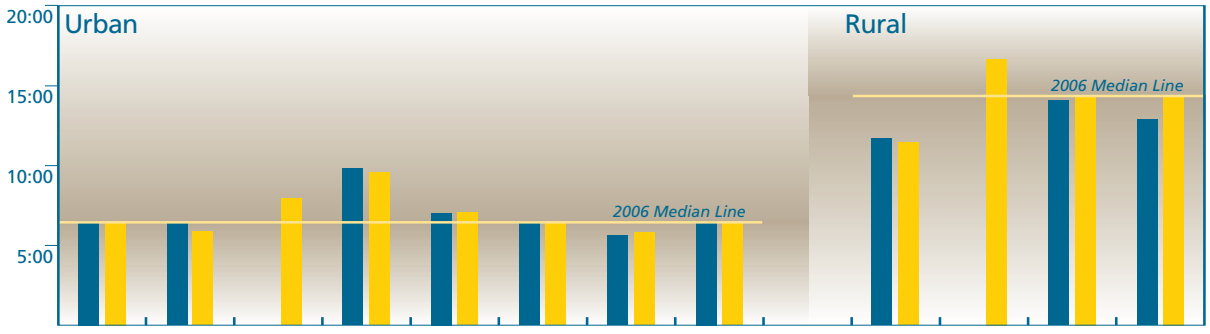
Another important objective of fire services is the prevention or minimization of fire-related property loss. Figure 3.5, provides information on the number of residential fires with property losses in 2005 and 2006, per 1,000 households. The lower the bar, the lower the number of fires with property losses.

Key factors that influence the rate of residential structural fires are discussed under Figure 3.4.

Ideally, information on the dollar value of property loss resulting from fires should be considered in addition to the rate of fires, but comparable information among municipalities is currently not available.

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

FIG. 3.6 Actual - 90th Percentile Station Notification Response Time for Fire Services in Municipality



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	HAM	OTT	SUD	MED
2005	6:33	6:23		9:50	7:02	6:31	5:38	6:32	11:43		14:05	12:54
2006	6:25	5:53	7:55	9:35	7:05	6:26	5:49	6:26	11:28	16:41	14:23	14:23

Note: Ottawa data not available for 2005. Times are read as minutes : seconds.

From the perspective of residents, the response time between when they place a call for service and the arrival of fire vehicles on the emergency scene is of great importance.

Figure 3.6 provides, for 2005 and 2006, the 90th percentile urban response time, in minutes and seconds, from the point that fire station staff has been notified of an emergency call, to the point when they arrive at the emergency scene. This is referred to formally as the "station notification response time." The lower the bar, the shorter the response time.

The 90th percentile means that 90 per cent of all emergency calls in the municipality have a station notification response time within the time period reflected on the graph. For example, in London, 90 per cent of all 2006 emergency calls were responded to within 5 minutes, 53 seconds.

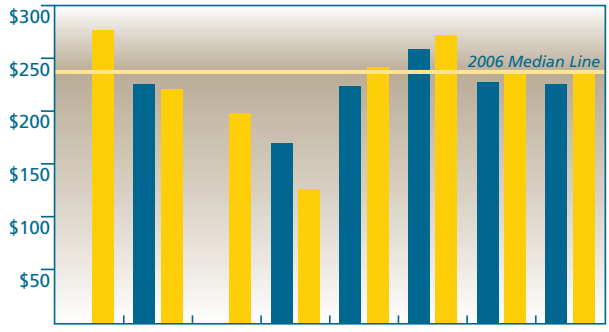
Separate urban and rural results have been provided. Rural areas tend to have greater response times because of larger geographic distances and the fact that volunteer firefighters first need to travel from their place of work to the fire station.

It should be noted that station notification response times do not include the dispatch time – the time between when an emergency call is first received and the time the fire station is notified. This may add an additional 11 to 65 seconds to the total response time, depending on the municipality.

Fire response times can be influenced by geography/topography, travel distances, station location/coverage areas, deployment strategies, transportation routes, traffic congestion and seasonal weather conditions.

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

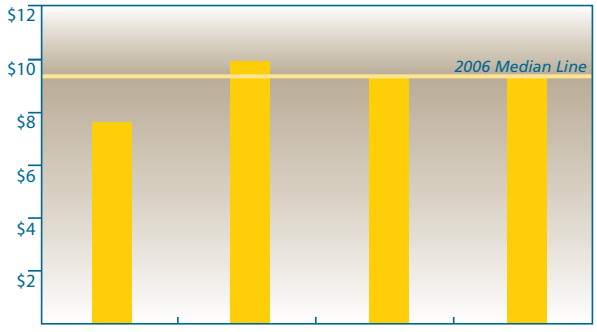
FIG. 3.7 Urban Fire Operating Cost per In-Service Vehicle Hour



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005		227		171	225	260	229	227
2006	278	222	200	127	243	274	238	238

Note: Hamilton and Ottawa data not available for 2005.

FIG. 3.8 Rural Fire Operating Cost per In-Service Vehicle Hour



	HAM	OTT	SUD	MED
2006	7.63	9.96	9.38	9.38

Note: This figure represents a new measure created in 2006. There is no 2005 comparable data.

In terms of efficiency, Figure 3.7 illustrates the cost per hour to have a front-line fire vehicle available to respond to emergency calls in municipal urban areas. Figure 3.8 provides the same information for rural areas. The lower the bar, the lower the cost per vehicle hour.

Each municipality has a different mix of vehicle types and associated staffing, reflecting its fire and community risks. This mix can influence results. The key front-line fire vehicles included in the calculation of this measure are pumpers, aerials, water tankers and rescue units.

The cost per vehicle hour for rural areas served by volunteer firefighters tends to be lower than that in urban areas served by full-time firefighters because volunteer firefighters are paid only for the hours they are actively responding to emergencies.

It should be noted that the costs included in these measures are not just those relating to emergency response but also include the following activities:

- Firefighter training;
- Dispatch;
- Fire prevention;
- Public education;
- Vehicle maintenance; and
- Administration.

WHERE DO WE GO FROM HERE?

In the future the OMBI Fire Expert Panel will be examining this information further, with the aim of sharing better practices in the areas of preventing firefighter injuries and fire prevention.

Improvements in the way emergency response information is being collected in the Standard Incident Report discussed earlier, will also improve the consistency of information collected in the future and the ability to do further analysis.

4. Library Services

WHAT IS THE SERVICE?

Public libraries are an important resource to meet the changing needs of individuals and communities. They foster literacy, life-long learning and support a love of reading in people of all ages. Libraries also provide support for newcomers and job seekers, and build diverse communities. They address the digital divide and help individuals and communities transition to a global, knowledge-based economy.

Public libraries meet these objectives through:

- Collections;
- Reference and referral services to provide information and readers advisory;
- Access to technology and digital content;
- Programs;
- Study space;
- Community meeting rooms; and
- Outreach and partnerships.

These services are delivered within the library and beyond through the virtual library and collaborative resource sharing networks.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Libraries continue to face a number of challenges, including:

- The need to tailor library services and offer collections in many languages due to the increasing social, economic and cultural diversity of the population;
- The renewal of older library branches that are not configured for current service needs;
- The continual need to update and improve the technology infrastructure to keep electronic library services current and relevant; and
- Community demand for expanded hours of operation to provide physical access to computers that may not be present in homes.

HOW ARE WE COLLABORATING?

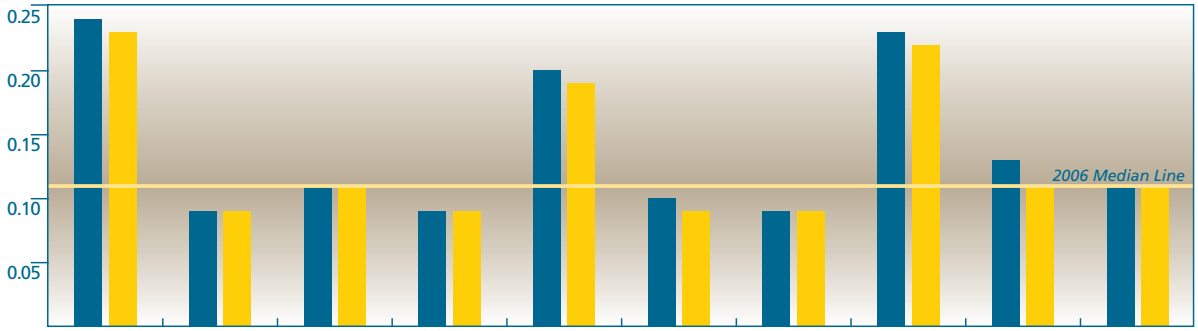
OMBI Library Services work in a highly collaborative environment at the provincial and national level. Examples of this collaboration are joint training and a purchasing consortia for library materials. It has also included the exchange and sharing of performance measures and technical definitions with organizations such as the Canadian Urban Libraries Council (CULC).

WHAT ARE THE RESULTS?

It should be noted that data provided in figures 4.1 through 4.5 for the Regional Municipality of Waterloo, only relates to library services it provides to its four rural townships.

How many hours are all library branches open?

FIG. 4.1 Annual Number of Library Service Hours per Capita



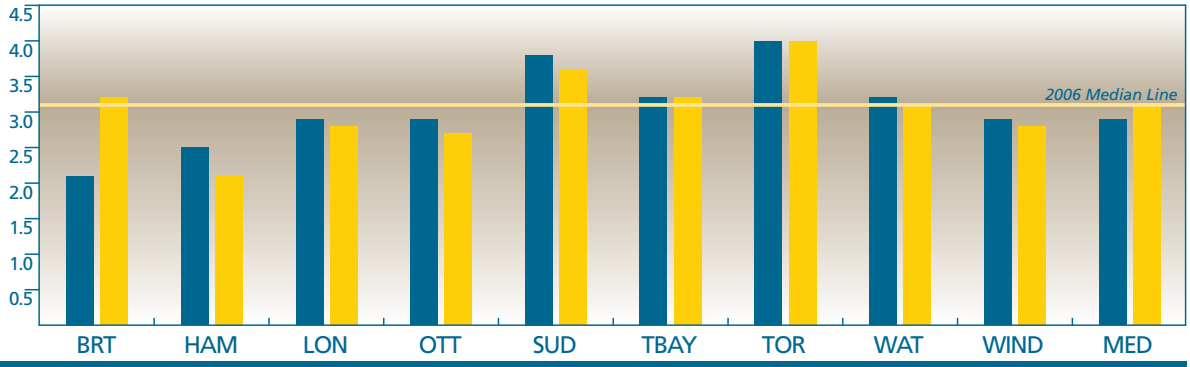
	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2005	0.24	0.09	0.11	0.09	0.20	0.10	0.09	0.23	0.13	0.11
2006	0.23	0.09	0.11	0.09	0.19	0.09	0.09	0.22	0.11	0.11

Figure 4.1 compares the number of hours per capita/person that all library branches were open in 2005 and 2006, regardless of the size of those branches. The higher the bar, the greater the number of hours library branches were open. This measurement excludes the numerous electronic services provided on a 24-hour, seven-day-a-week basis, through library web sites, as well as through outreach services such as bookmobiles.

A municipality's results can be influenced by the density of its population. Municipalities with lower population densities may require more library branches and more service hours to provide services within a reasonable distance from residents. It does not reflect the average number of weekly hours that each library branch is open, which can vary significantly among municipalities.

How many holdings do libraries have?

FIG. 4.2 Number of Library Holdings per Capita



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2005	2.1	2.5	2.9	2.9	3.8	3.2	4.0	3.2	2.9	2.9
2006	3.2	2.1	2.8	2.7	3.6	3.2	4.0	3.1	2.8	3.1

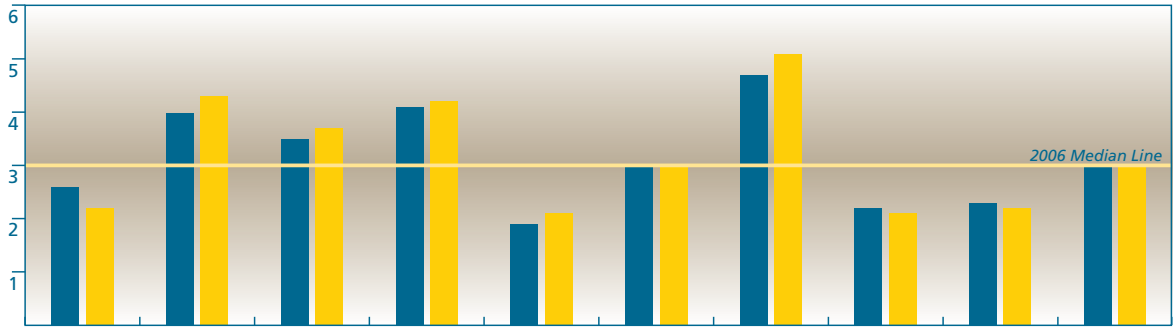
Figure 4.2 shows the number of library holdings in the municipal library system on a per capita/person basis for 2005 and 2006. Library holdings consist of both print and electronic media, and this measure provides an indication of the size of library holdings (the higher the bar, the higher the number of print and electronic media available). However, this measure is not an indication of how current or up to date a collection is.

Print media include reference collections, circulating/borrowing collections and periodicals. Electronic media include CDs/DVDs, MP3 materials and audio books.

Results can be influenced by differing needs for multilingual collections, the size of a library's electronic collection and the significance of specialized and reference collections.

How many times is each item borrowed from a library?

FIG. 4.3 Average Number of Times in Year Circulating Items are Borrowed (Turnover)



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2005	2.6	4.0	3.5	4.1	1.9	3.0	4.7	2.2	2.3	3.0
2006	2.2	4.3	3.7	4.2	2.1	3.0	5.1	2.1	2.2	3.0

One way the quality of a library's collection can be evaluated is by examining the average number of times each item in a library's circulating collection is borrowed, which for 2005 and 2006 is illustrated in Figure 4.3. The higher the bar, the more times an item was borrowed from the circulating collection.

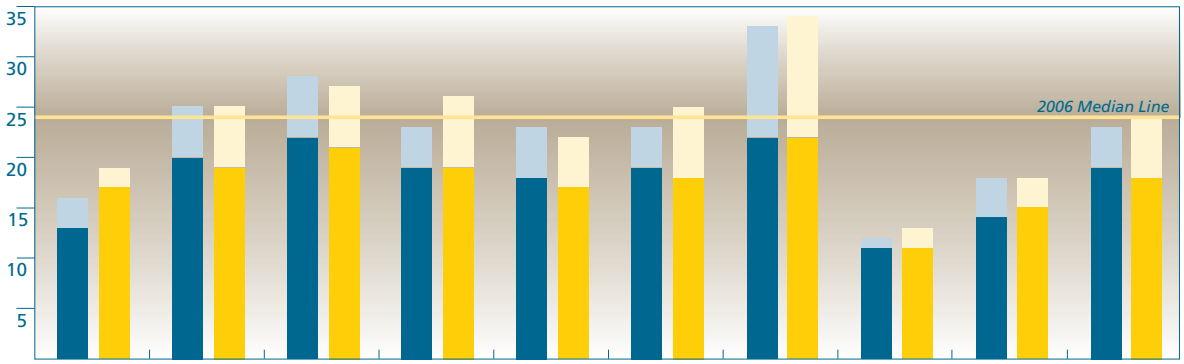
Generally, if an item has been borrowed many times in a year, it is an indication of how popular and relevant the item is to users.

Each municipality's results can be influenced by:

- The size, variety, and how current the circulating collection is;
- The extent of library web services that are available;
- Each library system's borrowing policy;
- The socio-demographics of the population served; and
- The degree of research done to assess community information needs and the communication of available library materials and services to citizens.

How many times were libraries used?

FIG. 4.4 Number of Library Uses per Capita - Electronic and Non-Electronic



		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2005	Total	16	25	28	23	23	23	33	12	18	23
	Electronic	3	5	6	4	5	4	11	1	4	4
	Non-Electronic	13	20	22	19	18	19	22	11	14	19
2006	Total	19	25	27	26	22	25	34	13	18	24
	Electronic	2	6	6	7	5	7	12	2	3	6
	Non-Electronic	17	19	21	19	17	18	22	11	15	18

One of the primary goals of a municipal library system is to maximize the use of library resources and programming by residents. Figure 4.4 shows how many times a library system was used in 2005 and 2006 on a per capita/person basis. The higher the bar, the greater the use of the library system.

Library uses are grouped into non-electronic and electronic categories. Non-electronic library uses include:

- A visit to a library branch;
- Borrowing materials;
- Reference questions;
- Use of materials within the branch; and
- Attendance at programs.

Electronic library use is a growing service channel of many library systems. It includes:

- The use of computers in libraries;
- On-line collections available in branches; and
- 24-hour access to library web services and collections from home, work or school.

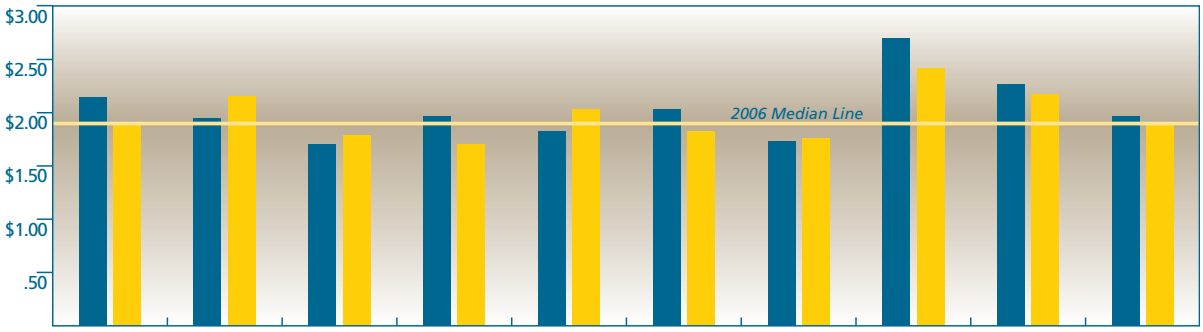
A number of variables can influence how much and how often a library is used, including:

- The number and size of branches;
- Hours of operation;
- The size and mix of collections;
- The number of languages supported in library collections;
- The range of program offerings;
- The availability and degree of investment in web services; and
- The socio-demographics of the population served.

It is important to note that library systems can also provide services to residents beyond their municipal borders. For example, reference or research libraries may have significant collections and other specialized services that are used by the business community, post-secondary students and residents from other municipalities. These groups of users are not captured in this per person/capita measure.

How much does it cost for each library use?

FIG. 4.5 Library Cost per Use



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	MED
2005	2.14	1.95	1.71	1.97	1.83	2.04	1.74	2.70	2.27	1.97
2006	1.90	2.16	1.79	1.71	2.03	1.83	1.76	2.42	2.17	1.90

Figure 4.5 illustrates how much it cost in 2005 and 2006 to operate a library system on a per library use basis. The lower the bar, the less it costs per library use.

A number of variables influence results, including:

- The mix, variety and depth of library uses and the varying amount of staff resources required to support those different uses; and
- Differences in areas of focused expenditures among municipalities to meet local community needs.

WHERE DO WE GO FROM HERE?

The OMBI Library Expert Panel will examine the incorporation of more quantitative and outcome measures in the future.

5. Long-Term Care Services

WHAT IS THE SERVICE?

Long-term care services provide quality resident-focused care within municipal long-term care homes. They also offer special programs to meet the needs of clients within the community.

Long-term care homes provide medical, nursing and/or personal care, as well as recreational, rehabilitation, dietary/nutritional, spiritual and social activities. A multi-disciplinary team of professionals provides services to ensure a safe, comfortable home-like environment to promote maximum independence and the highest quality of life possible.

The care and service delivery in long-term care homes is regulated by the Ontario Ministry of Health and Long-Term Care (MOHLTC) through legislated guidelines and program standards. The provincial government also sets the accommodation rates. Funding is provided by the Ministry, residents of the homes and the municipalities. Subsidies are available to eligible residents to reduce their fees.

Programs such as adult day centres, homemakers & nursing services, supportive housing and "meals on wheels" form an integral part of long-term care services provided in a community. Programs are designed to provide support and information to clients and family caregivers to enable clients to remain independent in their own homes.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

The long-term care sector faces a number of challenges including:

- Nursing and personal care funding provided by the MOHLTC is not sufficient to address the increased demand for staffing and services to meet resident needs;
- Acuity and medical complexity of residents' conditions continue to increase; e.g., more than half suffer from dementia and other mental health illnesses;
- Escalating concerns around environmental issues at the facilities continue to place a greater demand on resources; e.g., infection control and safety;
- Funding and staffing resources to address more specialized care and services; and
- Current long-term care facility funding model fails to recognize and allocate sufficient dollars to fund non-controllable price differentials related to the delivery of care and services.

MOHLTC initiatives that have a direct impact on the services provided to residents of long-term care homes include the following:

1. **Minimum Data Set – Resident Assessment Instrument (MDS-RAI)**. This project involves the implementation of a computerized care planning and documentation system that enables staff to better assess a resident's condition and needs, which form the basis of the individual's care requirements.

2. **Bill 140, *Long-Term Care Homes Act, 2006***. The requirements of Bill 140 are currently being addressed in the development of regulations to set the standards for all long-term care homes.

HOW ARE WE COLLABORATING?

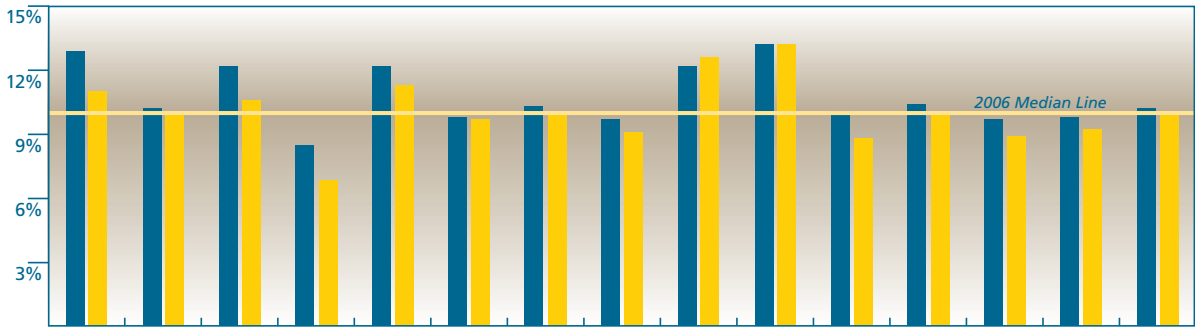
The Long-Term Care Expert Panel, comprised of representatives from the 15 OMBI municipalities and sector organizations, strives for service excellence and quality of life for the residents in the municipal homes and the clients served through community programs. The panel is committed to building a long-term care industry that attracts quality professional staff and creates a home-like environment for long-term care residents and community clients.

Representatives from the Ministry of Health and Long-Term Care (MOHLTC), Registered Nurses Association of Ontario (RNAO), Registered Practical Nurses Association of Ontario (RPNAO), Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) and the Canadian Council on Health Services Accreditation (CCHSA) have an active role on the panel and form a valuable resource for the municipal members.

WHAT ARE THE RESULTS?

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

FIG. 5.1 Percentage of Population 75 years of age and over that can be served from all Long-Term Care Beds in each Municipality



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	12.9%	10.2%	12.2%	8.5%	12.2%	9.8%	10.3%	9.7%	12.2%	13.2%	10.1%	10.4%	9.7%	9.8%	10.2%
2006	11.0%	10.1%	10.6%	6.8%	11.3%	9.7%	10.0%	9.1%	12.6%	13.2%	8.8%	10.0%	8.9%	9.2%	10.0%

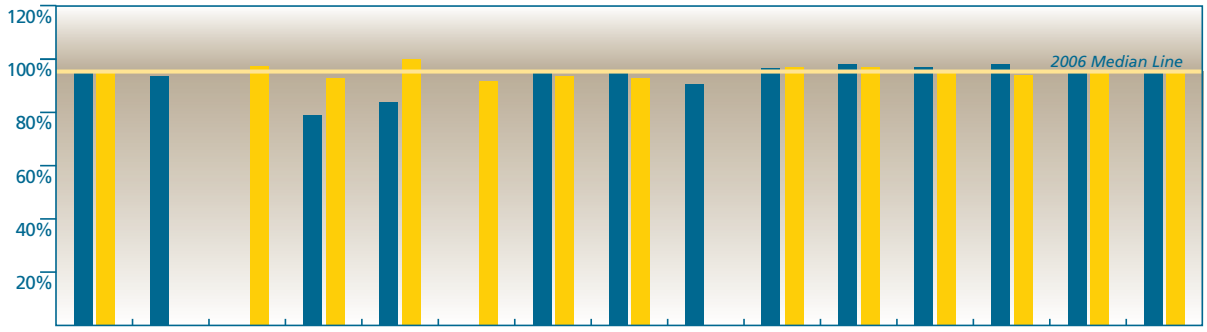
Note: Minimum Provincial Standard: Municipalities should provide long-term care beds to 10% of the population 75 years of age and over.

Figure 5.1 illustrates the number of long-term care beds available from all service providers, whether public or private, as a percentage of the population aged 75 years and over for 2005 and 2006. The higher the bar, the more beds available in the community for residents age 75 years and over.

The number of beds has not kept pace with the growing/aging population. Recently, the provincial government announced that more long-term care beds will be built in communities requiring them. This will help to ensure that individuals living in any community across the province will have more equitable access to long-term care beds.

Are long-term care residents satisfied?

FIG. 5.2 Residents' Satisfaction in Municipal Homes



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	95.6%	93.6%		78.9%	83.7%		94.6%	95.0%	90.6%	96.6%	98.0%	97.2%	98.1%	95.0%	95.0%
2006	95.0%		97.5%	93.0%	100.0%	92.0%	93.9%	93.0%		97.1%	97.0%	96.0%	94.0%	96.0%	95.5%

Note: Residents of municipal long-term care homes were not surveyed in 2005 in Hamilton and Niagara; nor in 2006 in Halton and Greater Sudbury.

Figure 5.2 shows the percentage of surveyed long-term care residents and/or their families who are satisfied with the municipal long-term care home as a place to live for 2005 and 2006. The higher the bar, the greater the satisfaction rate of the long-term care residents.

Residents and/or their family members are typically surveyed annually to ensure their needs are understood and that services are provided to meet those needs. Municipal long-term care providers maintain comprehensive quality improvement programs to ensure safe, high-quality care and services for residents in their homes. For this reason, municipal long-term care homes have historically experienced high satisfaction ratings from their residents.

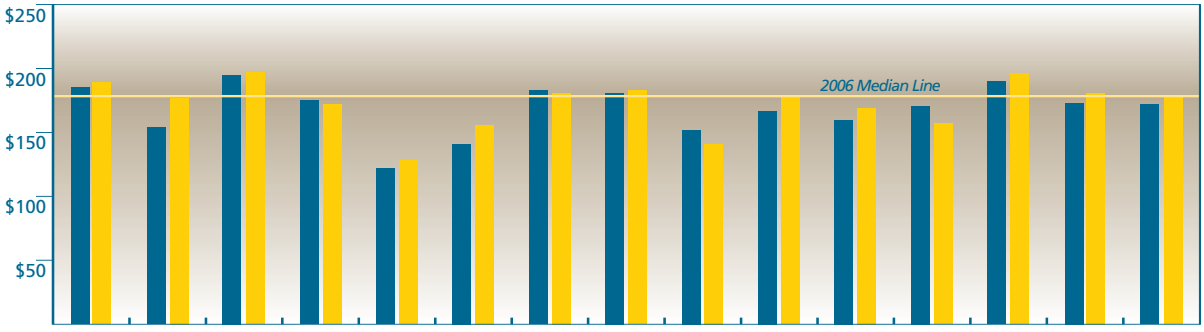
Survey results are used to provide an opportunity for the long-term care home to work with staff, residents and families to focus on areas that need improvements and to continue to effectively deliver high-quality resident care.

Changes in the satisfaction rating are influenced by a number of circumstances:

- Staff turnover;
- Transition to a new building;
- Age of the long-term care home;
- Family involvement in the home;
- Length of time a resident has been in the home; and
- Increased expectations due to sustained levels of service.

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

FIG. 5.3 Long-Term Care Facility Cost (CMI Adjusted) per Long-Term Care Municipal Facility Bed Day



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	185	154	195	175	122	141	183	181	152	167	160	171	190	173	172
2006	189	177	197	172	128	156	181	183	141	179	169	157	196	181	178

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

Figure 5.3 shows the cost of operating a municipal long-term care bed for one day for 2005 and 2006. The lower the bar, the lower the cost.

To improve the comparability of the results, the costs have been adjusted by the Case Mix Index (CMI), which is a numerical factor that adjusts cost to reflect differences in the level and intensity of care required by the residents of each long-term care home.

While the Ontario Ministry of Health and Long-Term Care sets minimum standards and operating requirements for long-term care services, each municipality must address individual service levels and priorities that ensure the needs of the residents in the home are best met using the financial resources available. Municipalities recognize the need for long-term care services in their communities and provide standards of care that exceed the provincial standards to meet these resident needs.

The cost to operate a long-term care home in a municipality may vary due to:

- Occupancy rate;
- Staffing levels required to accommodate the needs of the residents;
- Collective agreements;
- Provincial legislated factors such as compulsory arbitration of union contracts and pay equity legislation;
- Planned redevelopment projects; and
- Participation in the MDS-RAI project.

WHERE DO WE GO FROM HERE?

An ongoing focus of the OMBI Long-Term Care Expert Panel is to investigate best practices in resident falls prevention. This will be achieved through data collection, evaluation and analysis of current practices. The expected outcome of this work will be to identify the best practices that will significantly reduce the number of resident falls and the severity of any resulting injuries to the resident.

6. Parks Services

WHAT IS THE SERVICE?

Parks Services support the recreation and leisure needs of the community. Parkland includes both maintained parkland (such as sports fields, recreational trails, picnic areas, playgrounds) and natural parkland (such as ravines, watercourses, woodlots) that is an integral component of the green space in the municipality. Parks can vary in size and include a variety of features such as flower and shrub beds, fountains, playgrounds, woodlots, paved areas and benches.

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

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Parks Services face a number of challenges including:

- Difficulty in establishing new parks in developed areas of municipalities due to the lack of available vacant land;
- Securing sufficient dollars to cover the on-going operational costs for maintenance and upkeep of new parks.
- Pesticide use in parks and ongoing concerns with public safety and the environment;
- Ensuring play structures are maintained and/or replaced to meet safety standards; and
- Determining the mix of parkland that satisfies community expectations.

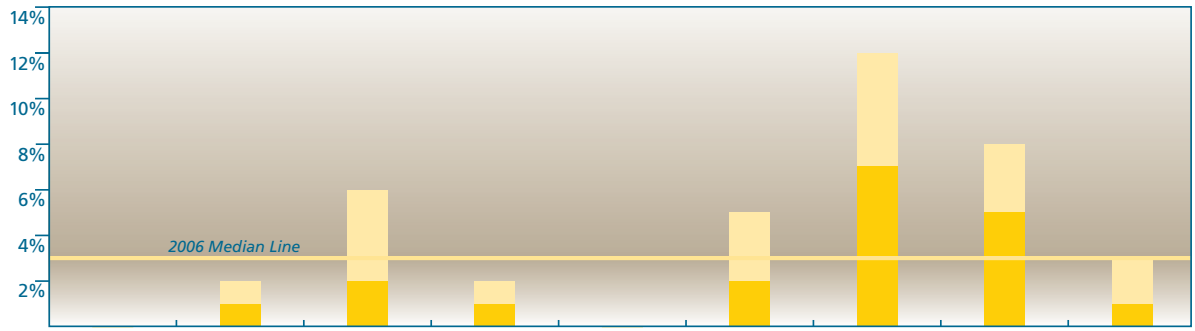
HOW ARE WE COLLABORATING?

The OMBI Parks Expert Panel continues to work on ensuring that the data collected is comparable among municipalities. This is essential to the ultimate objective of identifying best practices for delivering services in the most efficient and cost-effective manner.

WHAT ARE THE RESULTS?

How much maintained and natural parkland is available?

FIG. 6.1 Natural and Maintained Parkland in Municipality as a Percentage of Total Area of Municipality



		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2006	All Parkland	0.1%	1.6%	5.3%	1.5%	0.2%	5.1%	11.5%	8.4%	3.3%
	Natural Parkland	0.0%	0.6%	3.6%	0.5%	0.0%	3.4%	4.7%	3.4%	2.0%
	Maintained Parkland	0.1%	1.0%	1.7%	1.0%	0.2%	1.7%	6.8%	5.1%	1.3%

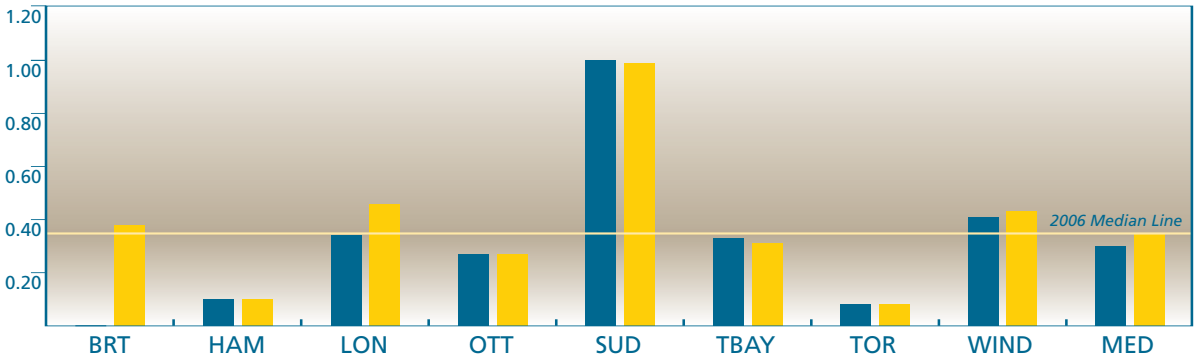
Note: This figure represents a new measure created in 2006. There is no 2005 comparable data.

Figure 6.1 shows the portion of your municipality that is either maintained or natural parkland for 2006. The higher the bar, the higher the percentage that is parkland.

In municipalities with a predominant urban form it may be more difficult to establish new parks within the developed core area. Some municipalities also face geographic challenges as results may be affected by topography and population density. For example the City of Greater Sudbury contains numerous lakes, and rocky outcroppings of the Canadian Shield are a prominent feature throughout the municipality. This can have an effect on the proportion of total area that would be available for parkland, especially maintained parkland.

How many kilometers of maintained trails are there?

FIG. 6.2 Km of Maintained Recreational Trails per 1,000 Persons



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	0.00	0.10	0.34	0.27	1.00	0.33	0.08	0.41	0.30
2006	0.38	0.10	0.46	0.27	0.99	0.31	0.08	0.43	0.35

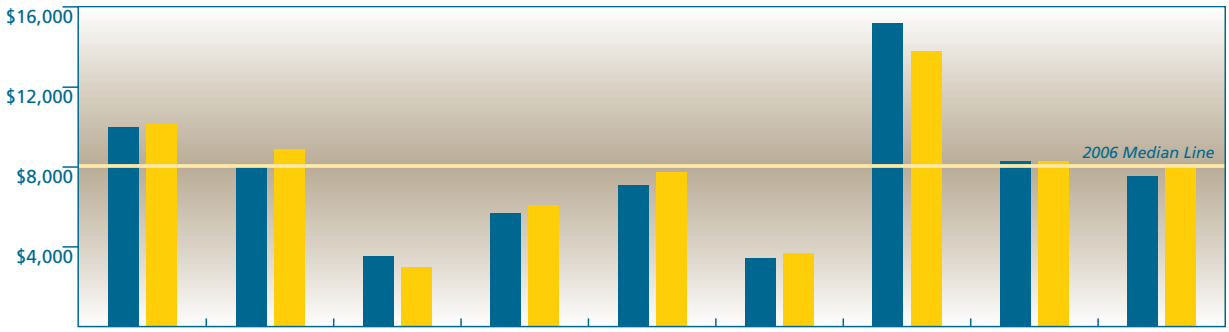
Figure 6.2 includes the length of all maintained recreational trails (in kilometers per 1,000 persons) that fall under municipal responsibility or control for 2005 and 2006. The higher the bar, the more trails available. This includes leased trails if there is a formal lease agreement and the municipality manages and controls the trails it makes available for public use. Trails may support a range of non-motorized recreational uses such as walking, hiking, bicycling and riding/equestrian as well as motorized uses. Municipalities are experiencing increased use of, and demand for, trails and pathways. Only trails with signage and maps are included in this measure.

The factors that influence municipal results include:

- Availability of vacant land for trails in municipalities with a predominantly urban form, i.e., it is more difficult to establish new trails in developed areas;
- The quality of a trail can vary significantly (i.e., paved, unpaved, maintained or natural); and
- Some municipalities have developed trails intended for motorized use (such as snowmobiles) while others have not.

How much does parkland cost per hectare?

FIG. 6.3 Cost per Hectare – All Parkland



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	10,009	8,001	3,503	5,695	7,072	3,401	15,210	8,305	7,537
2006	10,150	8,922	2,998	6,058	7,764	3,658	13,828	8,293	8,028

Figure 6.3 shows the cost per hectare for all parkland (maintained and natural) for 2005 and 2006. The lower the bar, the lower the cost. Maintained parkland includes varying number and range of amenities (greenhouses, washrooms, playgrounds) and a broad range of turf maintenance levels, all of which are typically more costly on a per hectare basis than the operating costs of forests or other natural parkland.

Results are influenced by factors unique to each municipality, including:

- Mix of natural and maintained parkland in each municipality;
- Different service standards for maintained parkland, such as the frequency of grass cutting;
- Differences in the costs of maintaining different categories and types of sports fields;
- Level of management applied to natural areas including ecological restoration and community naturalization projects;

- Parkland in high-density areas in municipalities are often more costly to maintain because of smaller park sizes and traffic congestion which can cause delays in transporting maintenance equipment from one park to another in the downtown core; and
- Higher population densities may mean higher intensity usage and require different maintenance strategies, for example, for irrigation, artificial turf and sport field and pathway lighting.

WHERE DO WE GO FROM HERE?

The Parks Expert Panel continues to collaborate, communicate and strive to identify best practices to meet challenges today and in the future.

7. Police Services

WHAT IS THE SERVICE?

Under the Ontario *Police Services Act*, municipalities are responsible for the provision of adequate and effective police services to ensure the safety and security of citizens, businesses and visitors. To fulfill this mandate, each municipality and police agency creates and implements strategies, policies and business models that meet the specific needs and priorities of their local communities.

Police Services, at a minimum, include the following activities:

- Crime prevention;
- Law enforcement;
- Victims' assistance;
- Maintenance of public order; and
- Emergency response services.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Effective policing is enhanced by strong partnerships between the police and the communities and neighbourhoods they serve. Often, a community's perception of the incidence of crime or their feeling of safety can differ from what raw crime statistics show.

Major issues currently affecting police service delivery include:

- Recruitment and retention of personnel;
- New and emerging crime trends, e.g., guns and gangs, cybercrime; and
- Funding as it relates to mandated services such as court security.

HOW ARE WE COLLABORATING?

The participation of the police services included in the OMBI initiative has been done in partnership with, and through the assistance of, the Ontario Association of Chiefs of Police (OACP).

WHAT ARE THE RESULTS?

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

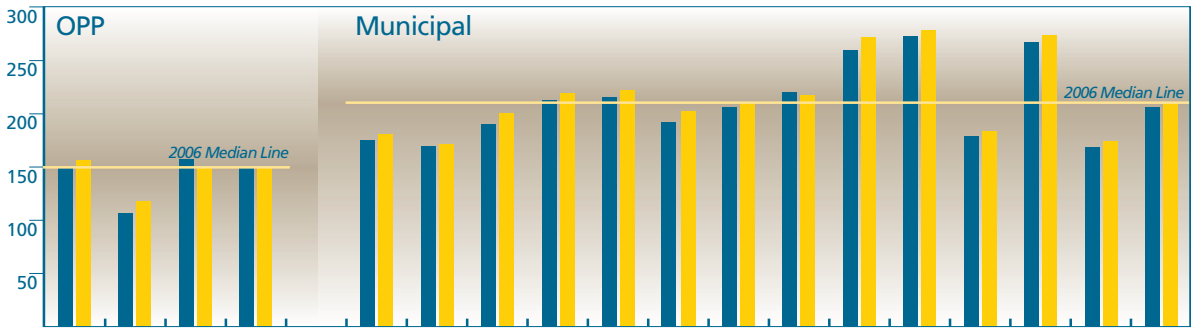
The crime statistics presented in this report relate to those that are recorded by the local Police Services as well as those recorded by the Royal Canadian Mounted Police (RCMP). RCMP crime data is allocated by the Canadian Centre for Justice Statistics (CCJS) to local municipalities for the purpose of statistical reporting. The majority of the RCMP Criminal Code incidents relate to counterfeiting incidents reported directly to the RCMP. This crime category can have large fluctuations from year to year due to the nature of the criminal activity, which can be attributed to increased awareness and detection, and the methodology used by CCJS for distribution of RCMP data to local municipalities.

The 2005 comparative crime rates presented in this report have been adjusted from figures previously presented to include RCMP statistics as well as other minor revisions in CCJS data. It is important to note that individual police services will generally exclude RCMP statistics in local and annual statistical reports they prepare and as such will differ from the results reflected in this report.

The crime rates in this report may also vary from those in CCJS publications due to the use of more current population estimates provided by the OMBI municipalities.

How many police officers and civilian staff are there?

FIG. 7.1 Number of Total Police Staff (Officers and Civilians) per 100,000 Population



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	150	107	157	150	175	170	190	213	216	192	206	220	260	273	179	267	169	206
2006	156	118	149	149	181	171	200	219	222	202	211	218	272	278	184	274	174	211

Note: 2005 results have been restated to be comparable with 2006 results and are based on authorized/budgeted staffing levels.

Figure 7.1 compares the 2005 and 2006 authorized (approved in budget) number of police and civilian staff per 100,000 persons in each municipality and provides an indication of police service levels. The higher the bar, the more authorized police and civilian staff serve a community.

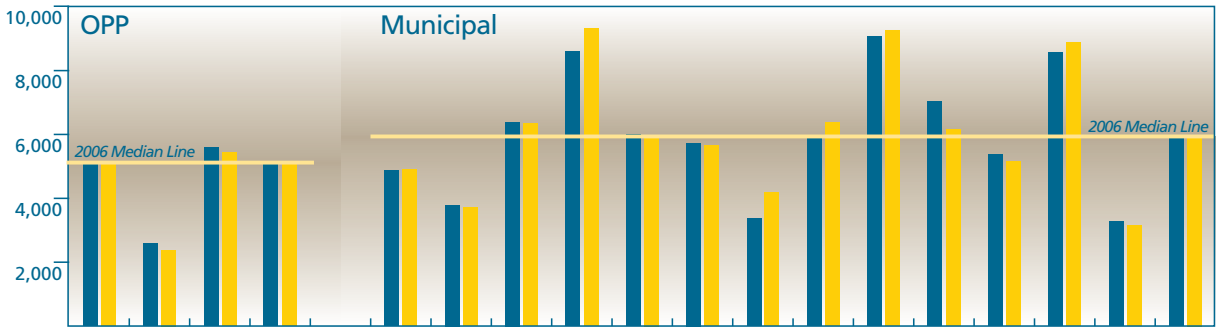
A number of factors can have a direct impact on calls for police service, operational demands and overall workload. As a result, each municipality has a unique blend of policing and municipal needs, as well as ways to respond to them. Staffing levels can vary due to:

- The number of non-residents – the daily inflow and outflow of commuters and tourists; attendees at cultural, entertainment and sporting events; or seasonal residents (e.g., post-secondary students) – who require police services and are not captured in population-based measures; and

- Additional police staff required to provide services at facilities such as airports, casinos or in support of other high-security facilities.

What is the total crime rate?

FIG. 7.2 Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	5,051	2,573	5,596	5,051	4,848	3,780	6,389	8,599	6,007	5,735	3,377	5,978	9,064	7,045	5,361	8,574	3,280	5,978
2006	5,115	2,387	5,451	5,115	4,906	3,717	6,345	9,322	5,951	5,662	4,178	6,370	9,243	6,153	5,137	8,890	3,165	5,951

Note: 2005 comparative results have been restated for minor revisions made by CCJS.

Figure 7.2 compares the rate of overall crime in 2005 and 2006 per 100,000 persons. It excludes Criminal Code driving offences, such as impaired driving or criminal negligence causing death. The lower the bar, the lower the overall crime rate in the municipality.

Crime rates in figures 7.2 through 7.5 are used to measure the extent and nature of criminal activity brought to the attention of a municipality's police service but do not capture unreported crime.

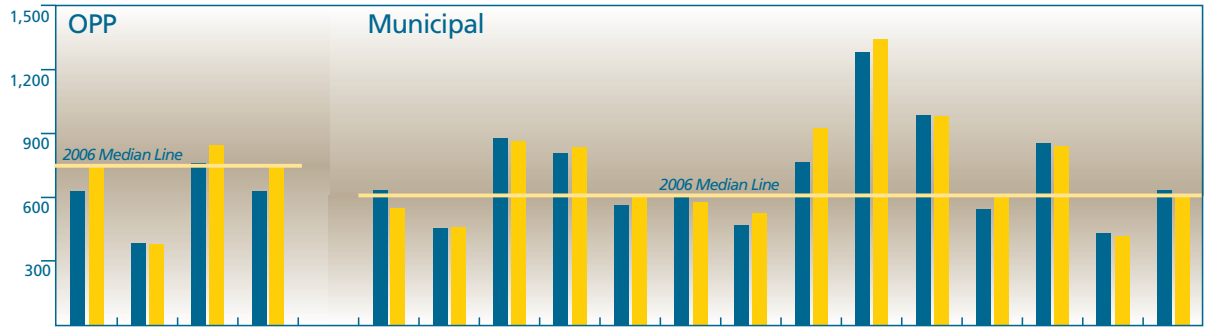
Many factors may influence crime rates in Figures 7.2 through 7.5, including:

- The public's willingness to report crimes;
- Changes in legislation and policies;
- The impact of police enforcement practices and special operations; and
- Demographic, social, and economic changes.

Crime rates can be used to determine if there have been changes in criminal activity over time. Ideally, rates should be examined over a 5-to-10 year period. Changes between 2005 and 2006 crime rates can be seen by comparing the two bars in Figures 7.2 through 7.5. It needs to be recognized, however, that changes to the law, standards or law enforcement practices can all have an impact on changes in crime rates in any given year.

What is the violent crime rate?

FIG. 7.3 Reported Number of Violent Criminal Code Incidents per 100,000 Population



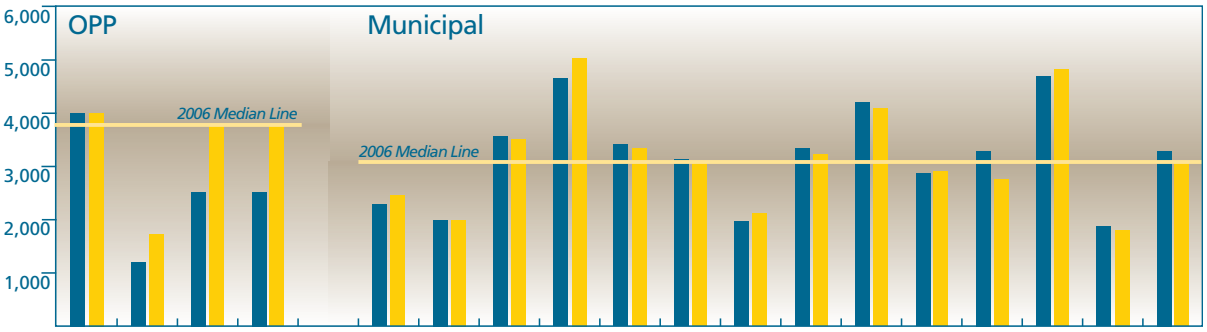
	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	633	391	764	633	635	457	881	812	566	620	472	767	1,286	989	547	855	434	635
2006	748	383	849	748	550	463	868	838	613	581	527	930	1,345	984	607	840	423	613

Note: 2005 comparative results have been restated to include RCMP Crime statistics and minor revisions made by CCJS.

Figure 7.3 compares the rate of violent crime in 2005 and 2006 per 100,000 persons. The lower the bar, the lower the violent crime rate in the municipality.

What is the property crime rate?

FIG. 7.4 Reported Number of Property Criminal Code Incidents per 100,000 Population



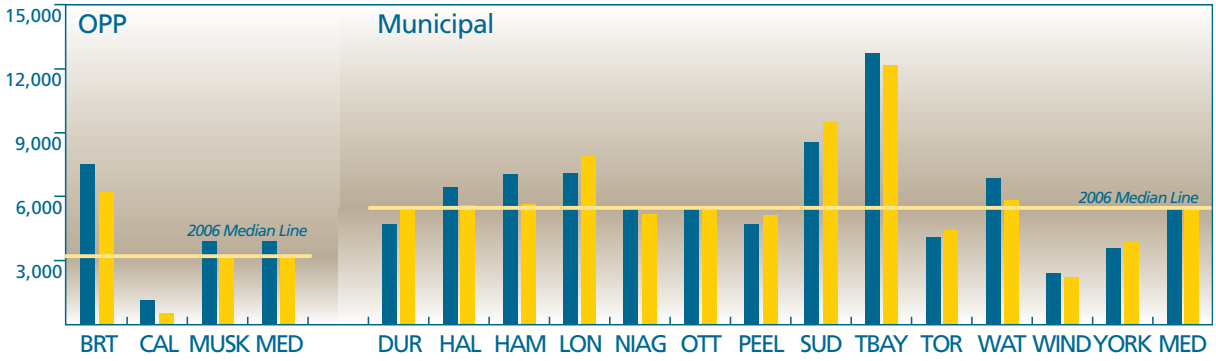
	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	3,997	1,190	2,516	2,516	2,291	1,999	3,565	4,657	3,402	3,130	1,964	3,328	4,213	2,860	3,293	4,692	1,877	3,293
2006	3,997	1,721	3,783	3,783	2,460	1,998	3,508	5,034	3,330	3,081	2,116	3,213	4,089	2,910	2,757	4,821	1,809	3,081

Note: 2005 comparative results have been restated to include RCMP Crime statistics and minor revisions made by CCJS.

Figure 7.4 compares the rate of property crime in 2005 and 2006 per 100,000 persons. The lower the bar, the lower the property crime rate in the municipality.

What is the youth crime rate?

FIG. 7.5 Reported Number of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	7,560	1,160	3,930	3,930	4,726	6,468	7,065	7,127	5,424	5,404	4,731	8,579	12,740	4,120	6,870	2,398	3,586	5,424
2006	6,200	550	3,209	3,209	5,370	5,596	5,660	7,910	5,176	5,490	5,159	9,500	12,200	4,442	5,852	2,265	3,878	5,490

2005 comparative results have been restated for minor revisions made by CCJS.

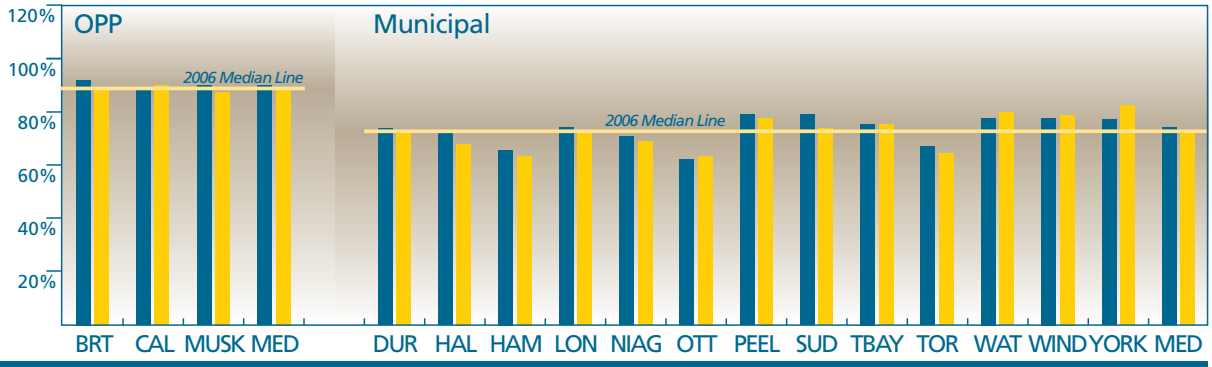
Figure 7.5 compares the number of youths (aged 12-17) per 100,000 youths who committed criminal offences in 2005 and 2006. It represents youths who were apprehended and either arrested and charged (cleared by charge), or issued a warning or caution without a criminal charge (cleared otherwise). The lower the bar, the lower the youth crime rate.

The graph does not include the number of youths who committed crimes but were not apprehended or arrested for their crimes.

The *Youth Criminal Justice Act* (YCJA) recognizes that appropriate and effective responses to youth crime do not always involve the court system. Instead, the YCJA encourages the use of "out-of-court" measures that can adequately hold first-time youth offenders accountable for non-violent, less serious criminal offences. This approach to dealing with youths outside the court system helps address developmental challenges and other needs as young people are guided into adulthood.

What is the rate of solving violent crime?

FIG. 7.6 Clearance Rate - Violent Crime



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	92.4%	88.7%	90.4%	90.4%	74.2%	72.8%	65.9%	74.5%	71.2%	62.3%	79.6%	79.4%	75.9%	67.5%	78.1%	78.2%	77.5%	74.5%
2006	89.1%	90.4%	88.1%	89.1%	72.1%	68.4%	63.9%	73.1%	69.2%	63.7%	78.1%	74.2%	75.6%	64.7%	80.1%	79.3%	82.9%	73.1%

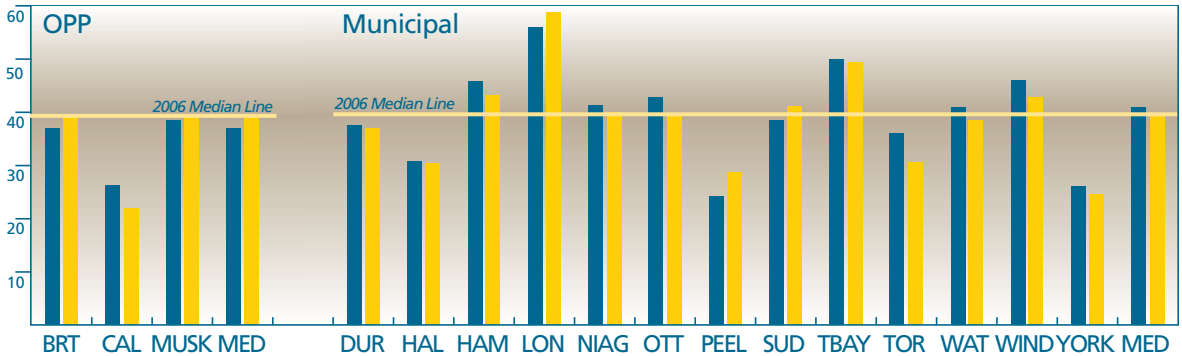
Figure 7.6 compares the clearance rate for violent crime in each municipality for 2005 and 2006, indicating whether reported crimes are being solved. The higher the bar, the higher the clearance rate.

A violent criminal incident is considered cleared when a charge is laid, recommended or cleared by other methods. The clearance rate is based on the number of violent crimes cleared in a specific calendar year, irrespective of when the crimes occurred. Clearance rates are, therefore, not in direct correlation to crimes that occurred in a particular calendar year.

The public's willingness to report information that can assist in the solving of violent crime can be a significant factor influencing these results.

How many Criminal Code incidents are there per police officer?

FIG. 7.7 Number of Criminal Code Incidents (Non-Traffic) per Police Officer



	BRT	CAL	MUSK	MED	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	36.8	26.1	38.3	36.8	37.5	30.8	45.8	55.8	41.2	42.8	24.1	38.5	49.9	35.9	40.9	45.9	25.9	40.9
2006	39.5	21.9	39.3	39.3	36.9	30.4	43.1	58.7	40.0	39.7	28.6	41.1	49.4	30.5	38.4	42.8	24.5	39.7

Note: 2005 comparative results have been restated to include RCMP Crime statistics, account for minor revisions made by CCJS, and to be based on authorized/ budgeted staffing levels.

Figure 7.7 compares the number of reported Criminal Code incidents in each municipality per police officer for 2005 and 2006. It does not include numbers for civilian staff. The higher the bar, the more reported Criminal Code incidents per police officer.

This measure does provide some indication of an officer's workload but it is important to note that it does not capture all of the reactive aspects of policing, such as traffic and drug enforcement, nor does it incorporate proactive policing activities such as crime prevention initiatives or the provision of assistance to victims of crime.

A number of factors can affect these results, including the existence of specialized units or the use of different models to organize officers in a community. For example, some jurisdictions have a collective agreement requirement that results in a minimum of two-officer patrol cars during certain time periods. In these cases, there could be two officers responding to a criminal incident whereas in another jurisdiction only one officer might respond.

WHERE DO WE GO FROM HERE?

The OMBI Police Expert Panel, operating under the auspices of the Ontario Association of Chiefs of Police (OACP), will continue to meet as needed to review existing reporting measures and to discuss additional measures and methods that may support and augment OMBI's activities. In addition, individual subcommittees and working groups operating within the framework of the OACP continue to work at identifying and reporting better practices within specific police service delivery areas.

8. Roads Services

WHAT IS THE SERVICE?

The goal of roads services is to provide affordable, safe, and well-managed traffic flow for pedestrians, cyclists, drivers, public transit and commercial traffic while contributing to the environment and the quality of community life.

A community's transportation infrastructure can include roads, bridges, sidewalks, traffic control systems and boulevards.

Single-tier municipalities are responsible for maintaining all types of roads, including arterial, collector and local roads and, in some cases, expressways and laneways. Upper-tier governments are not responsible for maintenance of local roads.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

To assess whether road networks meet community expectations for safety and efficiency, municipalities must collect an array of information to support local decisions about standards for road networks and their maintenance, repair and rehabilitation practices.

Road Services face a number of challenges including:

- Aging road and bridge network;
- Difficulty in projecting service demands due to changing weather conditions;
- Finding the balance between the timing of necessary maintenance and the impact on traffic flow;
- The condition of roads at the time that responsibility was transferred from the Province to municipalities; and
- Increasing traffic volumes and congestion.

HOW ARE WE COLLABORATING?

OMBI members continue to work together to ensure that the data collected are comparable among member municipalities. This is essential to the ultimate objective of identifying best practices for delivering service in the most efficient and cost-effective manner.

The OMBI Roads Expert Panel continues to work in concert with the Ontario Good Roads Association (OGRA) who provides guidance and technical support.

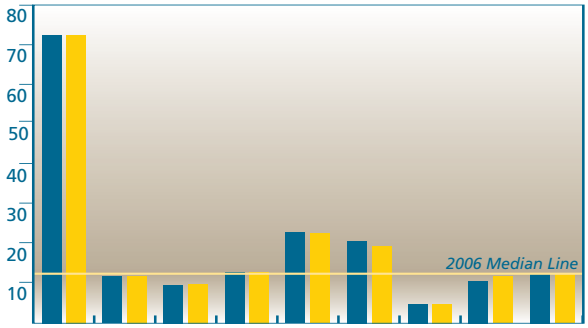
Best practices in the Road Services area are listed in Appendix F.

WHAT ARE THE RESULTS?

Results in some graphs have been grouped by the level of municipal government providing the service; this was done to assist in the comparability of results and to reflect differences in the types of roads for which OMBI municipalities have service delivery responsibility.

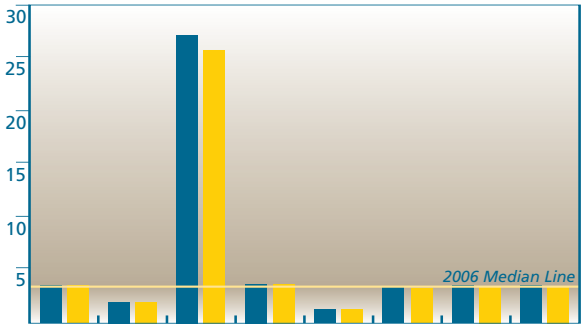
What is the size of the road network?

FIG. 8.1 Number of Lane Km per 1,000 Population for Single-Tier Municipalities



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	72.8	11.9	9.7	12.9	23.0	20.8	4.9	10.7	12.4
2006	72.8	12.0	9.9	12.9	22.6	19.5	4.9	11.9	12.5

FIG. 8.2 Number of Lane Km per 1,000 Population for Upper-Tier Municipalities



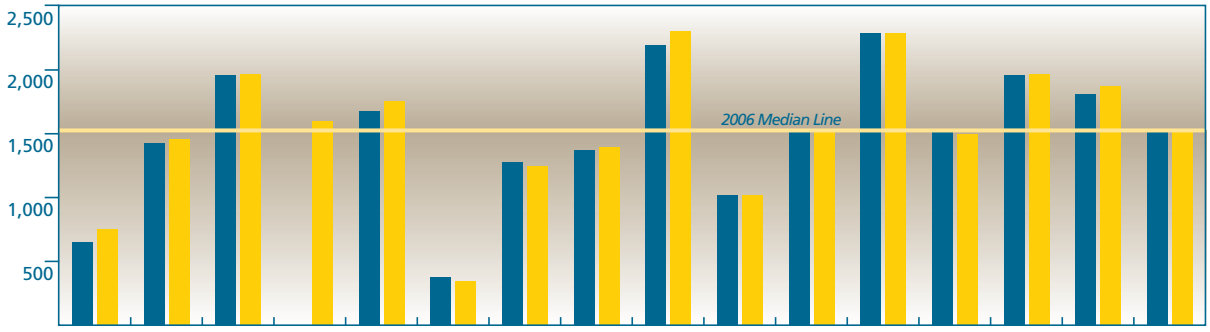
	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2005	3.6	2.0	27.3	3.7	1.3	3.4	3.6	3.6
2006	3.6	2.0	25.9	3.7	1.3	3.3	3.5	3.5

Figure 8.1 and 8.2 indicate the size of a road network and compares the number of lane kilometres of roads per 1,000 persons for 2005 and 2006 for both the single-tier and upper-tier municipalities. The higher the bar, the more lane kilometres of roads per 1,000 population.

A lane kilometres takes into consideration the length and the number of lanes on a road system for example, a two lane road over 1 kilometer equals two lane kilometers whereas a four lane road over a similar distance would be four lane kilometers. The number of lane kilometres in a municipality (road network) can be affected by the municipality's geographical size and population density. For example, the County of Brant and the District of Muskoka both have large geographic areas with low population density requiring a proportionately larger road network.

How congested are our roads?

FIG. 8.3 Vehicle Km Traveled per Lane Km on Major Roads ('000's)



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	652	1,429	1,956		1,671	370	1,274	1,370	2,187	1,014	1,534	2,286	1,525	1,959	1,811	1,530
2006	749	1,461	1,964	1,594	1,757	342	1,244	1,391	2,305	1,014	1,534	2,285	1,497	1,964	1,870	1,534

Note: Hamilton data unavailable for 2005 also engineering studies on traffic volumes were not conducted in Sudbury and Thunder Bay in 2006.

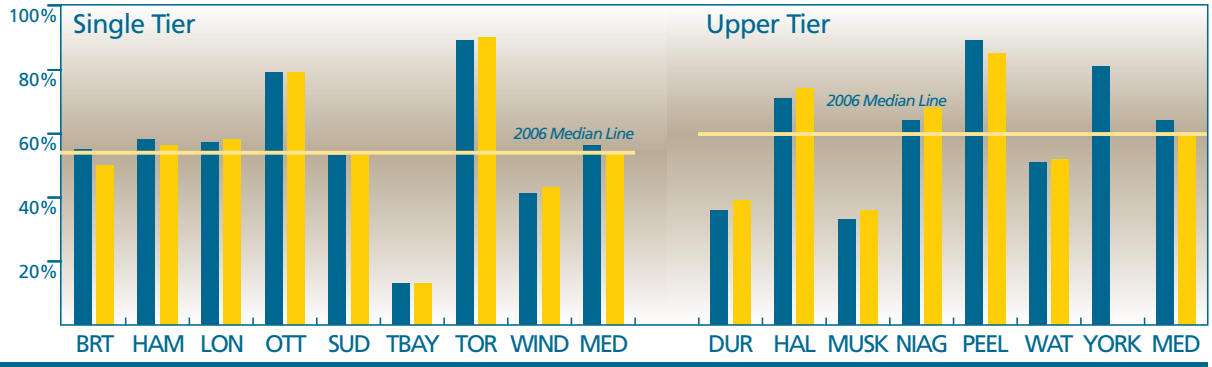
Figure 8.3 results reflect the number of kilometers traveled by all vehicles in a year per lane kilometer of major roads for 2005 and 2006. This is an indication of a municipality's road congestion. The higher the bar, the more congested are the roads. Major roads consist of arterial, collector and expressways.

The number of vehicles on the roads can be affected by factors such as:

- Geographic size;
- Population density;
- The type of roads a municipality operates (e.g., arterial, collector or local roads and, in some cases, expressways);
- Availability of public transit;
- Average commute distances (e.g., from home to work or school); and
- Volumes of traffic coming from outside the municipality.

What is the overall pavement condition of the roads?

FIG. 8.4 Percentage of Paved Lane Kms where the Condition is Rated as Good to Very Good



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2005	55%	58%	57%	79%	53%	13%	89%	41%	56%	36%	71%	33%	64%	89%	51%	81%	64%
2006	50%	56%	58%	79%	53%	13%	90%	43%	54%	39%	74%	36%	68%	85%	52%		60%

Note: York data not available for 2006.

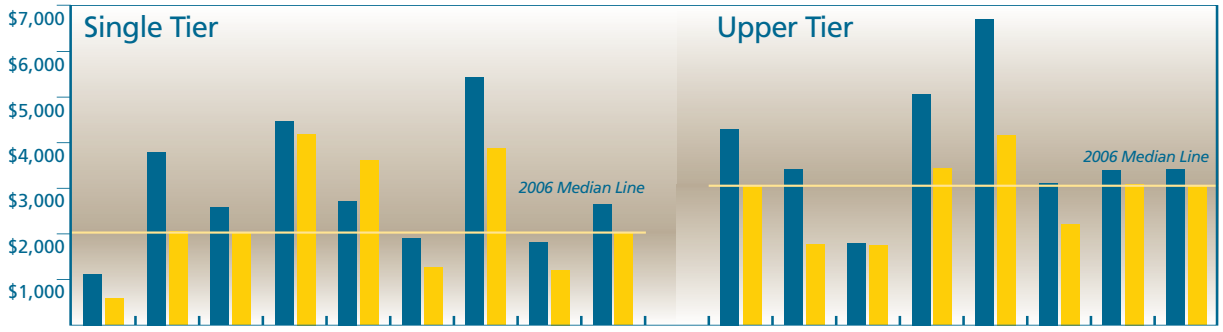
Figure 8.4 shows the results of each municipality's assessment of the pavement condition of the roads it has to maintain. The higher the bar, the better the pavement condition of the roads. A road rated as "good to very good" is a road whose surface distress is minimal and no current maintenance or rehabilitation action is required.

Pavement road conditions can be affected by a number of factors including:

- The mix of roads being maintained (e.g., arterial, collector and local roads).
- Winter conditions;
- Preventative maintenance practices (timing, frequency, amounts and type of preventative maintenance strategies);
- The condition of any roads at the time that responsibility was assumed from the Province; and
- Traffic volumes and congestion.

What does it cost to maintain our roads in the winter?

FIG. 8.5 Operating Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK	MED
2005	1,127	3,798	2,581	4,473	2,722	1,906	5,427	1,816	2,652	4,310	3,426	1,790	5,066	6,722	3,112	3,396	3,426
2006	587	2,057	2,010	4,197	3,609	1,266	3,880	1,213	2,033	3,067	1,772	1,748	3,431	4,176	2,219	3,093	3,067

Figure 8.5 compares the cost of winter road maintenance per lane kilometre in each municipality for 2005 and 2006. Costs include snow clearing, road salting and sanding. The lower the bar, the lower the costs to maintain the roads in winter.

Many factors affect the cost of winter road maintenance, including:

- Weather conditions (i.e., frequency/severity of winter storms and freezing conditions);
- Varying standards for the removal of snow or the salting/sanding of the roads in different municipalities;
- The extent and type of road network (i.e., arterial, collector, expressways, laneways and local roads) that are maintained; and
- Extent to which the maintenance work is done in house or contracted out.

WHERE DO WE GO FROM HERE?

The Roads Expert Panel continues to collaborate on bridge management to find best practices. The committee has begun this analysis by gathering supplemental data on bridge condition, bridge inspection practices, capital and maintenance expenditures.

9. Social Assistance Services

WHAT IS THE SERVICE?

Through Social Assistance Services, municipalities provide employment assistance and financial support for people in financial need. The Province of Ontario regulates the delivery of social assistance and assists with funding for both client benefits and the cost of administering the program. Province-wide technology is used to issue payment and manage client information.

Social assistance provides support for:

- Basic needs and shelter;
- Employment and training-related expenses; and
- Health-related needs (e.g., dental, prescription medication, vision care).

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Social Assistance Services faces a number of challenges including:

- Legislative changes that can occur mid-year that create challenges in terms of different eligibility criteria which can affect caseload profiles (age, turnover, single/family);
- Economic conditions and job availability across the Province that impact the caseload levels, and the type and cost of programs offered;
- Population demographics, geography, cultural make-up and immigration trends and patterns that affect the type and cost of program delivery; and
- Availability of community supports that influences the type of service delivery models and partnerships that may be offered.

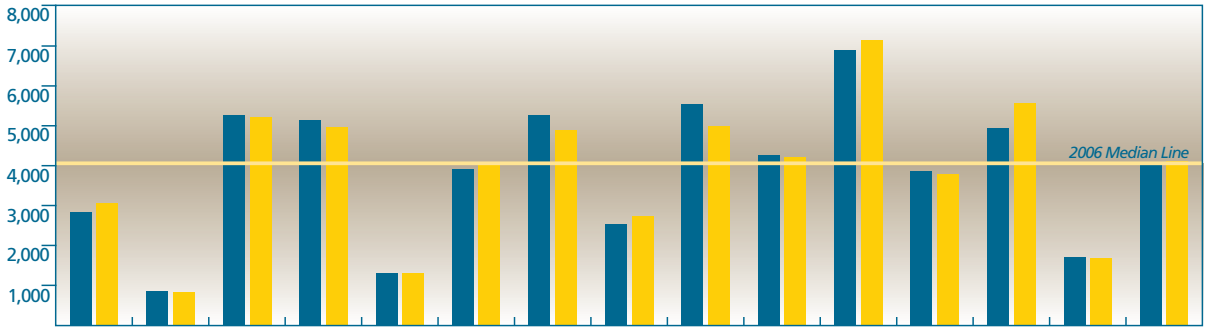
HOW ARE WE COLLABORATING?

Through regular meetings and informal networking, OMBI members share ideas and practices with each other. Ongoing efforts focus on analyzing the variability in the administration cost per case and the sharing of best practices. The results of this analysis are expected to be available for future reports.

WHAT ARE THE RESULTS?

How many social assistance cases are there?

FIG. 9.1 Monthly Social Assistance Caseload per 100,000 Households



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	2,851	867	5,257	5,152	1,304	3,918	5,259	2,533	5,545	4,277	6,901	3,863	4,948	1,715	4,097
2006	3,055	830	5,234	4,958	1,331	4,017	4,888	2,741	4,994	4,220	7,150	3,796	5,588	1,702	4,119

Figure 9.1 shows the number of cases receiving social assistance per 100,000 households in each municipality for 2005 and 2006. The lower the bar, the lower the number of cases. The results indicate that the highest concentration of caseloads remains in large urban areas.

A case can involve one individual or a family receiving social assistance. Beneficiaries represent the total number of family members associated with a case.

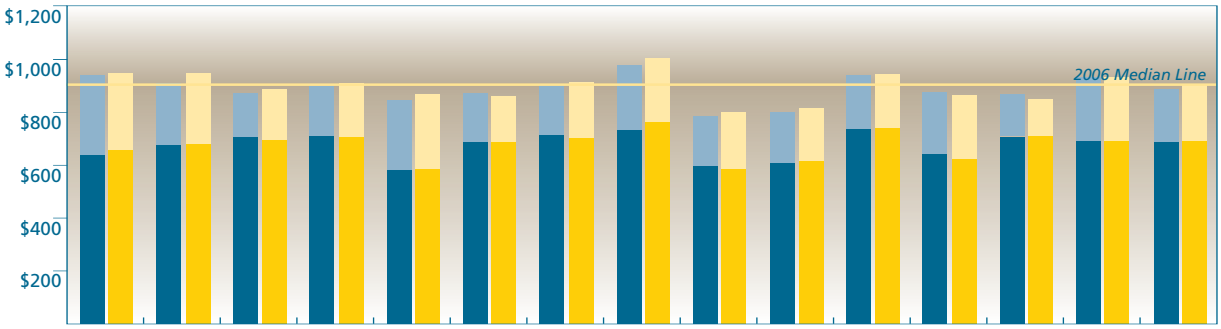
Caseload level is one indicator of the level of service required in a municipality. It also provides an indication of the economic and social well-being of a community. Caseloads directly influence the overall cost of service delivery and are influenced by a municipality's unique demographic, social and economic conditions.

Municipal social assistance programming must serve various participant needs including:

- Varied literacy and education levels;
- Physical and mental health challenges;
- Limited English/French language skills;
- Individuals facing multiple barriers to employment;
- Access to community programs; and
- Canadian work experience.

How much does each social assistance case cost?

FIG. 9.2 Monthly Social Assistance Administration and Benefit Cost per Case



		DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	Total	941	911	871	902	847	874	906	980	785	800	942	874	867	932	889
	Administration	303	235	165	192	266	185	194	249	191	190	206	234	159	242	200
	Benefit	638	676	706	710	581	689	712	731	594	610	736	640	708	690	689
2006	Total	946	945	889	909	869	863	914	1,006	797	818	943	862	852	935	905
	Administration	292	265	195	203	283	174	214	244	215	204	203	242	142	244	215
	Benefit	654	680	694	706	586	689	700	762	582	614	740	620	710	691	690

Note: 2005 administration cost per case has been re-stated to comply with the revised 2006 definition.

Figure 9.2 shows the total average monthly cost per social assistance case for 2005 and 2006. The lower the bar, the lower the average total cost per case.

The total cost per case is made up of two major components:

- **Benefits cost** - Represents the average cost of benefits paid to social assistance clients. The benefit cost per case can vary according to caseload mix (single or family) and the types of benefits required. The Province mandates eligibility criteria and benefit amounts, with the resulting costs shared by the municipality (generally 80% Province and 20% municipal for benefits only). The municipality itself funds 100% of any benefits provided beyond provincial rates; and
- **Administration cost** - Represents the average cost to deliver and administer the programs and services. Administration cost per case can be influenced by the caseload size and demographics, services provided and local labour costs.

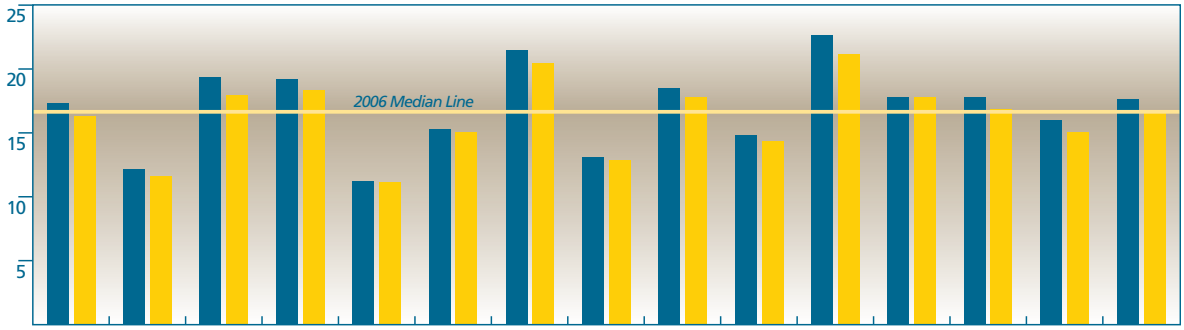
The social assistance cost can be influenced by:

- Legislative changes that can occur mid-year;
- Caseload turnover;
- Caseload mix (single versus family);
- Client age;
- Local economic conditions and job availability;
- Population demographics and geography;

- Cultural make-up;
- Immigration trends and patterns;
- Infrastructure;
- Labour costs; and
- Available community supports.

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

FIG. 9.3 Average Time on Social Assistance in Months



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	17.1	12.0	19.1	18.9	11.1	15.1	21.2	12.9	18.3	14.6	22.3	17.6	17.6	15.8	17.4
2006	16.1	11.5	17.7	18.1	11.0	14.8	20.2	12.7	17.6	14.2	20.9	17.6	16.6	14.8	16.4

Figure 9.3 measures the average amount of time in months that clients receive social assistance. The lower the bar, the less average time spent on social assistance.

The average amount of time spent on social assistance can be influenced by a number of factors:

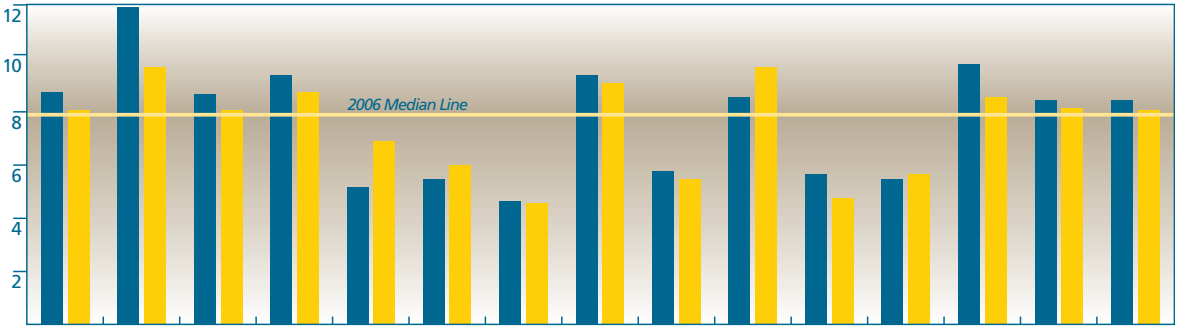
- Legislative changes that impact client eligibility;
- Local labour market conditions;
- Socio-demographics of the case load (family size and caseload mix); and
- A municipality's programs, services and delivery model.

People on social assistance are actively preparing for, seeking and gaining employment and other sources of income, with the majority of cases terminating in less than 12 months. A small number of long-term cases can also have an impact on the average of this measure.

A year-over-year comparison shows that, among OMBI members, the median time on assistance decreased by one month and no municipality experienced an increase in the average time on assistance.

How long does it take to tell clients if they are eligible for social assistance?

FIG. 9.4 Social Assistance Response Time to Client Eligibility in Days



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	8.5	11.6	8.4	9.1	5.0	5.3	4.5	9.1	5.6	8.3	5.5	5.3	9.5	8.2	8.2
2006	7.8	9.4	7.8	8.5	6.7	5.8	4.4	8.8	5.3	9.4	4.6	5.5	8.3	7.9	7.8

Figure 9.4 shows for 2005 and 2006, the time it takes for clients to be informed of their eligibility for social assistance – from the time they request assistance from the municipality to the time they are informed of their eligibility. The lower the bar, the less time it takes.

A number of factors can affect this response time, including:

- The length of time it takes for a client to provide the necessary information;
- The availability of interpreters when English/French is not the first language; and
- The way a municipality delivers the service.

WHERE DO WE GO FROM HERE?

Future work includes developing a more comprehensive understanding of the trends within and across municipalities.

In addition, employment-focused indicators are being developed in consultation with the Province to measure how services will help clients prepare for, gain and keep employment.

10. Social Housing Services

WHAT IS THE SERVICE?

The *Social Housing Reform Act* (SHRA), Bill 128, passed in December 2000 and transferred the responsibility for social housing from the Province to municipalities. It defines the role of the municipality as a "Service Manager". It also provides a legislative framework to ensure the efficient and effective administration of housing programs.

Social housing provides affordable homes for individuals whose income makes it challenging to find adequate housing in the private rental market. Many of the people living in social housing communities pay a rent geared to their income (RGI). It is usually about 30% of the household's gross income.

Social housing clients reside in several types of homes:

- Municipally owned and operated housing (through a department or municipal housing corporation);
- Non-profit housing owned and operated by community-based non-profit corporations (such as churches, seniors' organizations, etc.);
- Co-operative housing owned and operated by its members; and
- Rent supplement, where a private or non-profit landlord provides units to households for rent-geared-to-income (RGI) and the municipality pays the difference between that rent and the market rent for the unit.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

There are a number of challenges inherent in the administration of social housing, including:

- Insufficient number of units to meet the demand - Most municipalities have long waiting lists as demand for units far exceeds the supply of available stock;
- Lack of capital funding to provide new units – Senior levels of government have provided only limited funds for creating new housing sources, leaving most municipalities with little option but to use their own funding;
- Operating Funding – Since the devolution of responsibility from the Province, municipalities continue to struggle to finance their ongoing operating obligations for social housing; and
- Aging housing stock and under-funded capital reserves - Most housing providers have insufficient reserve funds to cover the anticipated cost of future capital repairs.

HOW ARE WE COLLABORATING?

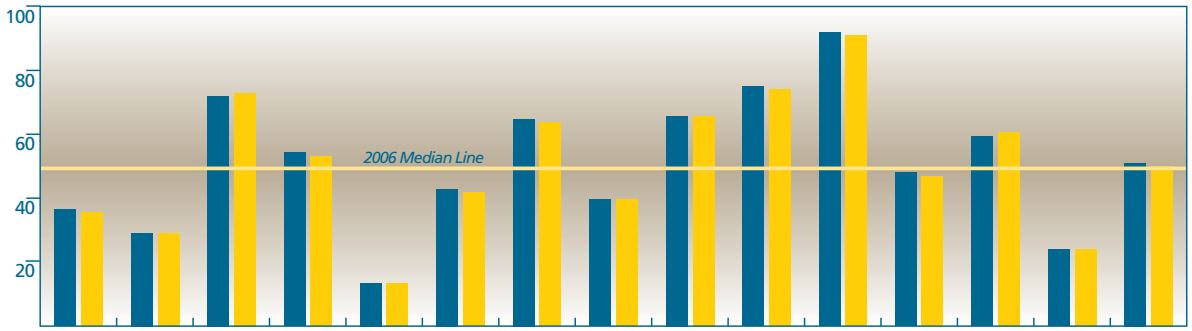
OMBI members continue to work together to ensure that the data collected are comparable among member municipalities. This is essential to the ultimate objective of identifying best practices for delivering services in the most efficient and cost-effective manner.

OMBI is also collaborating with the Social Housing Services Corporation in order to share information and provide consistency within the industry. (The Social Housing Services Corporation is an independent corporation created under the *Social Housing Reform Act* to provide housing related services to both municipal service managers and social housing providers in Ontario).

WHAT ARE THE RESULTS?

How many units are available?

Fig 10.1 Number of Social Housing Units per 1,000 Households



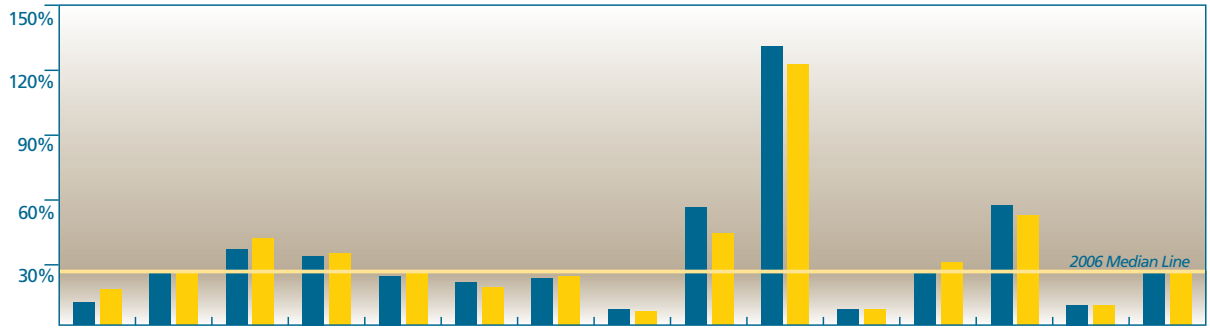
	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	35	28	69	52	13	41	62	38	63	72	88	46	57	23	49
2006	34	28	70	51	13	40	61	38	63	71	87	45	58	23	48

Figure 10.1 shows how many housing units are available per 1,000 households for 2005 and 2006. The higher the bar, the higher the number of units available per household.

Social housing units can include RGIs, rent supplement units, market units and Strong Communities rent supplement units. As illustrated in Figure 10.1, the number of social housing units per 1,000 households has remained fairly constant over the last two years.

What percentage of the waiting list is housed annually?

FIG. 10.2 Percentage of Social Housing Waiting List Placed Annually



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	10%	23%	34%	31%	22%	19%	21%	7%	53%	125%	7%	24%	54%	9%	23%
2006	16%	24%	39%	32%	24%	17%	22%	6%	41%	117%	7%	28%	49%	9%	24%

Figure 10.2 measures what percentage of households on the centralized waiting list that were placed in social housing units as of December 31, 2005 and December 31, 2006. Inactive or cancelled applications are excluded from this measure. The higher the bar, the higher the percentage of the waiting list placed. In Thunder Bay, demand has remained constant for RGI units resulting in the ability to place all waiting list applicants in less than a year.

This measure is largely a function of two drivers: rent-geared-to-income unit turnover rates, and waiting list demand. When housing providers have a vacancy in a RGI unit, they must fill that unit with a household from the service manager's centralized waiting list. RGI unit turnover rates are relatively stable from one year to the next. This component of the measure would change significantly only if a new RGI funding program were created to support additional units.

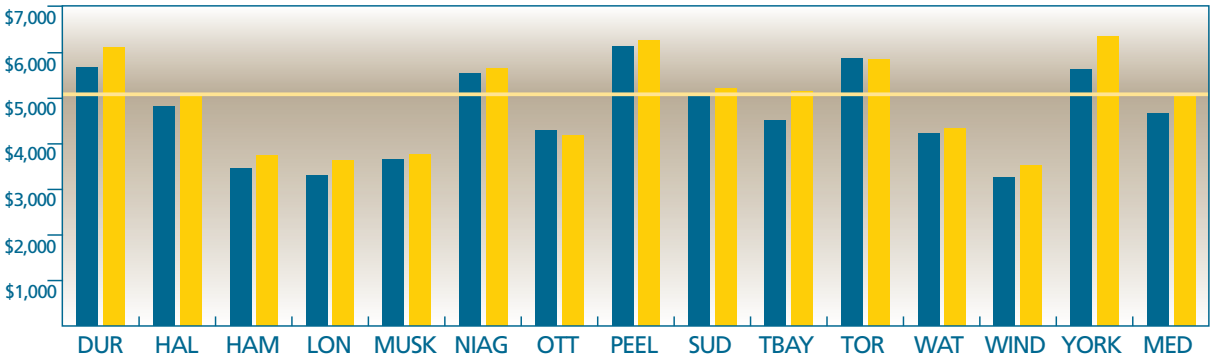
No new RGI programs were introduced in 2005 or 2006.

The number of households on the waiting list may reflect a number of factors, such as:

- Local economic conditions that may increase waiting list pressure, e.g., loss of local industry or rapid population growth;
- Average market rental cost;
- Supply of housing stock; and
- How often a service manager updates the waiting list and cancels applicants no longer actively seeking RGI housing.

What is the cost of providing a social housing unit?

Fig 10.3 Total Social Housing Cost per Social Housing Unit



	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	5,422	4,609	3,308	3,150	3,491	5,301	4,093	5,877	4,877	4,319	5,612	4,042	3,128	5,394	4,464
2006	5,848	4,812	3,573	3,470	3,587	5,411	3,992	5,984	4,991	4,927	5,596	4,139	3,354	6,069	4,870

Figure 10.3 shows the total cost of providing one social housing unit for 2005 and 2006. This number includes the annually adjusted subsidy provided by the municipality plus administration costs, as well as one-time grants (i.e., emergency capital repairs).

The number and types of housing units are the same as those identified in Figure 10.1 (RGI, rent supplement units, market units and Strong Communities rent supplement units). The lower the bar, the lower the cost of providing the unit.

Total costs of social housing units are affected by:

- Portfolio mix - Older federal units are generally less costly than units built under subsequent provincial programs (fewer assisted units, lower land costs with commensurately lower mortgage costs);
- Variation in costs due to geographic area (i.e., higher snow removal costs in the northern areas of the province), rental market availability, utility costs and usage profiles;
- Construction and land costs which vary by community;
- Tenant mix - Seniors communities are usually less costly to operate than families and singles;
- The administrative structure within each municipality; and
- Unique Council priorities and policies.

WHERE DO WE GO FROM HERE?

The OMBI Social Housing Expert Panel will continue to work in concert with Social Housing Services Corporation to meet the needs of their residents and those who require safe, affordable housing. Continued collaboration and data analysis will help identify and share potential best practices to further improve this service.

11. Solid Waste Management Services

WHAT IS THE SERVICE?

Solid Waste Management Services provides a variety of services to help residents and businesses reduce the amount of garbage they generate. The goal is to reduce or divert the amount of waste ending up in landfill sites and to lessen the detrimental impact on the environment.

Solid Waste Management Services are offered to most residential households and to a portion of business-generated waste in some communities. The services include but are not limited to:

- The collection and disposal of garbage;
- The collection, processing and sale of recyclable materials;
- The collection and processing of yard waste and food organics, and the sale of compostable materials;
- The collection, reuse and disposal of municipal hazardous and special waste (MHSW);
- User-pay programs or bag limits for residential garbage and user-pay programs for businesses that have garbage collection through their municipality (e.g., yellow bag program);
- Community recycling & reuse centres;
- Comprehensive public education, awareness and marketing programs;
- Monitoring through waste composition studies; and
- Enforcement systems.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Issues faced by Solid Waste Management Services include:

- Implementing successful diversion programs in multi-residential buildings i.e., apartment buildings;
- Exploring disposal options; i.e., landfills, composting facilities, recycling/incineration plants;
- Public resistance to solid waste facilities in their communities;
- Environmental awareness;
- Increasing costs to add new material types to the diversion program; and
- Market availability for recyclables.

Communities are focusing on extending landfill capacity by providing a variety of waste diversion programs to the residential, industrial, commercial and institutional sectors.

HOW ARE WE COLLABORATING?

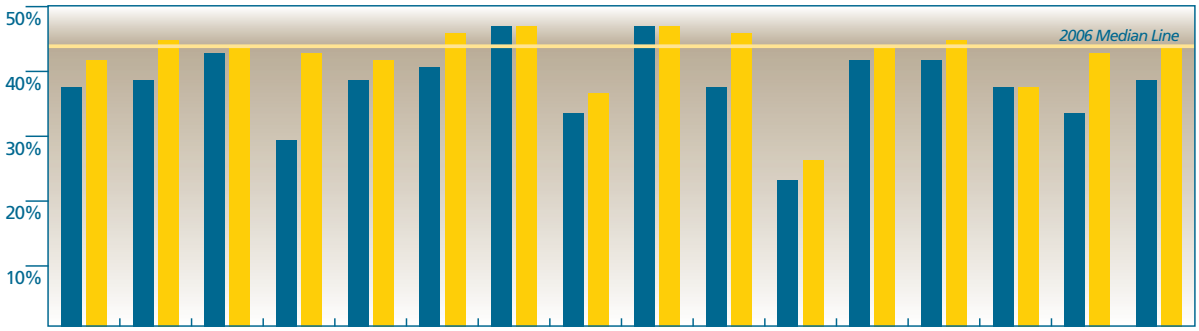
The OMBI Solid Waste Expert Panel's meetings along with associated meetings for a number of different associations and projects provides a networking opportunity that enables the participants to share operational process for effective and efficient program development.

Identified best practices for Solid Waste Management Services are listed in Appendix F.

WHAT ARE THE RESULTS?

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

FIG. 11.1 Percentage of Residential Solid Waste Diverted



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	36%	37%	41%	28%	37%	39%	45%	32%	45%	36%	22%	40%	40%	36%	32%	37%
2006	40%	43%	42%	41%	40%	44%	45%	35%	45%	44%	25%	42%	43%	36%	41%	42%

Figure 11.1 represents for 2005 and 2006, the percentage of residential waste diverted through municipal programs such as source separated organics, blue box, leaf and yard waste, backyard composting, household hazardous and special waste, community recycling centres and depots for 2005 and 2006. The higher the bar, the more waste was diverted.

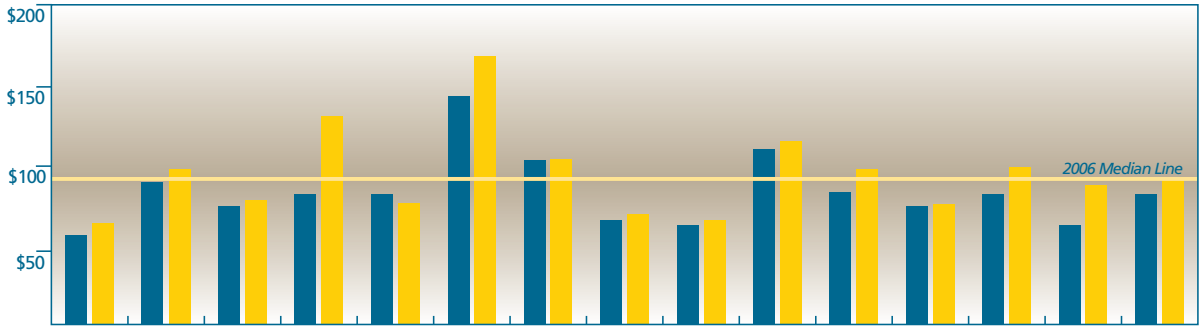
The results demonstrate that most municipalities have made significant progress towards achieving the Provincial directive of 60% diversion by 2008. Some municipalities are expanding services to multi-residential and commercial sectors. Municipalities are working towards implementing integrated waste management systems to provide more effective service to residents and businesses.

Factors influencing waste diversion include:

- How municipalities manage and enforce their garbage collection and recycling programs;
- The number of diversion programs in a given municipality and the rate of public participation;
- Seasonal residents or tourists and their participation in diversion programs;
- The mix of single-family homes and multi-unit residential buildings;
- The availability of end markets for recyclables; and
- Infrastructure capacity of processing facilities.

How much does it cost to collect a tonne of residential garbage?

FIG. 11.2 Operating Costs for Residential Garbage Collection per Tonne



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	MED
2005	53	84	70	77	77	135	97	62	59	104	78	70	77	59	77
2006	60	92	74	123	72	159	98	65	62	108	92	71	93	82	87

Note: York operates two-tier systems and is not responsible for the collection of garbage.

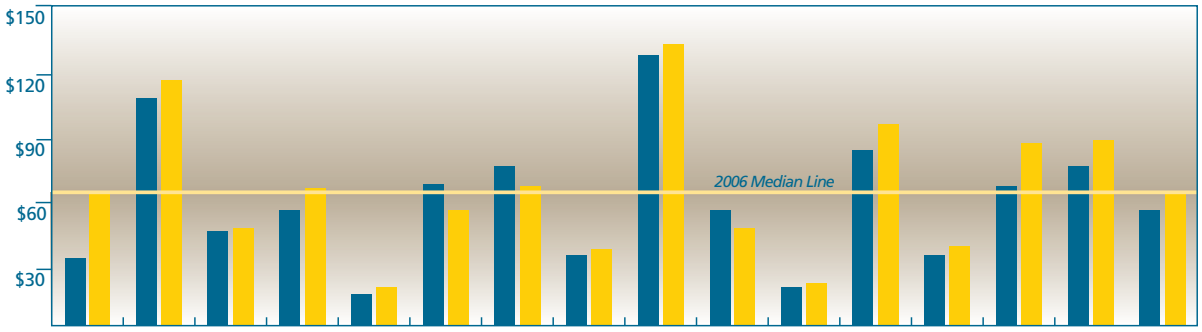
Figure 11.2 depicts the cost per metric tonne to provide curbside garbage collection for 2005 and 2006. The lower the bar, the lower the cost.

Factors influencing the cost of garbage collection include:

- Frequency of collection (weekly or bi-weekly pick-ups);
- Existence of bag limits for residents;
- Distance between collection points (housing density); and
- Mix of single family homes and multi-unit residential buildings.

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

FIG. 11.3 Operating Costs for Residential Garbage Disposal per Tonne all Streams



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	30	101	42	51	14	63	71	31	120	51	17	78	31	62	71	51
2006	59	109	43	61	17	51	62	34	125	43	19	89	35	81	82	59

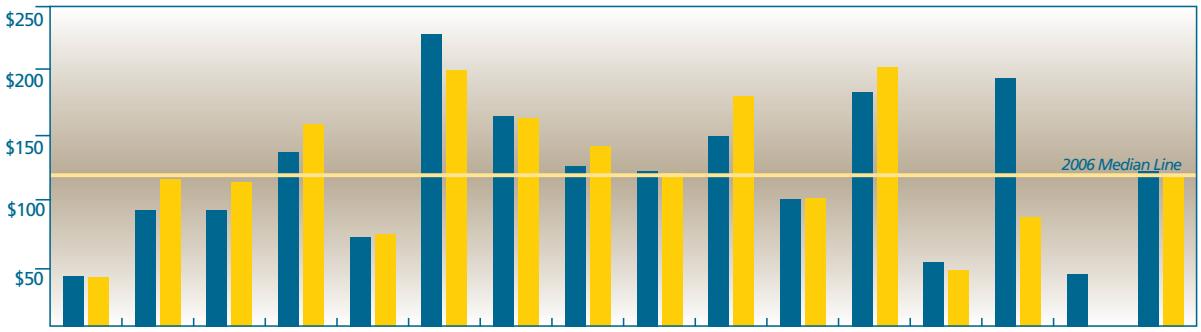
Figure 11.3 shows the costs to dispose of a tonne of garbage for 2005 and 2006. The lower the bar, the lower the disposal cost.

Factors influencing disposal costs include:

- The existence of a local landfill site vs. transporting and disposing of waste outside a community;
- Age of landfill site and how capital costs are managed;
- Costs associated with the incineration of garbage; and
- The use of private contractors and private landfill sites.

How much does it cost to divert residential waste?

FIG. 11.4 Operating Costs for Residential Solid Waste Diversion per Tonne



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	40	92	91	137	70	229	165	126	122	149	100	184	51	195	41	122
2006	39	117	115	161	74	204	166	143	122	183	102	206	45	87		120

Note: York data not available for 2006.

Figure 11.4 illustrates the cost to divert a tonne of garbage for 2005 and 2006. While there is a market for processed recyclables and these revenues can help offset a portion of the diversion costs, diverted material is more costly to collect and, in most cases, more costly to process, than regular garbage. The lower the bar, the lower the diversion cost.

The cost of diverting waste is influenced by:

- The increased number of new programs offered to residents and businesses which are more costly;
- Increased public awareness, education and promotion of programs;
- The types of materials that can be recycled now; and
- Single stream vs. dual stream recycling process (or the degree of sorting by residents vs. how much sorting is done at the recycling plant).

WHERE DO WE GO FROM HERE?

The Solid Waste Expert Panel will continue to analyze the collected measures to identify best practices and to share information on the introduction and performance of new diversion programs, such as organics composting and diversion of materials designated by Provincial legislation (e.g., Waste Electronic and Electrical Equipment (WEEE) and Municipal Household Special Waste (MHSW)).

12. Sports and Recreation Services

WHAT IS THE SERVICE?

Sports and recreation activities have long been at the heart of a rewarding city life. Municipalities are often the primary provider of sports and recreation programs and facilities. Other service providers include YMCAs, Boys' and Girls' Clubs, school boards, service clubs and local community arts, sports and recreation organizations. The municipal sports and recreation goal is to enable the delivery of quality programs and facility services to enhance quality of life and encourage an active and healthy lifestyle. It is a developer of citizen and community participation.

Sports and Recreation Services are provided in facilities such as gymnasia, indoor and outdoor pools, ice arenas and outdoor artificial/natural ice rinks, craft and meeting rooms, multi-purpose spaces, sports fields, skateboard/bmx parks, tennis courts and wading pools/spray pads.

Program activities and services are targeted for all ages (from preschoolers through senior citizens), recreational interests and cultural groups. There are a wide variety of opportunities, including swimming, skating, sports, arts, camps, dance, drama and fitness. Services cover a broad spectrum of interests from learning and skill development, to social participation, to house league and elite level athletic competition.

Each municipality tailors its sports and recreation programming to meet the needs and interests of its residents. This is achieved by offering programming and services that are managed either directly by municipal staff, or indirectly through other groups such as community sports and recreation associations supported by a municipality through the provision of the facility space, staff and/or operating grants.

The three main types of programming are:

- Registered programs - Where residents register/commit to participate in structured activities such as swimming lessons, dance or fitness classes or day camps. In some municipalities, they also include house leagues (baseball, basketball, hockey, soccer, swimming, etc.);
- Drop-in programs - Where residents participate in unstructured sports and recreation activities such as public swimming or skating, basketball, fitness or open access to gyms. Residents also have the option of obtaining memberships to access these activities; and
- Permitted programs - Where residents and/or community organizations obtain permits or short-term rental of sports and recreation facilities such as sports fields, meeting rooms and arenas (e.g., a hockey league renting ice).

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Municipalities face a number of challenges in the administration of sports and recreation, such as:

- Accessibility - Sports and recreation programs and services are geographically accessible to a varying degree to all municipal residents;
- Aging infrastructure and facilities - Typically, the older the facility, the greater the operating cost impact. In addition, there is a struggle between facility "state of good repair" requirements and "new growth";
- Affordability – Establish user fee levels balancing funding needs and the ability to pay.
- Balancing multiple service demands from different age, ethnic and cultural groups, special interest or sport groups with limited funding; and
- Differences in service levels and standards - for both the urban and rural areas in municipalities.

HOW ARE WE COLLABORATING?

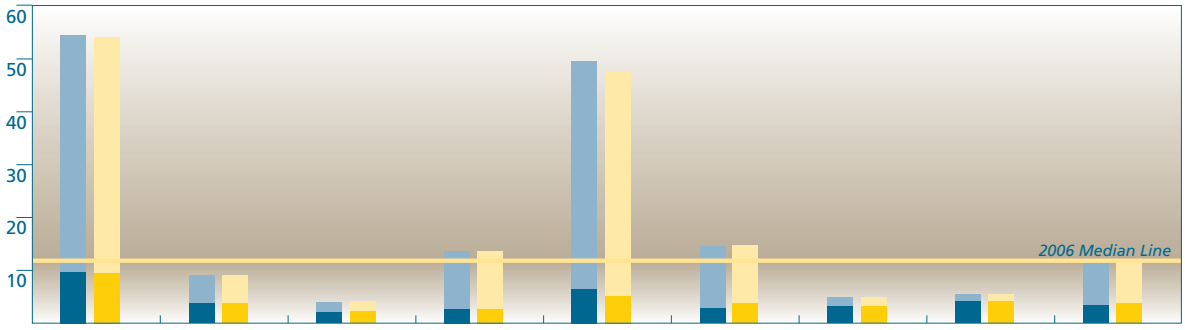
Sports and recreation experts continue to work together to ensure that the data collected is comparable among municipalities. This is essential to the ultimate objective of identifying best practices for delivering service in the most efficient and cost effective manner. Recently, the panel have been collaborating with the Provincial Municipal Performance Measurement Program (MPMP) Parks and Recreation Expert Panel.

WHAT ARE THE RESULTS?

Figures 12.3 to 12.5 are focused on the registered component of sports and recreation programs. It is only one portion of all sports and recreation programming and it does not include drop-in or permitted activities.

How many sports and recreation community centres are there?

FIG. 12.1 Number of Large and Small Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population



		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	Total	54.3	9.1	4.0	13.7	49.6	14.6	5.0	5.5	11.6
	Small	44.7	5.4	2.0	11.1	43.1	11.7	1.9	1.4	8.2
	Large	9.6	3.7	2.0	2.6	6.5	2.9	3.1	4.1	3.4
2006	Total	54.1	9.1	4.2	13.6	47.5	14.7	4.9	5.5	11.9
	Small	44.6	5.4	2.0	11.0	42.4	11.0	1.8	1.4	8.2
	Large	9.5	3.7	2.2	2.6	5.1	3.7	3.1	4.1	3.7

Figure 12.1 shows for 2005 and 2006, the combined number of large and small sports and recreation community centres per 100,000 persons where the municipality has some control or influence over the centres' programming. A large centre is 10,000 square feet or more; all others are considered small. The higher the bar, the greater the number of sports and recreation centres per 100,000 persons.

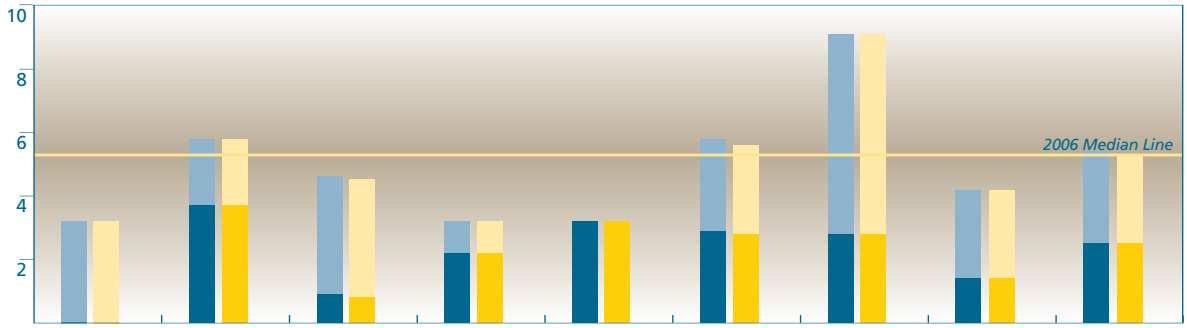
Note that the number of municipally programmed facilities is important not just from a service provision perspective, but also because of their impact on operating costs. Other non-municipally owned facility locations, such as those of boards of education and other community partners, also contribute to the sports and recreation opportunities.

Population density can affect where sports and recreation facilities are located. Fewer facilities may be required in a densely populated area because of proximity and ease of access. By contrast, a less densely populated community may require proportionately more facilities to ensure reasonable transportation access.

Sports and recreation centres include a variety of facility components: gyms, craft and meeting rooms, swimming pools and ice pads that can provide/support a broad range of multi-service, multi-purpose activities and sports and recreation opportunities.

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

FIG. 12.2 Number of Operational Indoor and Outdoor Pool Locations per 100,000 Population



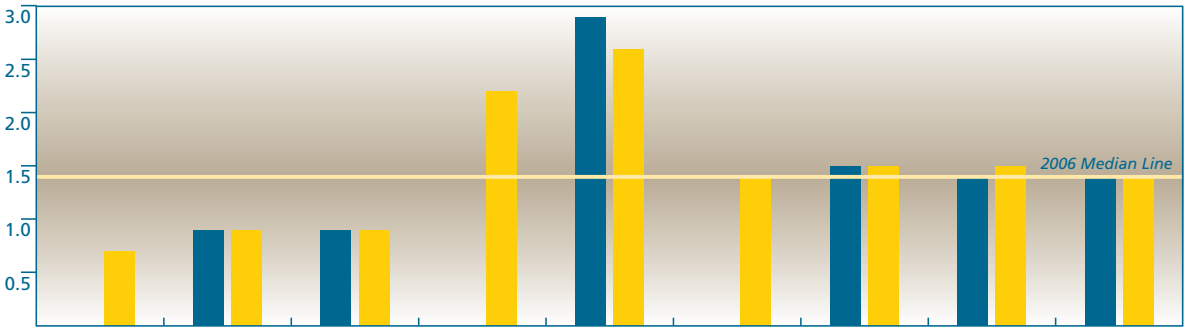
		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	Total	3.2	5.8	4.6	3.2	3.2	5.8	9.1	4.2	5.4
	Indoor	0.0	3.7	0.9	2.2	3.2	2.9	2.8	1.4	2.5
	Outdoor	3.2	2.1	3.7	1.0	0.0	2.9	6.3	2.8	2.9
2006	Total	3.2	5.8	4.5	3.2	3.2	5.6	9.1	4.2	5.3
	Indoor	0.0	3.7	0.8	2.2	3.2	2.8	2.8	1.4	2.5
	Outdoor	3.2	2.1	3.7	1.0	0.0	2.8	6.3	2.8	2.8

Figure 12.2 shows the number of operational indoor and outdoor pool locations where the municipality has some control or influence over the programming offered for 2005 and 2006. The higher the bar, the higher the number of pool locations.

Population density discussed under figure 12.1 is also a significant factor for these results.

How much are registered programs being used?

FIG. 12.3 Number of Participants Visits per Capita for Directly Provided Registered Programs



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005		0.9	0.9		2.9		1.5	1.4	1.4
2006	0.7	0.9	0.9	2.2	2.6	1.4	1.5	1.5	1.4

Note: Brant, Ottawa and Thunder Bay data not available for 2005.

Figure 12.3 shows the number of participant visits to municipally provided registered programs on a per capita basis for 2005 and 2006. The higher the bar, the higher the number of participant visits.

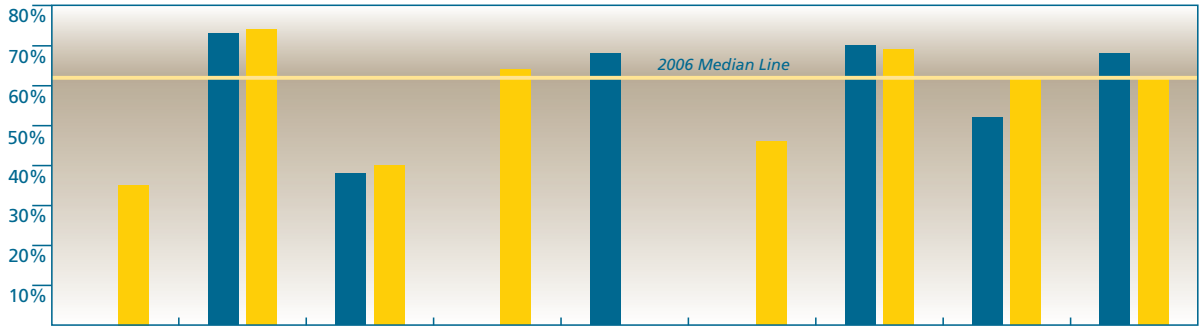
One of the goals of sports and recreation services is to increase participation in the registered programs. The number of participant visits per person is a direct measure of participation in sports and recreation programming.

Factors that influence results for participant visits, the utilization rate (Figure 12.4) and unique users (Figure 12.5) in directly provided registered programs include:

- Emphasis that municipalities place on registered programming;
- Variation in frequency - Number of sessions per program and number of seasons used by each municipality in developing the schedule of registered course opportunities offered to the residents;
- Number of program locations easing transportation access;
- Number of programs offered - The locations and time and day per week those programs are offered;
- Capacity of programs offered;
- User fees influence the decisions of residents (whether to register and or the frequency of registration);
- The decisions of municipalities regarding the length of classes, number of classes, number of sessions, etc.;
- The extent to which municipal staff provide registered recreation opportunities (directly provided) relative to drop-in and permitted opportunities will influence the mix of participant visits; and
- The extent to which municipal staff provide recreation opportunities relative to other community partners (indirectly provided) will influence the mix of participant visits.

What percentage capacity of registered programs is used?

FIG. 12.4 Utilization Rate for Directly Provided Registered Programs



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005		73%	38%		68%		70%	52%	68%
2006	35%	74%	40%	64%		46%	69%	62%	62%

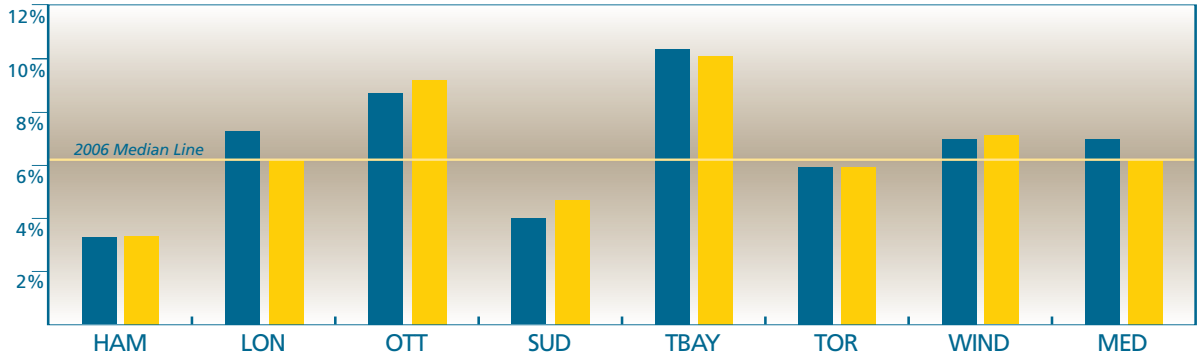
Note: Brant, Ottawa and Thunder Bay data for 2005 not available and Sudbury data for 2006 not available.

Figure 12.4 shows the percentage of available registered programming that has actually been used by residents for 2005 and 2006. The higher the bar, the greater the use of registered programming offered.

Factors that influence results for this measure are discussed under figure 12.3.

What percentage of the municipal population participates in registered programs?

FIG. 12.5 Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of the Population



	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	3.3%	7.3%	8.8%	4.0%	10.3%	5.9%	7.0%	7.0%
2006	3.4%	6.2%	9.2%	4.7%	10.1%	5.9%	7.1%	6.2%

Note: Brant data not available for 2005 and 2006.

Figure 12.5 identifies what proportion of the population (unique users) is taking part in directly provided registered recreation programs for the years 2005 and 2006. Individuals who registered for more than one program are counted only once; therefore, this graph represents "unique users." The higher the bar, the greater number of persons using registered programs.

Factors that influence results for this measure are discussed under figure 12.3.

WHERE DO WE GO FROM HERE?

The OMBI Sports and Recreation Expert Panel would like to investigate the factors that influence program development, scheduling and promotion. As well, they continue to share information by evaluating existing practices with a view to identifying best practices.

13. Taxation Services (Property Taxes)

WHAT IS THE SERVICE?

Municipalities are mandated by provincial legislation to levy and collect property taxes for municipal and school board purposes. This enables municipalities and school boards to deliver a wide variety of services to property owners and residents of the municipality.

Each year, municipalities prepare a budget for the programs and services they intend to provide to residents and property owners. Municipalities are mandated to have a balanced budget, and property taxes are the predominant source of revenue to balance those budgets. Municipal tax rates for each property type are set by Municipal Council each year, based on budgetary requirements, and the education tax rates are set annually by the Province.

Single-tier municipalities levy and collect property taxes for the services delivered within the municipality. In two-tier systems of municipal government, the upper-tier government delivers certain services for the entire region, while the lower-tier delivers primarily local services. In two-tier systems, property taxes are collected by the lower-tier government on behalf of the upper-tier. As a result, upper-tier municipalities have been excluded from the graphs below.

Property taxes in Ontario consist of a municipal portion that is used to fund services and programs delivered by the municipality, and an education portion that is used to fund education across Ontario. The municipal programs include police, fire, ambulance, public works, social and public health services, parks and recreation and many other services.

Each municipality bills property owners for their applicable portion of property taxes. Properties fall into the following classes:

- Residential (including single family dwellings, semi-detached, townhouses, low-rise apartments and condominiums);
- Multi-residential (high-rise apartments and rental condominiums);
- Commercial and industrial;
- Farmland;
- Pipelines; and
- Managed forests.

According to the Fraser Institute, municipal property taxes account for approximately 6% of total taxes paid by an average Ontario family. Federal taxes represent approximately 58% and provincial taxes the remaining 36%. Unlike revenue sources for these other levels of government, which increase with economic growth, property tax revenue is based on the total assessed value of all properties within a municipality. Assessment growth rates may vary from one municipality to the next and, when the assessed value of a property increases, it does not necessarily mean an increase in property taxes.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

A major factor in tax collection involves the valid assessment of properties however municipalities are not responsible for and do not control assessment. An independent corporation called the Municipal Property Assessment Corporation (MPAC) is responsible for determining the Current Value Assessment (CVA) and tax class for all properties in Ontario. The CVA of a property reflects an estimated market value at a fixed point in time and is the basis for distributing taxes within a community. Each year, MPAC delivers an annual assessment roll to each municipality containing assessed values for all properties within the municipality which is the basis for property taxation services.

Taxation services face a number of challenges including:

- The complexity of the assessment system;
- The timeliness of assessments; and
- The increasing number of assessment appeals.

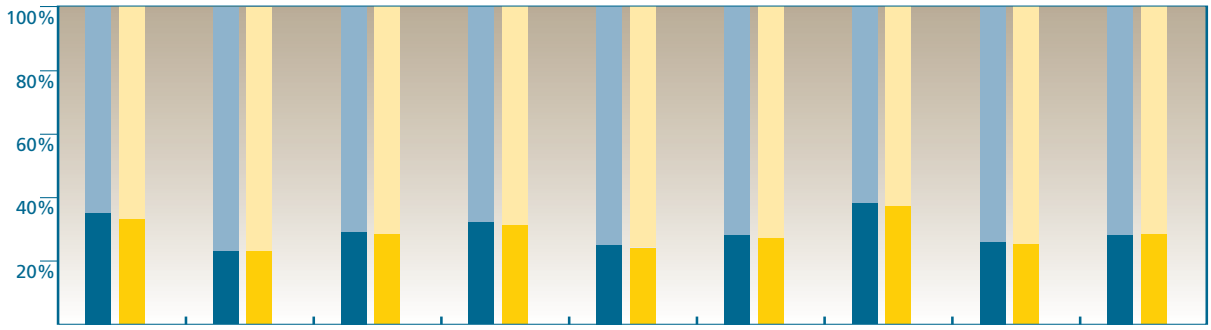
HOW ARE WE COLLABORATING?

Municipal taxation groups are collaborating with the provincial government to ensure the transparency of the assessment and taxation process. Additionally, OMBI taxation expert panels will continue to work with groups and agencies in Ontario and across Canada to compare, communicate and collaborate on service provision and implementation of best practices to improve service delivery.

WHAT ARE THE RESULTS?

What makes up your property taxes?

FIG. 13.1 Education and Municipal Taxes as a Percentage of the Tax Levy



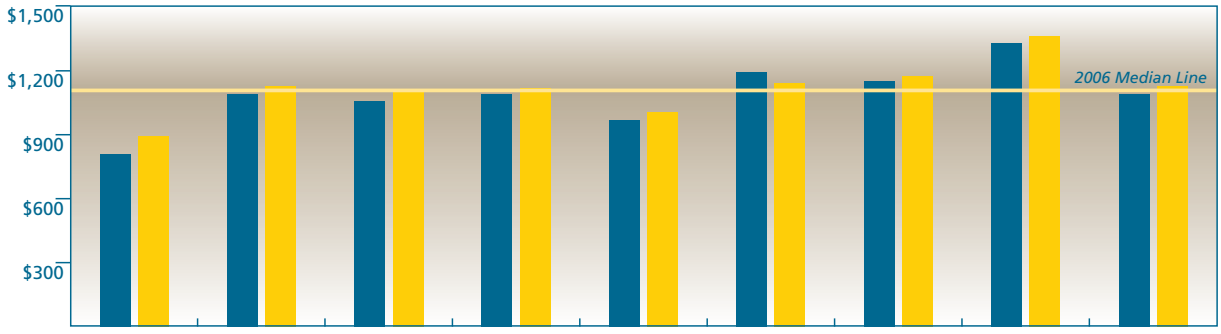
		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	Education	35%	23%	29%	32%	25%	28%	38%	26%	28%
	Municipal	65%	77%	71%	68%	75%	72%	62%	74%	72%
2006	Education	33%	23%	28%	31%	24%	27%	37%	25%	28%
	Municipal	67%	77%	72%	69%	76%	73%	63%	75%	72%

Figure 13.1 shows the breakdown of the education and municipal tax components of total property taxes levied for 2005 and 2006.

In general, the municipal portion of property taxes is calculated by multiplying a property's CVA by the municipal tax rate for that property type. The Municipal Council sets tax rates for each property type each year to raise the revenues required to support the costs of municipal programs and services. The education portion of taxes is calculated by multiplying a property's CVA by the education tax rate for that property type. The Province sets the education tax rates annually to raise revenues for education funding across Ontario. Although a single education rate is established annually for residential and multi-residential properties province-wide, these tax rates vary by municipality for commercial and industrial properties. Tax base composition will also affect the percentage depicted as municipalities will always vary in the number of commercial, industrial, residential and multi-residential properties in their make up.

How much property tax is collected in each municipality?

FIG. 13.2 Total Municipal Tax Levy per Capita



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	812	1,090	1,061	1,090	970	1,192	1,152	1,329	1,090
2006	895	1,129	1,111	1,121	1,006	1,139	1,176	1,364	1,125

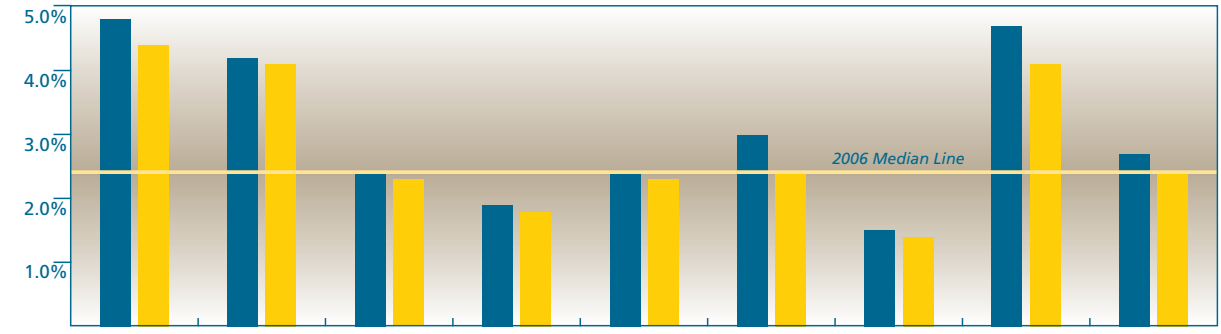
The total amount of taxes a municipality collects from all properties including residential, commercial, and industrial property owners depends on its revenue needs for delivering a wide variety of services. Figure 13.2 shows the amount of total municipal property taxes levied per capita for 2005 and 2006. The education portion of property taxes has been excluded from these numbers. The higher the bar, the higher the amount of tax levied per person.

The amount of property taxes levied can be influenced by:

- The types and level of services provided by the municipality;
- The assessment growth experienced by the municipality leading to increased service costs, i.e., more roads, more sewers, etc.;
- The funding required for mandatory social and health services; and
- The significance of the commercial and industrial sector.

How successful are we in collecting property taxes?

FIG. 13.3 Current Year's Tax Arrears as a Percentage of Current Year's Levy



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	4.8%	4.2%	2.4%	1.9%	2.4%	3.0%	1.5%	4.7%	2.7%
2006	4.4%	4.1%	2.3%	1.8%	2.3%	2.4%	1.4%	4.1%	2.4%

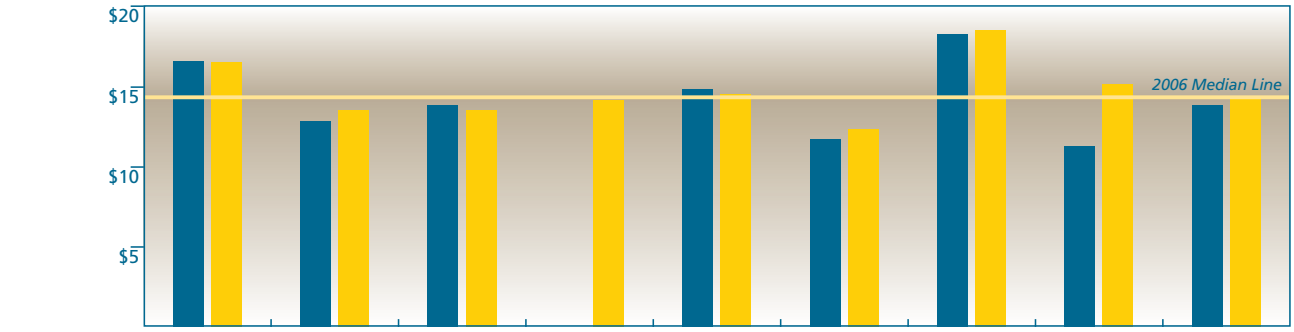
Figure 13.3 indicates the percentage of 2006 property tax that remained outstanding (tax arrears) at the end of the 2005 and 2006 year. The lower the bar, the lower the amount of tax arrears. A municipality showing a small percentage of tax outstanding indicates that the majority of taxes billed for the reporting year were collected.

The amount of tax outstanding at year end can be influenced by:

- The degree and types of collection procedures municipalities use (both external and internal processes);
- Whether municipalities transfer other outstanding receivables to the tax account for collection, and the types of receivables transferred, i.e., water arrears, property standards charges;
- Expectations of Council in collection efforts and any mandated policies or procedures; and
- A municipality's economic condition; i.e., unemployment rate, cost of living, etc.

How much does it cost to service a tax account?

FIG. 13.4 Cost to Maintain Taxation Accounts per Account Serviced



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	16.63	12.88	13.87		14.85	11.78	18.27	11.30	13.87
2006	16.53	13.56	13.57	14.15	14.53	12.36	18.54	15.14	14.34

Note: Ottawa data not available for 2005

Figure 13.4 reflects the annual costs of maintaining a tax account for 2005 and 2006. The lower the bar, the lower the cost.

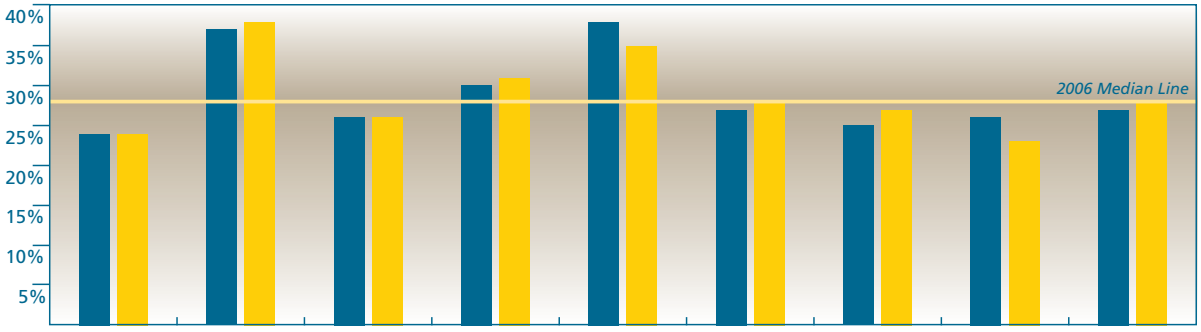
The cost to maintain a tax account can be influenced by:

- The variety and level of programs offered to taxpayers, i.e., the number and complexity of tax rebate, deferral and/or tax cancellation programs, Business Improvement Area initiatives, etc.;
- The degree to which tax billing systems are automated. Some municipalities develop and maintain their own in-house systems to calculate and issue billings; some use provincially developed systems or external consultants to calculate taxes; and still others employ a mixture of these approaches;
- The range of tax payment options a municipality can offer, such as pre-authorized payment plans, where payments are withdrawn electronically, or internet-based payment options; and

- The number of government agency tax accounts, both provincial and federal, as many of these accounts may require specialized or manual bill calculations, or negotiated payments, resulting in higher costs to service a small number of accounts.

How many accounts use pre-authorized payment plans?

FIG. 13.5 Percentage of Accounts (All Classes) Enrolled in a Pre-Authorized Plan



	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND	MED
2005	24%	37%	26%	30%	38%	27%	25%	26%	27%
2006	24%	38%	26%	31%	35%	28%	27%	23%	28%

Figure 13.5 depicts the percentage of all tax accounts that participate in pre-authorized tax payment programs for 2005 and 2006. The higher the bar, the higher the percentage of residents participating in pre-authorized plans. These programs allow taxpayers to have tax installments withdrawn directly from their bank account and be paid to the municipality to ensure that tax payments are received in full and on time. The service is convenient (no cheques or standing in line), economical (eliminates chequing and postage fees) as well as secure (no lost cheques and all personal information is held in strict confidentiality). Generally pre-authorized tax payment programs are less costly for the municipality to administer.

The percentage of accounts enrolled in pre-authorized payment programs can be influenced by:

- The extent and effectiveness of advertising for the program;
- The number of residential properties, as pre-authorized payment programs are generally directed toward homeowners rather than business owners; and
- The number and/or flexibility of installment payment dates and types of payment options.

WHERE DO WE GO FROM HERE?

The OMBI Taxation Services Expert Panel will continue meetings to discuss existing measures in an effort to improve future comparability of results. Opportunities to identify best practices in such areas as pre-authorized payment plans and the associated installment implications as well as arrears and collection practices may also be investigated.

14. Transit Services

WHAT IS THE SERVICE?

Public transit systems provide citizens with an efficient and affordable means of traveling to their intended destination whether it is work, school, home or play. Maximizing the use of public transit and reducing the number of vehicles on roads and highways benefits all citizens by easing traffic congestion, reducing gridlock, improving air quality and contributing to cleaner, more sustainable and livable communities.

Public transit systems strive to provide service that meets the competing needs of their customers while, at the same time, keeping pace with population and employment growth. They also strive to provide an attractive alternative to the car, one that offers sufficient advantage in terms of time or cost, or both, to increase the share of passengers who travel by transit. An effective and efficient transit system is one that emphasizes the following:

- Quality of Life - Transit needs to provide mobility options for all residents to ensure access to work, education, health care, shopping, social and recreational opportunities.
- Sustainability - Transit needs to be a cost-effective alternative to the automobile, be affordable for everyone in the community, be fiscally responsible to taxpayers and support the overall goal of improving the environment.
- Economic Development - Transit is an important component of a community's "economic engine," supporting growth and prosperity. Its services and costs need to reflect and encourage the growth in each community's residential and commercial sectors.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Municipal public transit systems face a number of challenges that affect service delivery, including:

A rising demand for public transit. The demand for public transit is rising as a result of a growing urban population, rising alternative transportation costs, economic growth and an increased awareness of environmental issues. The realization of the positive impacts and return on investment that an effective and efficient transportation system offers with respect to easing congestion, supporting fewer roads, providing more green space and providing community access, has led many municipalities to consider enhancing their transit services.

The need for a stable, long-term, predictable revenue stream. Ridership growth and fare increases are not generating sufficient funds to pay for the increased costs of operation. In addition, because of rising transit ridership and an aging infrastructure, municipalities need to invest in transit infrastructure renewal, replacement and expansion of fleet and facilities at a rate that exceeds current funding sources.

Municipalities are not, however, well positioned financially to make such long-term investments in public transit. They have a limited ability to generate the revenue needed to sustain, let alone expand transit systems to meet the growing needs of the population.

In recent years, provincial and federal governments have taken steps to promote increased transit ridership and have recognized the need for predictable and sustainable funding to support investment in the renewal and expansion of transit systems. Initiatives such as the Provincial Gas Tax Program, the Ontario Bus Replacement Program, the Federal Gas Tax Program and the introduction of a transit-user tax credit are all important, but they are not sufficient to fully address financial pressures.

Urban sprawl and the tendency over the last number of years for development in many municipalities to occur beyond existing limits of urban development, leaving intervening vacant land, has left those areas difficult to service. Urban sprawl and low-density development necessitate higher transit subsidies from the municipalities. If municipalities want to enhance their transit service they need, in addition to a stable funding source, transit supportive policies and programs relating to land use and urban form in order to provide meaningful long-term transit planning leading to effective and efficient service design and delivery.

The *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). Municipalities will face a significant challenge in upcoming years to develop and implement plans to comply with AODA, and related accessibility standards. The purpose of the AODA is to develop, implement and enforce accessibility standards to achieve accessibility for Ontarians with disabilities by 2025. With the introduction of the AODA, the number and complexity of accessibility obligations for municipalities, as well as community expectations, have increased.

HOW ARE WE COLLABORATING?

Through active participation in the Canadian Urban Transit Association (CUTA), the Ontario Public Transit Association (OPTA) and other forums, municipalities are working together to influence decisions and actions at all levels of government to promote the development of sound public policy designed to achieve transportation sustainability.

Transit managers, through conferences and on-line forums and through participation in organizations such as the American Public Transportation Association (APTA) share best practices both within Canada and with other jurisdictions, including the United States and Europe.

Identified best practices for Transit Services are listed in Appendix F.

WHAT ARE THE RESULTS?

The results that follow include information on conventional transit services only. They do not include specialized services for persons with disabilities who cannot use conventional services.

General factors that influence service level, transit ridership and the cost of transit in a municipality include:

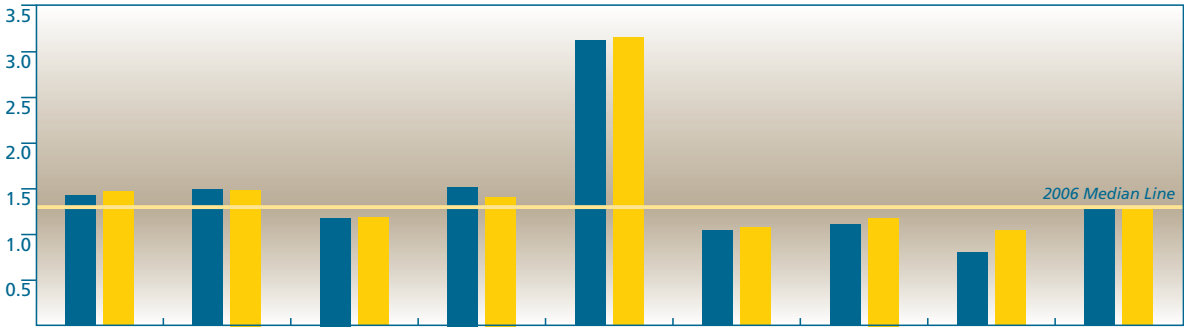
- Size of the service area - How a municipality's residential and commercial areas are distributed, flat or hilly landscapes, total population and the population density of the service area. For example, it generally costs more to provide transit to large geographic areas with small populations;

- Economic conditions such as the price of fares, fluctuations in energy prices and labour costs;
- Service area for transit riders and the number of transit trips taken by non-residents;
- Factors such as income levels, auto ownership levels and the age of the population;
- Accessibility and age and composition of the transit fleet;
- Service design and delivery, such as the number of routes, hours of operation, how far people have to walk to get to transit, how often transit vehicles run, fare structures, etc.; and
- Municipal transit policies, such as parking strategies, availability of park and ride, etc.

It should be noted that Durham assumed transit services in January of 2006. During this transitional year, data is not available.

How available are transit vehicles to riders?

FIG. 14.1 Transit In-Service Vehicle Hours per Capita in Service Area



	HAM	LON	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	1.43	1.50	1.18	1.52	3.13	1.05	1.11	0.81	1.30
2006	1.47	1.49	1.19	1.41	3.16	1.08	1.18	1.05	1.30

Note: Ottawa data not available for 2005 & 2006.

Figure 14.1 shows the number of in-service vehicle hours that are available in a year to residents on a per capita basis for 2005 and 2006. The higher the bar, the greater the number of in-service vehicle hours.

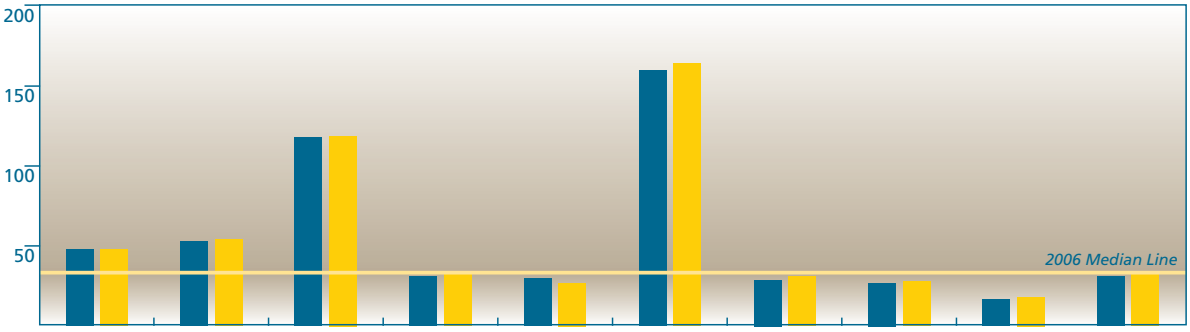
The term "in-service (revenue) vehicle hours" refers only to the hours a transit service accepts paying passengers. School contracts, charters, cross-boundary services, deadheading (traveling without passengers) between trips and to and from the garage, training, road tests and maintenance are not included. The in-service hours per capita provide an indication of service levels offered in each municipality. It also has an impact on how often and how much residents use public transit.

In 2006, most municipalities increased their service hours, resulting in a corresponding increase in the number of hours of service available per capita. These results indicate that, in these municipalities, transit services are growing with the population.

Note that, in 2006, York Region experienced a significant increase in service hours as a result of the first full year of operation of the Viva rapid transit service.

How often do people take public transit?

FIG. 14.2 Number of Conventional Transit Trips per Capita in Service Area



	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	48	53	118	31	30	160	29	27	17	31
2006	48	54	119	33	27	164	31	28	18	33

Figure 14.2 shows the average number of trips taken per person each year for 2005 and 2006. A conventional transit trip is a linked trip, riding one-way from origin to final destination, counting as one trip even if multiple transfers are taken. The higher the bar, the more transit trips each resident takes.

One of the goals of a public transit system is to increase the use of public transit. Measuring the number of passenger trips per person provides a direct measure of how much residents use transit services and the impact of transit service delivery strategies on the community.

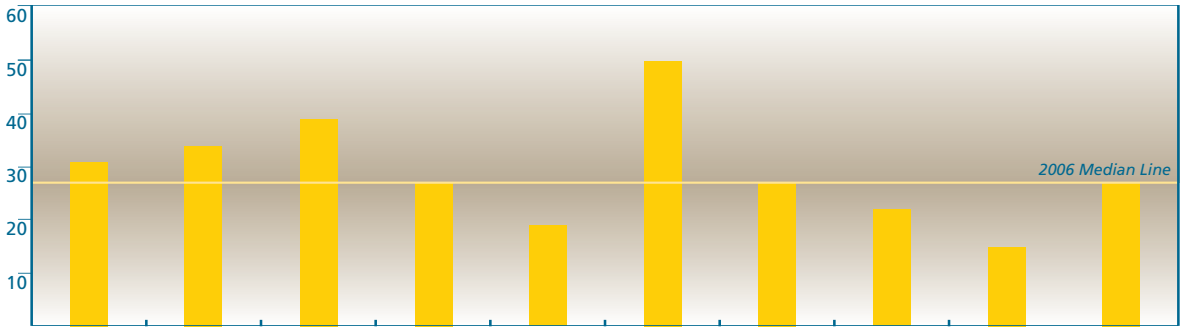
In addition to general factors, transit use is influenced by:

- Competitiveness relative to the automobile in terms of cost, speed, reliability, ,comfort and convenience; and
- The number of transit trips taken by non-residents. Since results are based on a municipality's population, a large number of trips by non-residents may affect the results.

Almost all municipalities experienced a rise in transit use in 2006 compared to 2005, with a corresponding increase in the number of transit trips taken in a year per person. The extent of the increase depends on the municipality's population and employment growth during this period and the extent of service enhancements implemented in a given year. Relative to other municipalities, Toronto has the highest transit use per person. Toronto's extensive transit system and the fact that residents are close to at least one mode of transit service, coupled with its level of non-resident travel, results in Toronto's trips per capita being high in relation to other municipalities.

How well utilized are transit vehicles?

FIG. 14.3 Passenger Trips per Total Vehicle Hour



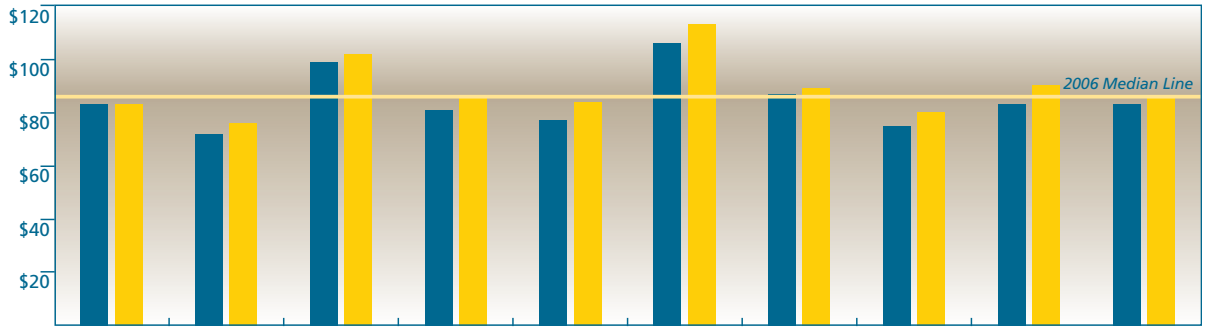
	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2006	31	34	39	27	19	50	27	22	15	27

Note: This figure represents a new measure for 2006. There is no 2005 comparable data.

Figure 14.3 shows transit service use for 2005 and 2006. The number of passenger trips taken in one hour of operation reflects the degree to which the service is used compared to the total hours of operation. The higher the bar, the greater the use of the service. Total hours of operation include the number of hours transit vehicles accept paying passengers, as well as the hours related to deadheading between trips and travel to and from the garage, training, charters, etc.

How much does it cost to operate a transit vehicle?

FIG. 14.4 Transit Cost per Total Vehicle Hour



	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	83	72	99	81	77	106	87	75	83	83
2006	83	76	102	86	84	113	89	80	90	86

Figure 14.4 shows service efficiency for 2005 and 2006, as measured by cost per hour to operate a public transit vehicle. The lower the bar, the lower the cost. It relates costs to the number of hours transit vehicles accept paying passengers and includes deadheading time between trips and travel to and from the garage, training, charters, etc.

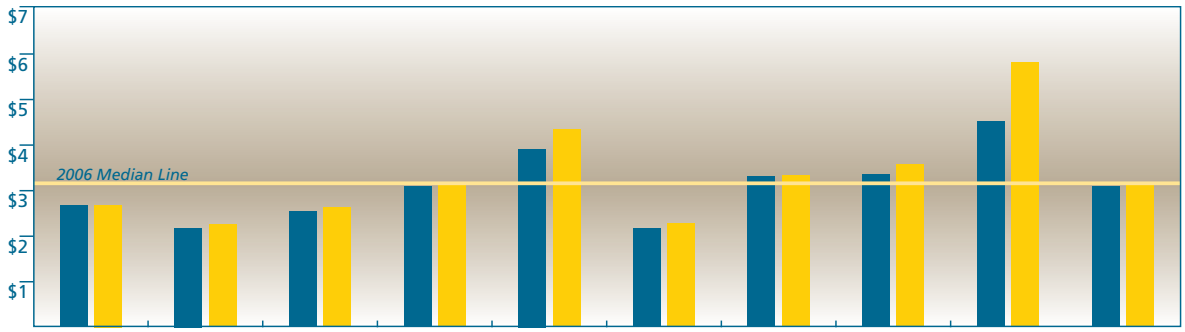
Costs per vehicle hour increased for all municipalities in 2006. Factors that affect costs, particularly for larger cities, include:

- Labour agreement settlements that reflect higher wages due to the cost of living in larger cities;
- A broader range of vehicles incur more maintenance costs (e.g., more spare parts, additional training of staff). For example, Toronto's costs per vehicle hour reflect its multi-modal system with subways, streetcars and Light Rail Transit, which are more expensive to operate than buses, which most other municipalities use exclusively. This multi-modal service also contributes to higher transit use;
- Age and type of vehicles in the fleet, i.e., an older fleet is more costly to maintain; and
- Type of fuel and energy prices.

Each municipality delivers services based on its best judgment of how to maximize the efficiency of its transit vehicles. For instance, some jurisdictions may use more "inter-trip deadheading" to ensure that service schedules are as efficient as possible. This is particularly the case in Ottawa.

How much does it cost to provide a transit trip?

FIG. 14.5 Operating Costs for Conventional Transit per Regular Service Passenger Trip



	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	2.66	2.17	2.54	3.09	3.91	2.16	3.31	3.36	4.52	3.09
2006	2.68	2.25	2.63	3.15	4.34	2.28	3.32	3.56	5.81	3.15

Figure 14.5 shows the operating cost for each conventional transit passenger trip for 2005 and 2006. The lower the bar, the lower the cost per transit passenger trip. This performance measure examines efficiency from a utilization perspective, and takes into consideration the actual use of the available transit supply.

Results are influenced by factors unique to each municipality, including:

- The number of hours during which the service is provided as well as transit ridership;
- Level of transit investment by the municipality;
- Size and density of the service area;
- Composition of the fleet and the modes of public transit;
- Factors such as income, population age and energy prices;

- Service levels and standards related to the density of a municipality, such as the proximity and frequency of service and the diversity of routes;
- Transit policies such as parking rates; and
- Wage and salary increases, energy prices and service enhancements.

In 2006, costs increased at a faster rate than ridership for all municipalities, resulting in higher operating costs per trip. Generally, costs per trip are higher for large geographic areas with small populations. Highly urbanized areas, such as Toronto with its extensive multi-modal transit system, can lead to greater use of public transit. This higher use contributes to lower costs on a per trip basis.

WHERE DO WE GO FROM HERE?

The OMBI Transit Expert Panel will continue to exchange performance measurement data and refine and analyze the data. In addition, through continued collaboration through the Canadian Urban Transit Association, the Ontario Public Transit Association, the American Public Transportation Association and other forums, municipalities will continue to identify and communicate best practices within transit service delivery areas.

15. Wastewater Services

WHAT IS THE SERVICE?

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

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

Wastewater services comprise:

- Collection of wastewater from customers via the municipal sewage systems;
- Operation of wastewater treatment facilities; and
- Disposal of wastewater in accordance with federal and provincial regulations.

Wastewater services are provided to residential and ICI (industrial, commercial and institutional) sector customers. The quality of wastewater discharged into the municipal sewage system is controlled through municipal sewer-use by-laws. Funding for wastewater services is generally through municipal water rates, which usually include a sewer surcharge based on water usage to recover the costs of wastewater collection and treatment.

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Ongoing challenges related to wastewater services are:

- Financial impact of adherence to existing and new regulations;
- Shortage of qualified/certified operations staff;
- Establishment of programs for licensing and certification of existing operations staff in accordance with MOE requirements;
- Licensing and certification of new employees and the upgrading of licenses for existing staff which requires significant financial and staff resources on an annual basis;
- Replacement of retired highly skilled employees. A survey conducted of OMBI Municipalities shows that 50% to 75% of senior water & wastewater operations staff will become eligible for retirement over the next five to ten years;
- Repair and replacement of aging infrastructure;

- Rising costs associated with utilities, laboratory testing and wastewater treatment chemicals; and
- Escalating construction costs.

HOW ARE WE COLLABORATING?

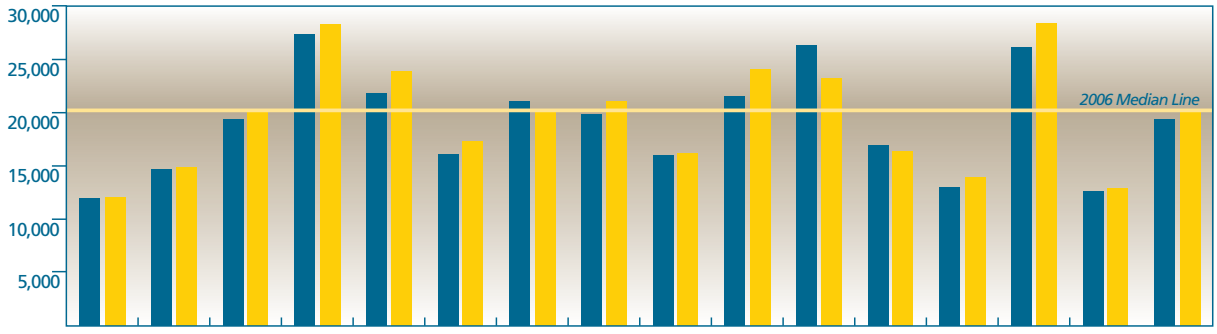
The OMBI Wastewater Expert Panel conducts research and identifies better practices across OMBI municipalities. The expert panel is also involved in the National Benchmarking Initiative and works with groups and agencies in Ontario and across Canada to compare, communicate and collaborate on service provision and implementation of best practices to improve service delivery.

Best practices identified for Wastewater Services are listed in Appendix F.

WHAT ARE THE RESULTS?

How much wastewater is treated in each municipality?

FIG. 15.1 Megalitres of Wastewater Treated per 100,000 Population



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	11,812	14,539	19,088	27,010	21,523	15,845	20,823	19,622	15,793	21,272	25,942	16,734	12,839	25,809	12,468	19,088
2006	11,933	14,697	19,952	27,877	23,578	17,120	20,002	20,798	16,017	23,758	22,973	16,202	13,802	27,952	12,775	19,952

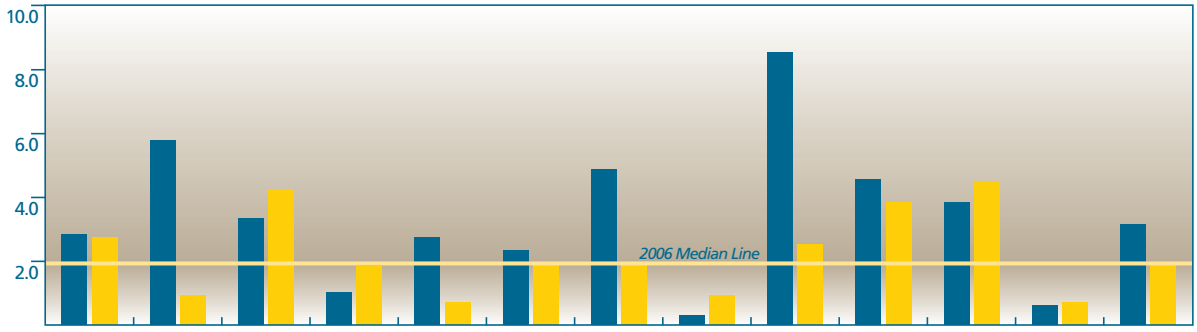
Figure 15.1 shows the volume of wastewater treated per 100,000 persons for 2005 and 2006. Overall demand includes wastewater treatment for the residential and ICI sectors. These volumes are shown in megalitres (one megalitre is equivalent to one million litres). The higher the bar, the more wastewater treated per 100,000 population.

Key factors that can influence the volume of wastewater treated include:

- The volume of wastewater generated by the ICI sectors;
- Urban form (high density versus suburban);
- The extent to which storm sewers are connected to or combined with sanitary sewers, which results in increased inflow to the sanitary sewer system and to the wastewater treatment facilities; and
- Frequency of extreme precipitation events (e.g., heavy rainfall) increasing flows to the wastewater collection systems and treatment plants.

How often do wastewater mains back up?

FIG. 15.2 Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2005	2.8	5.7	3.3	1.0	2.7	2.3	4.8	0.3	8.4	4.5	3.8	0.6	3.1
2006	2.7	0.9	4.2	1.8	0.7	1.9	1.9	0.9	2.5	3.8	4.4	0.7	1.9

Note: Niagara, Waterloo and York operate a two-tier system and are not responsible for the collection of wastewater. 2005 results were restated based on the new definition of pipe length for 2006.

Figure 15.2 shows the number of times a municipal wastewater main (sewer) backed up per 100 kilometers of wastewater pipe. The lower the bar, the lower the number of wastewater main backups.

The annual number of wastewater backups is directly related to the original basis for the design of wastewater collection system and the severity and frequency of major precipitation events.

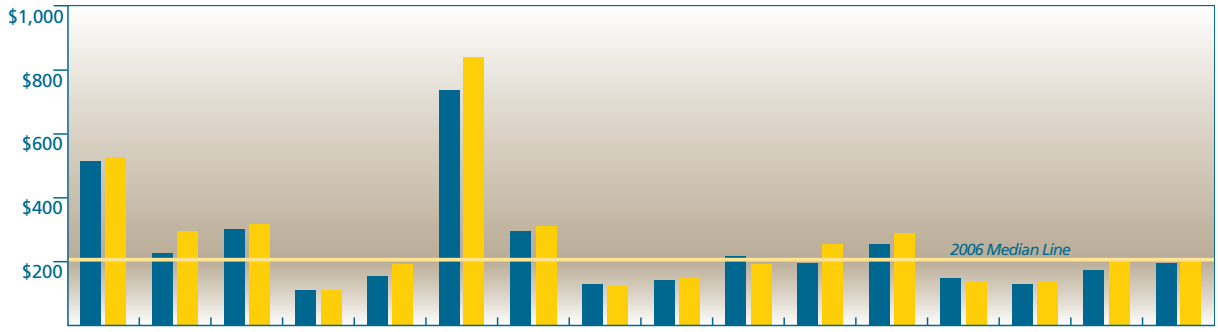
Extreme precipitation events are often localized in nature. The resulting increase in flow to the wastewater collection system may exceed the capacity of the collection system, resulting in sewer backups.

Key factors that can influence the annual number of wastewater main backups are:

- The extent to which storm sewers are connected to or combined with sanitary sewage collection systems, resulting in increased and sudden inflow to the sanitary sewage collection system, causing system overloading and sewer backups;
- The frequency and duration of extreme precipitation events, which increase flows to the wastewater collection systems, exceeding system capacity and resulting in sewage collection system backups;
- Frequency of wastewater collection system maintenance activities; and
- The age and condition of the wastewater collection system.

How much does wastewater treatment and disposal cost?

FIG. 15.3 Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	508	223	298	108	154	728	293	129	140	217	193	251	146	129	173	193
2006	522	293	312	110	189	829	305	122	146	189	253	285	138	134	204	204

Figure 15.3 shows the cost of treating wastewater and disposing of bio-solids per megalitre of wastewater treated. Bio-solids are primarily organic accumulated solids separated from wastewater that have been stabilized by treatment and can be beneficially used. Wastewater is treated to meet or exceed the provincial Ministry of the Environment regulations and standards. The lower the bar, the lower the average cost of wastewater treatment and disposal.

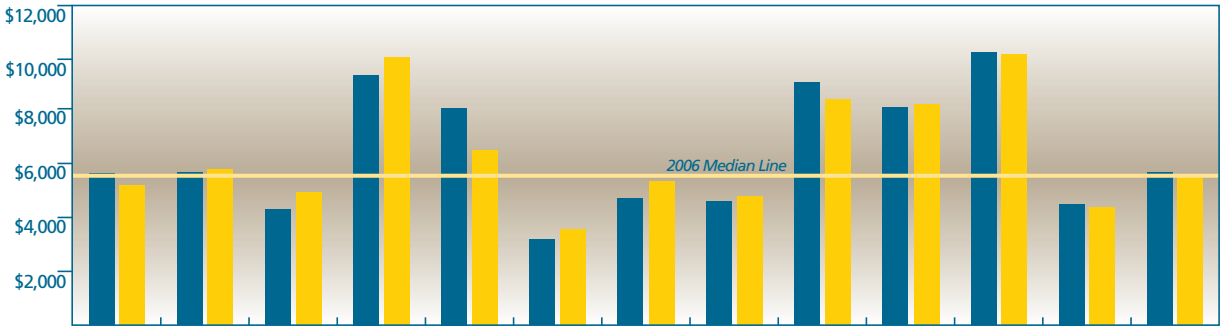
Municipalities providing service over a broad geographic area generally have higher operating costs due to the number and type of wastewater treatment facilities operated and the distance between the individual systems. This affects the daily operating costs for both the collection and treatment of wastewater.

Key factors that can influence wastewater treatment costs are:

- The sensitivity of lakes, rivers and streams to receive treated wastewater, which dictates the complexity and cost of the required wastewater treatment process;
- The number, size and complexity of the wastewater treatment plants operated by a municipality; and
- Specific municipal requirements for the quality of wastewater treatment.

How much does wastewater collection cost?

FIG. 15.4 - Operating Cost of Wastewater Collection per KM of Pipe



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2005	5,629	5,666	4,269	9,267	8,054	3,164	4,692	4,565	9,017	8,080	10,104	4,480	5,647
2006	5,175	5,761	4,930	9,918	6,489	3,572	5,333	4,776	8,388	8,170	10,017	4,365	5,547

Note: Niagara, Waterloo and York operate a two-tier system and are not responsible for the collection of wastewater. 2005 results were restated based on the new definition of pipe length for 2006.

Figure 15.4 shows the annual cost of wastewater collection per kilometre of wastewater pipe (sewer). The lower the bar, the lower the cost.

Key factors that can influence wastewater collection costs are:

- Age and condition of the wastewater collection infrastructure;
- Type of pipe material (clay, concrete, PVC, etc.);
- Number of independent wastewater collection systems operated by the municipality and size of geographic area serviced;
- Frequency of maintenance activities; and
- Urban form (high density versus suburban) affecting proximity of pipes to other utilities and cost of repairs.

WHERE DO WE GO FROM HERE?

The OMBI Water and Wastewater Expert Panel will continue to work with groups and agencies in Ontario and across Canada to compare, communicate and collaborate on service provision and implementation of best practices to improve service delivery. Currently, the panel is discussing Water Loss Management in Water Distribution Systems and control of Inflow and Infiltration for Wastewater Collection and Treatment Systems.

16. Water Services

WHAT IS THE SERVICE?

Water Services include the treatment and distribution of potable water from the source of water supply to the customers. OMBI municipalities ensure that a clean, affordable and adequate supply of water is available to meet demand from the existing communities and to provide opportunities for future economic development. They also ensure that water supply is readily available for emergency purposes, such as fire protection, and to meet peak demand conditions.

To ensure that the drinking water from your tap is safe and of high quality, it undergoes continuous water quality monitoring and testing during the treatment process. The distribution system is also monitored frequently. Annual water quality reports are available from your municipal water provider, showing compliance with rigorous provincial and federal water quality regulations.

Water services comprise:

- The treatment of water from the source at water treatment plants to ensure that drinking water meets or exceeds regulatory requirements; and
- The distribution of drinking water to customers through systems of watermains, water pumping stations and storage reservoirs.

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

WHAT ARE THE MAJOR SERVICE DELIVERY ISSUES?

Ongoing challenges related to water services are:

- Financial impact of adherence to existing and new regulations;
- Shortage of certified operations staff;
- Establishment of programs for licensing and certification of existing operations staff in accordance with MOE requirements;
- Licensing and certification of new employees and the upgrading of licenses for existing staff which requires significant financial and staff resources on an annual basis;
- Replacement of retired highly skilled employees. A survey conducted of OMBI Municipalities shows that 50% to 75% of senior water & wastewater operations staff will become eligible for retirement over the next five to ten years;
- Repair and replacement of aging infrastructure;
- Rising costs associated with utilities, laboratory testing and water treatment chemicals; and
- Escalating construction costs.

HOW ARE WE COLLABORATING?

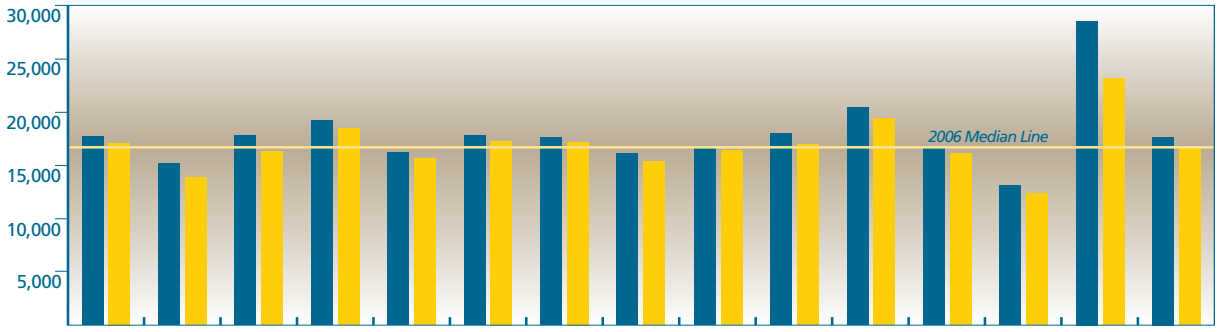
The OMBI Water and Wastewater Expert Panel conducts research and identifies better practices across OMBI municipalities. The panel is also involved in the National Benchmarking Initiative and works with groups and agencies in Ontario and across Canada to compare, communicate and collaborate on service provision and implementation of best practices to improve service delivery.

Numerous best practices have been identified in the Water Services area and are listed in Appendix F.

WHAT ARE THE RESULTS?

How much water is treated in each municipality?

FIG. 16.1 Megalitres of Water Treated per 100,000 Population



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	MED
2005	17,480	14,994	17,578	18,937	16,032	17,570	17,375	15,860	16,378	17,779	20,144	16,533	12,953	28,147	17,427
2006	16,872	13,725	16,055	18,250	15,461	17,062	16,968	15,157	16,184	16,755	19,189	15,916	12,221	22,829	16,470

Note: York purchases a majority of their drinking water therefore for comparison purposes are not shown in this graph.

Figure 16.1 shows the volume of drinking water treated per 100,000 persons for 2005 and 2006. Overall demand includes water provided to the residential and ICI sectors.

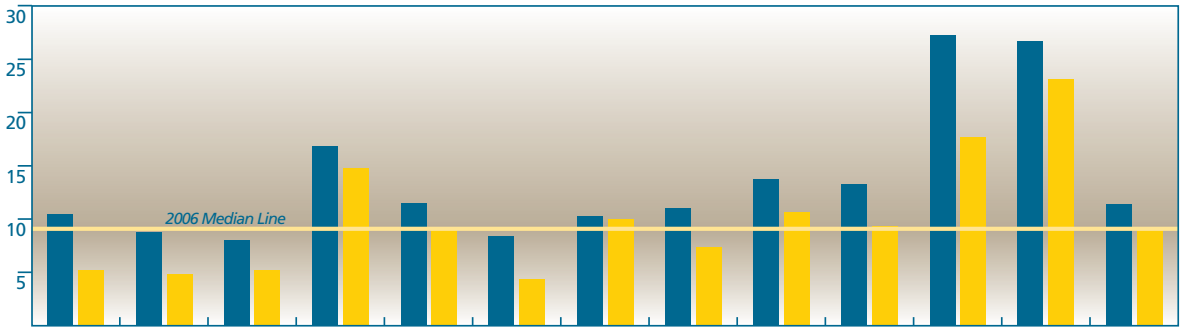
These volumes shown are in megalitres (one megalitre is equivalent to one million litres). The higher the bar, the more water treated per 100,000 population.

Key factors that can influence the volume of drinking water treated include:

- Source and adequacy of the water supply (municipal well or surface water supply);
- Demand from the ICI and residential sectors;
- Urban form (high density versus suburban);
- Impact of municipal water conservation programs; and
- Weather conditions and variation in seasonal water use.

How often does a watermain break?

FIG. 16.2 Number of Watermain Breaks per 100 Km of Water Distribution Pipe



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2005	10.3	8.7	8.0	16.6	11.4	8.3	10.1	10.9	13.5	13.1	26.9	26.4	11.2
2006	5.1	4.8	5.2	14.6	8.8	4.3	9.8	7.3	10.5	9.2	17.5	22.8	9.0
Average Age of Watermains	24	24	21	42	34	50	30	22	35	44	54	47	35

Note: Niagara, Waterloo and York operate two-tier systems and are not responsible for the distribution of water. 2005 results were restated based on the new definition of pipe length for 2006.

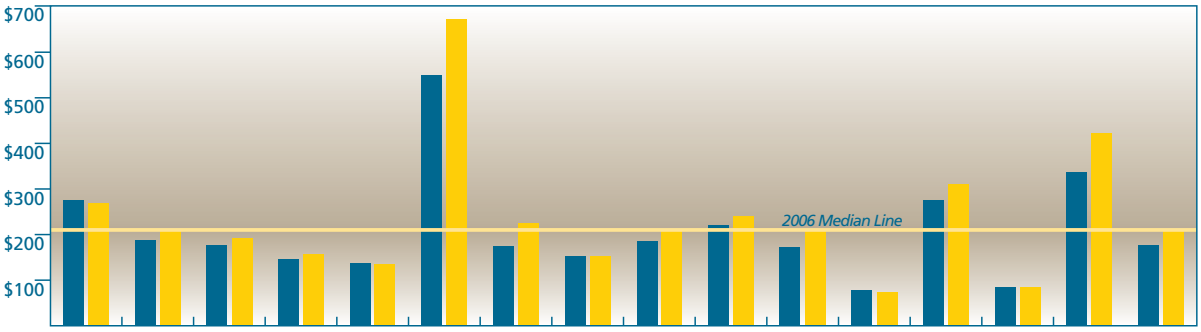
Figure 16.2 shows the number of watermain breaks per 100 km of pipe. The lower the bar, the lower the number of breaks.

Key factors that can influence the rate of watermain breaks include:

- Age and condition of pipe;
- Type of pipe material and susceptibility to corrosion (cast iron, ductile iron versus non metallic pipe materials);
- Proximity of pipes to other utilities (increasing the cost for infrastructure repair and replacement);
- Extreme cold weather (frozen watermains) affecting frequency of breaks and increased cost of repairs;
- Soil conditions that can increase the rate of pipe corrosion; and
- Topography, which can cause pressure variations and increase frequency of breaks.

How much does the treatment of drinking water cost?

FIG. 16.3 Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated



	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK	MED
2005	272	186	175	144	136	542	171	150	183	217	170	78	271	83	331	175
2006	266	207	190	154	133	662	221	151	203	237	206	73	306	84	415	206

Figure 16.3 shows the cost of treating a megalitre of drinking water. Costs include operation and maintenance of treatment plants as well as quality assurance and laboratory testing to ensure compliance with regulations. The lower the bar, the lower the average cost of water treatment.

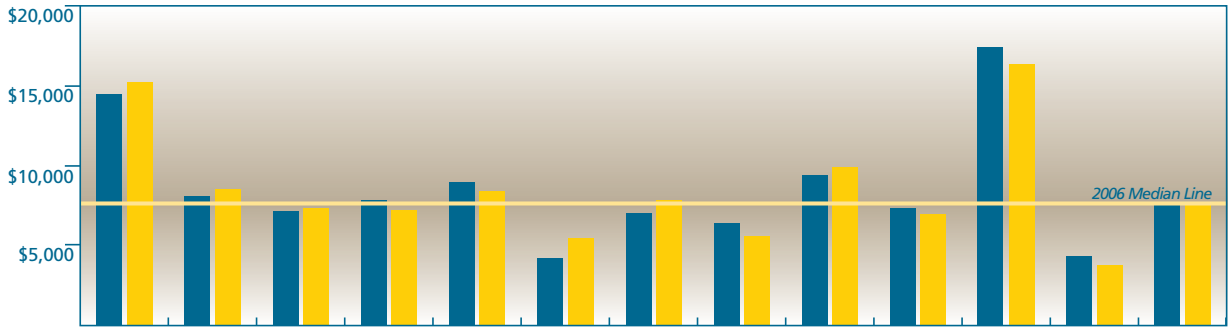
Key factors that can influence water treatment costs are:

- Water source – ground water or surface water and specific water quality issues, which dictate the complexity and cost of the water treatment process;
- The number, size and complexity of a municipality's water treatment plants; and
- Specific municipal requirements for the quality of drinking water provided to customers, which may exceed provincial regulations.

Municipalities providing service over a broad geographic area will have higher operating costs due to the number and type of water treatment facilities operated and the distance between the individual systems. This has an impact on the daily operating costs for both the treatment and distribution of drinking water.

How much does it cost to distribute drinking water?

FIG. 16.4 Operating Cost for the Distribution of Drinking Water per Km of Water Distribution Pipe



	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND	MED
2005	14,306	8,040	7,059	7,735	8,854	4,129	6,932	6,312	9,287	7,268	17,216	4,276	7,502
2005	15,054	8,402	7,275	7,129	8,324	5,361	7,782	5,510	9,777	6,854	16,154	3,744	7,528

Note: Niagara, Waterloo and York operate two-tier systems and are not responsible for the distribution of water. 2005 results were restated based on the new definition of pipe length for 2006.

Figure 16.4 shows the cost, per kilometer of water distribution pipe (watermain), for the distribution of drinking water to customers. The lower the bar, the lower the cost. Costs include the distribution of water from the water treatment plant to the customer.

Key factors that can influence distribution system costs are:

- Age and condition of the water distribution infrastructure;
- Type of pipe material (cast iron, ductile iron, PVC, etc.);
- Number of a municipality's independent water distribution systems and size of geographic area serviced;
- Frequency of maintenance activities;
- Urban form (high density versus suburban) affecting proximity of pipes to other utilities and cost of repairs; and
- Extreme cold weather (frozen watermains) affecting frequency of breaks and increased cost of repairs.

WHERE DO WE GO FROM HERE?

The OMBI Water and Wastewater Expert Panel will continue to work with groups and agencies in Ontario and across Canada to compare, communicate and collaborate on service provision and implementation of best practices to improve service delivery. Currently, the panel is discussing Water Loss Management in Water Distribution Systems and Control of Inflow and Infiltration for Wastewater Collection and Treatment Systems.

Information for Accountability and Decision Making

The *2006 Performance Benchmarking Report* for Ontario municipalities, prepared by the Ontario Municipal CAO's Benchmarking Initiative, is the result of a successful collaboration of its partners. The report allows us to share information with the public on key aspects of municipal performance and helps to address the growing demand for greater accountability and transparency in the planning and delivery of municipal services and programs. The benefits of collaboration have led to the identification and sharing of best or better practices that contribute to improved performance measurement results. Each municipality is unique, and this report takes into consideration a community's demographics, geographic location, population density and its size, among other influencing factors.

The performance data collected and reported can assist City Managers and Chief Administrative Officers make informed resource allocation decisions. It provides municipalities with an understanding of how they are performing and, in a broader context, how their performance compares to other municipalities. Through analysis of performance results, municipalities may identify where improvements for service delivery can be made and, when those improvements are implemented, what potential cost reductions to residents might be achieved.

For the employees providing municipal services and delivering them to citizens, the opportunity to collaborate, learn, network with peers and exchange information is invaluable. This experience will be vital in the future as municipalities increase their capacity to gather and report information on municipal services and programs.

Appendices

Appendix A

7-Step Benchmarking Cycle

In 2001, OMBI developed a seven-step benchmarking methodology which forms an ongoing cycle of design, measure, analysis and implementation leading to quality and service excellence.

OMBI Performance Measurement Framework

OMBI has developed a "performance measurement framework" for reporting performance information based on research into other benchmarking initiatives and pilot projects.

Initially these performance measures were based on the decision making needs of CAOs.

However, as the benchmarking initiative progressed, more measures were added to meet the information requirements of service area experts. Over time these measures have evolved into a framework encompassing four types of measures depicted in the diagram below.

Performance Measurement Framework

Measures the outcome impact or benefit the program is having on the communities they serve in relation to the intended purpose or social outcomes expected.	Community Impact Measures	Service Level Measures	Measure the number of units of service provided or delivered. Where possible we have normalized these measures in order to compare service levels between municipalities.
Measures the ratio of the resources used and the outputs (unit of service) generated. They are often expressed in terms of cost per unit of output or volume of output per staff member (productivity).	Efficiency Measures	Customer Service Measures	Measures the quality of service relative to service standards that have been established.

Appendix B

How We Do It

To support the overall benchmarking model and the implementation of the performance measurement framework, OMBI has developed a number of key tools, practices and processes that contribute directly to its success.

Indirect costing methodology

In 2001, the OMBI treasurers' group developed a methodology for the allocation of indirect costs (e.g., human resources and information technology) to facilitate the consistent costing of all programs and services. The Ministry of Municipal Affairs and Housing subsequently adopted this methodology for use in its own mandatory Municipal Performance Measurement Program (MPMP).

Data sharing and public reporting protocol

In 2006, the Data Sharing Protocol was updated to include the protocol for public or external communication of OMBI results. This document ensures that the goodwill and integrity of the OMBI process is maintained and that each municipality follows certain guidelines in developing its messaging about benchmarking results in any local reports.

This OMBI protocol has become the basis for similar protocols in other benchmarking initiatives, such as the Ontario Fire Marshall's Office for the Performance Measurement Benchmarking System and the Social Housing Services Corporation.

Data warehouse

In 2003, OMBI developed an award winning web-based data warehouse to facilitate the collection, consolidation and reporting of performance measures and other data. Other information of relevance to service expert groups is also housed and shared in the warehouse.

Measurement definitions and influencing factors

In 2004, definitions were developed for each measure to provide a comprehensive technical guide for the panel experts in the collection of data and to ensure that data is comparable among OMBI municipalities. The program experts update these definitions annually.

The following year, in 2005, influencing factors for each measure were compiled to be reported along with measure results to provide context for evaluating results and to facilitate comparisons among the OMBI partners. The program experts also update these influencing factors annually.

Annual performance benchmarking report

The first report was issued early in 2007 highlighting the 2005 results across 12 program areas.

This report builds on the inaugural 2005 report by providing information on additional programs and services as well as two years of data to reflect year over year changes in each municipality. It provides a breadth of information about municipal government performance across a range of service areas.

Appendix C

OMBI Partner Statistics

OMBI Municipalities by Government Type	Population December 2006	Number of Households December 2006	Geographic Area Sq Km	Population Density December 2006 per sq km
Single Tier				
County of Brant	31,392	12,906	845.1	37.1
City of Hamilton	515,214	200,064	1,117.0	461.2
City of London	355,900	157,384	423.0	841.4
City of Ottawa	877,280	354,535	2,796.0	313.8
City of Greater Sudbury	158,000	71,203	3,627.0	43.6
City of Thunder Bay	109,140	49,023	328.5	332.3
City of Toronto	2,704,200	1,029,580	641.0	4,218.7
City of Windsor	216,473	86,794	146.9	1,473.5
Upper Tier				
Regional Municipality of Durham	583,700	202,155	2,535.0	230.3
Regional Municipality of Halton	439,200	156,947	972.8	451.5
District of Muskoka	57,563	44,959	3,910.0	14.7
Regional Municipality of Niagara	435,125	183,334	1,896.0	229.5
Regional Municipality of Peel	1,204,470	376,333	1,254.2	960.4
Regional Municipality of Waterloo	506,800	183,890	1,382.0	366.7
Regional Municipality of York	950,674	283,520	1,775.0	535.6

Source: OMBI Data Warehouse, Municipal Data 2006.

Single-tier municipalities have responsibility for all municipal services to their residents. The County of Brant is included in this category because it operates as a single-tier municipality.

Upper-Tier (Regional) governments share service provision with their local municipalities. While there are variations from one region to another, regions usually provide services such as: arterial roads, transit, policing, sewer and water systems, waste disposal, region-wide land use planning and development, as well as health and social services. Local municipalities within regions are generally responsible for local roads, fire protection, public libraries, parks, sports and recreation and local land use planning needs. The District of Muskoka has been included in this category as its operation closely resembles that of a regional municipality.

Appendix D

Who Does What

This report discusses 16 service areas for which OMBI performance measures have been established. The data illustrated in this report was collected for the year 2006, with comparative data for 2005 if available. Not all municipalities, however, are responsible for delivering all services.

The chart below identifies the services each of the OMBI member municipalities provided in 2006 for each of the 16 areas discussed in this report.

Service Areas	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Building	■			■	■			■		■	■	■		■	
Emergency Medical Services	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Fire	1			■	■			■		■	■	■		■	
Libraries	■			■	■			■		■	■	■	4	■	
Long-Term Care	1	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Parks	■			■	■			■		■	■	■		■	
Police	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Roads	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Social Assistance	1	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Social Housing	1	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Solid Waste	■	3	■	■	■	■	■	■	■	■	■	■	■	■	■
Sports and Recreation	■			■	■			■		■	■	■		■	
Taxation	■	6	6	■	■	6	6	■	6	■	■	■	6	■	6
Transit		2		■	■			■		■	■	■	■	■	■
Wastewater	■	■	■	■	■	■	5	■	■	■	■	■	5	■	5
Water	■	■	■	■	■	■	5	■	■	■	■	■	5	■	5

■ *Indicates service provided by that municipality.*

1. *County of Brant collaborates with nearby municipalities for delivery of these services.*
2. *The responsibility for Durham transit was transferred to the Region January 1, 2006.*
3. *Regional Municipality of Durham is responsible for the collection of solid waste in only six of its eight local municipalities.*
4. *Regional Municipality of Waterloo provides library services to only four rural townships.*
5. *Regional Municipalities of Niagara, Waterloo and York operate two-tier systems for water and wastewater services, i.e. they treat water but do not distribute it and they treat wastewater but do not collect it.*
6. *Upper-tier municipalities are not responsible for the collection of property taxes. Lower-tier municipalities collect taxes on their behalf.*

Appendix E

Partner Web Sites

www.brant.ca

www.london.ca

www.region.peel.on.ca

www.region.waterloo.on.ca

www.region.durham.on.ca

www.muskoka.on.ca

www.greatersudbury.ca

www.citywindsor.ca

www.halton.ca

www.regional.niagara.on.ca

www.thunderbay.ca

www.york.ca

www.hamilton.ca

www.ottawa.ca

www.toronto.ca

Appendix F

Best Practices

BEST PRACTICE/SHARED PRACTICE REPORTS OF OMBI MUNICIPALITIES

Expert panels or service area expert groups have been established for each of the areas that OMBI is measuring. This includes many service areas and the engagement of numerous service experts. Through the reporting and analysis of performance data and networking between municipalities, experts identify best or "better" practices. This process promotes continuous improvements and a culture of performance measurement for the delivery of programs and services. It may also result in new ideas or creative solutions to program and/or service issues.

Listed below are best practice reports published by OMBI's expert groups. These reports are available on-line at **www.ombi.ca**.

Road Services

Winter Control reports:

(1) *Contract Terms which Facilitate Timely Call out Decisions by Front line Patrollers,* January 2004, Regional Municipality of York.
(2) *Year-Round Mix of Contracted and Direct Staff Resources*, November 2004, City of London.

Solid Waste Management Services

(1) *Contract Enabling Contractors to Reduce Municipal Costs*, November 2001, Regional Municipality of Niagara.
(2) *Community Partnership Building,* July 2003, City of London.
(3) *Measuring Types of Recyclable Materials Collected*, October 2004, Regional Municipality of Peel.
(4) *Long Term Waste Management Plan,* October 2004, Regional Municipality of Niagara.

Transit Services

(1) *Urban Transit – Service Expansion*, October 2005, York Region.

Water/Wastewater Services

(1) *Integrated Business & Information Systems (Water & Wastewater)*, April 2004, City of Toronto.
(2) *Maintenance of Chlorine Residuals with By-Pass (Water)*, April 2004, Regional Municipality of Peel.
(3) *Maintenance of Chlorine Residuals with Automatic Controls (Water)*, April 2004, Town of Richmond Hill.
(4) *Water Conservation & Deferral of Capital Upgrades*, April 2004, City of Windsor.
(5) *Operator Cross Training a Multi-Skilled/ Multi-Licensed Work Force (Water & Wastewater)*, April 2004, Regional Municipality of Peel.
(6) *Energy Management Strategy*, October 2006, Regional Municipality of Peel.
(7) *Energy Management with Water Distribution Optimization Modeling*, October 2006, City of Thunder Bay.
(8) *Energy Management with Water Loss Control - Leak Detection*, October 2006, City of Thunder Bay and Regional Municipality of Halton.
(9) *Energy Management with Metering & Billing Control/Verification*, October 2006, Regional Municipalities of Peel and Durham.
(10) *Energy Management with Alternative Sources of Energy*, October 2006, City of Ottawa.
(11) *General Energy Management Practices,* October 2006, City of Toronto and Regional Municipality of Durham.

OMBI municipalities developed shared practices following the evaluation survey results on the business question "The Shortage of Qualified Operators":

(12) *Co-Operative Training & Certification Program* (Regional Municipality of Niagara).
(13) *Operator Certification Training Program* (Regional Municipality of Peel).

Appendix G

Success Stories

Capital Assets

Through financial assistance provided by the OMBI member municipalities and a grant from the Strengthening Our Partnership from the Province of Ontario (Ministry of Finance/Ministry of Municipal Affairs and Housing), OMBI has developed the *Municipal Guide to Accounting for Tangible Capital Assets* (TCA). The document provides detailed guidance on meeting the requirements of *Public Sector Accounting Handbook* (PSAB) Standard 3150. PSAB 3150 will require local governments to include information on the amortization of their capital assets on their financial statements, beginning in 2009. This is a major accounting change for Canadian municipalities. OMBI's *Guide* and its follow–up *Pilot Site Case Studies*, and *Reference Manual* are resources available to all municipalities to help comply with the new standards. The OMBI material has also been used extensively in province-wide training workshops and in developing implementation strategies with the Province and other municipal organizations.

OMBI Fall Forum

Each year, OMBI holds a conference to celebrate its accomplishments in benchmarking during the year and to promote the exchange of information and best practices and to increase the awareness of the importance of benchmarking and performance management. In 2007, the Fall Forum was held October 29 and 30 in Ottawa. The event focused on Engaging Communities which included councils, staff, our partners and the public. OMBI believes that by taking a proactive, systematic approach to the sharing of performance information, all OMBI members will continue to improve municipal service and, through the reporting of results, will increase transparency and accountability of government to the public.

Recognition for Public Sector Leadership

OMBI was awarded a bronze medal at the 2005 Public Sector Quality fair for its data warehouse and service quality achievements. The public sector quality fair is an annual event that showcases service quality excellence within Ontario in the federal, provincial, municipal and broader public sectors. It is designed to increase awareness and use of accepted quality principles and practices and to provide inspiration to others on their quality initiatives.

Inaugural Performance Benchmarking Report

In November 2006, OMBI CAOs took their benchmarking initiative to a new level of accountability and transparency by approving the public release of an OMBI performance benchmarking report. This decision represented an important milestone and confirmed the CAOs confidence in the OMBI data, made possible through the extensive consultations that had taken place throughout the data collection process.

This decision led to the release of OMBI's first-ever *2005 Performance Benchmarking Report* in January 2007. This report provided a common view of municipal performance across 12 service areas in 15 municipalities. It also provided CAOs, their senior managers and service experts with a means of sharing with their Councils and Committees appropriate comparisons between clearly identified municipalities, to supplement and support their internal year-to-year performance data.

Appendix H

Additional Information
For more information about OMBI or this *2006 Performance Benchmarking Report*, please visit our website at **www.ombi.ca** or contact our office. One of our project members will assist you in obtaining any further information you require.

For information, questions or concerns about OMBI's municipal government partners, please consult their web site listed in Appendix E.

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The OMBI municipal partners are grateful for the assistance of the City of Toronto in the production of this report and the City of Hamilton for the cover design.


OMBI
ONTARIO MUNICIPAL CAOs' BENCHMARKING INITIATIVE