Municipal Performance Measurement Program

Greater | Grand Sudbury

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

2005 Report to Citizens

September 2006

About this report:

The City of Greater Sudbury's 2005 Municipal Performance Measurement Program Report to Citizens is available on the City's website, in English and in French:

www.greatersudbury.ca

Copies can also be obtained by contacting:

City of Greater Sudbury
Corporate Communications and French-language Services
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Ce document est disponible en français.

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Message from the CAO

This 5TH annual Report to Citizens provides an overview of the City of Greater Sudbury's Municipal Performance Measurement Program (MPMP) results. This program was implemented by the Ontario Government in 2000 and is designed "to provide taxpayers with useful information on service delivery" and to provide municipalities "with a tool to improve those services over time". Municipalities collect data to measure their performance in 12 core service areas.

With a geographic area of 3,627 square kilometres, the City of Greater Sudbury is the largest municipality in Ontario based on land mass. The City delivers services to 155,339 residents within its vast boundaries. These services are essential to our well-being and enhance our quality of life: water, roads, fire, police, land planning, waste management and public transit, to name a few.

The scope of the services provided, and their impact on the community, is best reflected in the City of Greater Sudbury's total 2006 annual budget of $450 million. It is a significant investment, and a huge trust.

The City strives to deliver services that are cost-effective and efficient, ensuring that citizens get the best value for their tax dollars. In meeting this objective, staff are committed to identifying best practices and opportunities for improvements in order to increase efficiency and effectiveness. In short, staff want to deliver the best possible service at the lowest cost.

The City supports every opportunity to provide greater accountability to the public through the Municipal Performance Measurement Program and related information which is contained in the annual Budget document and within City departments' operating plans and documents. All of the above are available for viewing on the City's website.

City staff continue to work to improve the services which are delivered to you, our citizens. The MPMP program assists us in measuring our progress in this regard.

Mark Mieto
Chief Administrative Officer
City of Greater Sudbury

Introduction

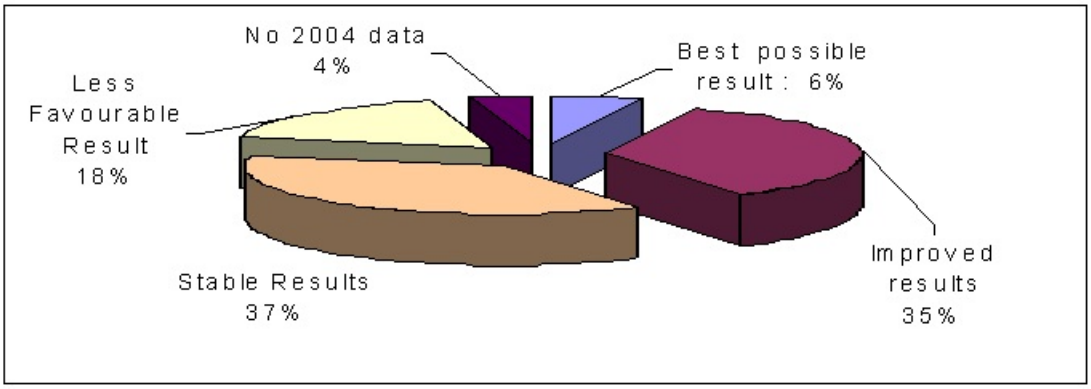
2005 Ontario Municipal Performance Measurement Program Results for the City of Greater Sudbury:

The Municipal Performance Measurement Program (MPMP) was first introduced by the Province in 2000 and is used to provide information about the efficiency and effectiveness of municipal services. The City of Greater Sudbury has a strong history of participation in MPMP.

For 2005, municipalities are asked to report on more than 50 performance measures in 12 core service areas. Even though MPMP is in its sixth year of reporting, it is still evolving. Over time, it is anticipated that MPMP will enable the municipality to chart overall service improvements. The City's results for the years 2003 through 2005 are included in this report, which provides the reader with a sense of the trends over that period of time.

Caution must be exercised when comparing results between municipalities, and in drawing conclusions based only upon the MPMP efficiency and effectiveness measures. Unique environmental and policy factors exist in each municipality that impact on performance measurement results. For example, the City of Greater Sudbury is the largest municipality by land mass in Ontario. Those measures which are calculated based upon distances, such as kilometres of road and kilometres of water distribution pipes, reflect our community's unique geography. Other factors which influence measures include differences in service levels and standards, weather, economic conditions, the age of the infrastructure or the intensity of use of that infrastructure, socio-demographic profiles of the community and related service needs, and financial policies and accounting practices used by various municipalities. Comparisons with 'unlike municipalities' are of limited value and have the potential to be misleading.

The City of Greater Sudbury is committed to identifying opportunities for improvement to increase its efficiency and effectiveness in the delivery of municipal services. The chart below compares the MPMP 2005 results versus 2004 results for the City of Greater Sudbury.



78% of the 2005 measures' results were either the best they could be, improved or stable as compared to 2004. Management will continue to use MPMP data as one of many tools to determine where performance improvements can be achieved.

Common Definitions contained in Report

Term or Reference	Common Definition within Report
Population; per Person	2005: 155,339 2004: 155,000 2003: 155,000
Land Mass	3,627 square kilometres (largest in Ontario)
Lane Kilometre	A continuous lane of road which conveys traffic in one direction.
Megalitre	1,000,000 litres or 1,000 cubic metres
Tonne	A metric tonne equals 2205 pounds or 1000 kilograms.
Conventional transit	All regular public transportation services as opposed to specialized transit services for persons with disabilities who are unable to access regular public transportation services.
Assessment	Raw assessment for all property classes, which includes: taxable properties; 'payments-in-lieu of taxation' properties; and exempt properties.

Other Information:

1. No new service areas were added to MPMP in 2005. For the areas added in 2004 (Parks and Recreation, and Library Services), this Report contains only two years of data.

2. The definition of some measures have been altered from that of previous years, in accordance with the Ministry's directive. In these situations, the previous year's results have been restated in order to provide data that is comparable to the 2005 result. Details of the changes are noted on the individual service area pages that follow.

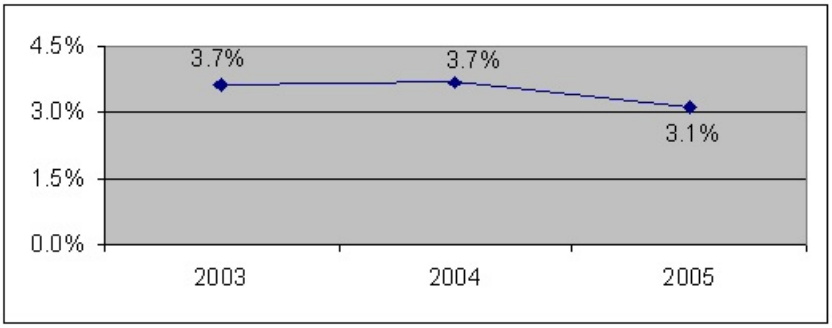
3. The City's recycling program currently accepts: household papers (newspapers, magazines, fine paper, gift wrap (non-foil), books, phone books, inserts, glossies, calalogs, greeting cards, untreated paper bags); box-board; corrugated cardboard; aluminum cans/plates/ trays; foil; steel cans; empty and dry metal paint cans; stain and coating cans; #1, #2 and #5 plastics, clear and coloured glass containers, aseptic and polycoat containers. Electronic waste and reusable cloth items are diverted at the landfill site.

General Government

Efficiency Measure 1.1:

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

Results



Factors Affecting this Measure

Operating costs for governance and corporate management can be influenced by:

- the type of municipality (upper tier, lower tier or single tier)
- whether the members of Council serve on a full or part-time basis
- the municipality's organizational structure for administrative services (centralized or decentralized)

Comments

Governance and corporate management includes costs for Council, Council support, election management, the Office of the Mayor, the Office of the CAO, corporate accounting, corporate communications, corporate legal support, investments and taxation. The City of Greater Sudbury is a single-tier municipality which uses a centralized structure for administrative services.

Two factors that contributed to the decrease are the corporate restructuring initiated in 2005, and the containment of administrative costs through the streamlining of operations. Municipal operating costs noted below, as per the definition, exclude capital and debt.
[Note: 2003 and 2004 results and figures were restated, to be consistent with 2005 definitions.]

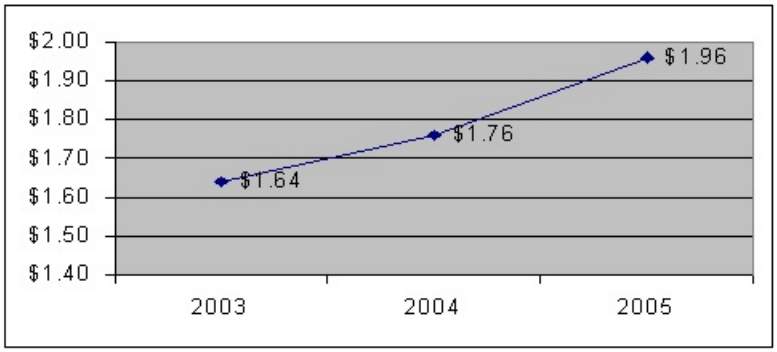
	2003	2004	2005
General Government costs (millions)	$ 12.7	$ 13.6	$ 12.1
Municipal Operating costs (millions)	$ 348.5	$ 368.3	$ 388.1

Fire

Efficiency Measure 2.1:

Operating costs for Fire Services per $1,000 of assessment.

Results



Factors Affecting this Measure

The operating costs for fire services per $1,000 of assessment can be influenced by:

- service levels: response time standards as approved by municipal councils affect the number of stations, vehicles and firefighters required
- full time versus volunteer versus composite departments
- geographic area of coverage
- age of fleet and facilities
- assessed values of properties

Comments

Asset Profile	2003	2004	2005
# Fire Stations	25	25	25
Fire Fighting Vehicles	82	93	???
Career Firefighters & Support	120	133	???
Volunteer Firefighters	355	355	350
Call-Out Statistics			
Total Emergency Calls	3200	3922	4271
Vehicle, Structural & Grass Fires	267	448	574
Medical Aid Calls	746	718	728
False Alarms	985	1244	1154

Fire

Comments (Cont'd)

Property tax assessment is based upon market value in Ontario, and can vary considerably across the Province. Although local assessment values are on the rise, the pace of that increase does not compare to that of Southern Ontario municipalities. As a result, this indicator does not provide a solid basis for comparison between municipalities.

	2003	2004	2005
Operating Costs for Fire Service (millions)	$ 13.8	$ 15.2	$ 17.0
Assessment (billions)	$ 8.4	$ 8.6	$ 8.7

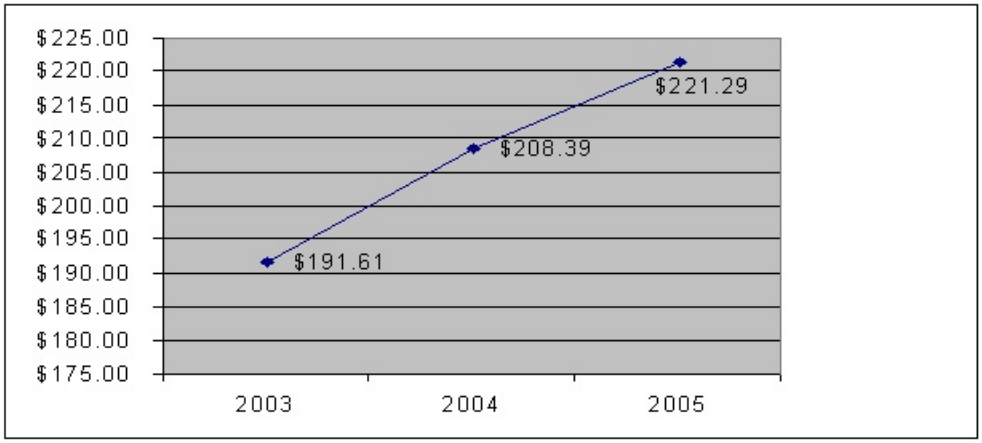
Police

Efficiency Measure 3.1:

The operating costs for police services per person.

NOTE: Prior years' results have been restated from their original 'Per Household' format.

Results



Comments

Based on land mass, the Greater Sudbury Police Service patrols the largest municipality in the Province of Ontario

The Police Service provides a wide range of police services including front line patrol, criminal investigations, communications, crime prevention, youth liaison and victim services. Additionally the Service has a number of specialized services including emergency response, canine, traffic management, problem solving, domestic violence, aboriginal liaison, senior liaison, polygraph, forensic identification and crime analysis.

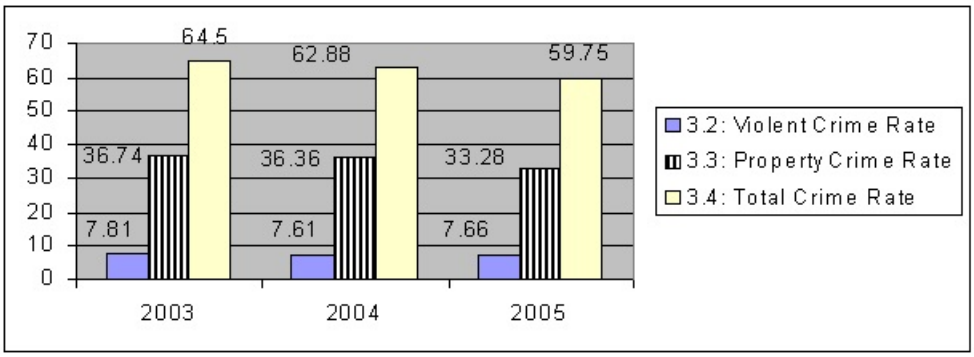
	2003	2004	2005
Calls for Service	51,881	49,162	53,484
Operating Costs for Police Services (millions)	$ 29.7	$ 32.3	$ 34.4
Households served	70,235	70,222	70,891

Police

Effectiveness Measures:

3.2: Violent Crime Rate per 1,000 persons.
3.3: Property Crime Rate per 1,000 persons.
3.4: Total Crime Rate per 1,000 persons.

Results



Comments

Overall, the City experienced a decrease of 5.8% in total recorded offences when including criminal code driving offences, drug offences and other federal statutes.

CRIME CATEGORY	2003 # incidents	2004 # incidents	2005 # incidents	% Change: 2005 vs 2004
VIOLENT	1,211	1,179	1,190	0.9 % increase
PROPERTY	5,695	5,636	5,169	8.3 % decrease
TOTAL	9,998	9,746	9,281	4.8 % decrease

Crime Categories are defined using the Statistics Canada definitions.

Violent crimes involve offences that deal with the application, or threat of application, of force to a person or persons. Included in Violent Crime are homicide, attempt murder, sexual and non-sexual assaults, abductions and robberies. Traffic incidents, such as impaired driving or criminal negligence that result in death or bodily harm, are not included in this category; they are recorded within criminal code traffic incidents.

Property crimes involve unlawful acts with the intent of gaining property but without the use of or threat of violence against an individual. Included in Property Crime is break and enters, theft of motor vehicle, theft, possession of stolen goods and frauds.

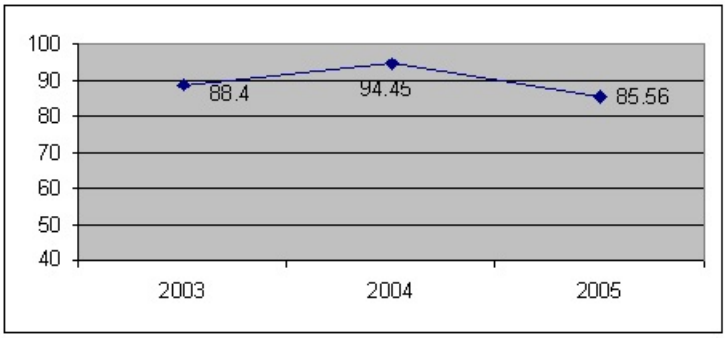
Total Crime Rates are calculated based on total criminal code incidents excluding traffic offences. Total Crime rates also do not include offences under other federal statutes such as the *Controlled Drugs and Substance Act* and the *Youth Criminal Justice Act*.

Police

Effectiveness Measure 3.5:

Youth Crime Rate per 1,000 youths.

Results



Comments

Youths are defined as persons aged 12 to 17 years of age. Youths who come into conflict with the law can be formally charged or dealt with by the use of extrajudicial (non-court) measures. The *Youth Criminal Justice Act* encourages the use of extrajudicial measures for first time offenders for non-violent, less serious criminal offences where the measures would be adequate to hold the youth accountable.

The decision by police to proceed by charge with a youth depends on a number of factors including the seriousness of the offence and the prior record of the youth. When dealing with a first time offender, police may choose to deal with a youth informally by giving a warning or discussing the incident with the youth's parents or more formally by referring the youth to an outside agency for counseling, etc.

	2003	2004	2005
# Incidents	1,118	1,175	1,081
Youth Population	12,640	12,440	12,635
% Change, 2005 vs. 2004			8.0 % decrease

The MPMP reporting of Youth Crime has been adjusted to reflect the change in the Statistics Canada definition. Previously, Youth Crime was defined by the number of youths charged only. The definition now includes youths who have been identified in committing a crime who have been diverted from the court system and dealt with by other measures. Figures for 2003 and 2004 reflect the current definition of Youth Crime.

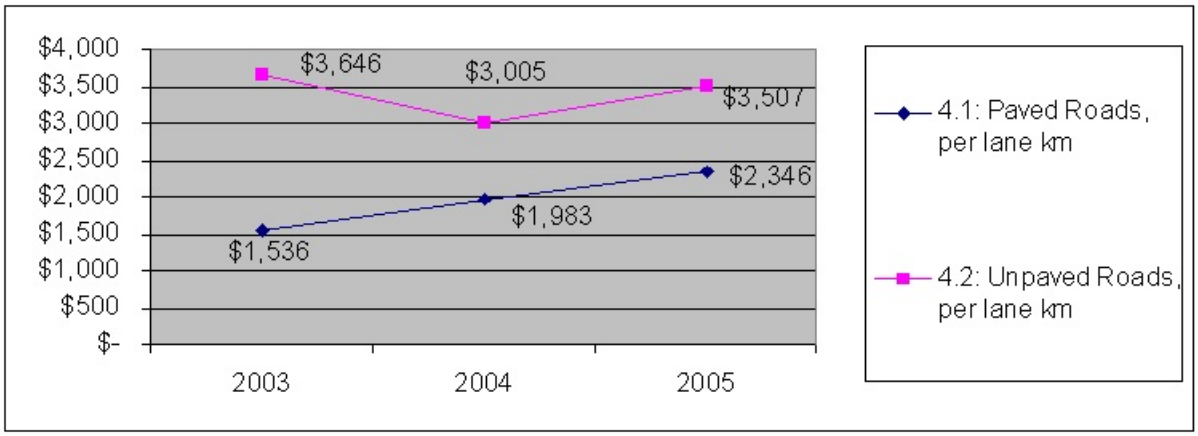
It is important to note that the Youth Crime Rate does not reflect the total amount of crime committed by youth, as it does not capture the numbers of youth who were not identified, apprehended or arrested in relation to criminal offences they have committed. Therefore, the number of youths cleared by charge or otherwise cleared should not be interpreted as being indicative of the total amount of crime committed by youths.

Roads

Efficiency Measures:

4.1: Operating costs for paved (hard top) roads per lane kilometre.
4.2: Operating costs for unpaved (loose top) roads per lane kilometre.

Results



Factors Affecting this Measure

The operating costs for paved and unpaved roads can be influenced by:

- climate, especially freeze/thaw cycles
- the amount of capital funding available for roads
- age of roads
- the volume and type of traffic using the roads
- budget/service levels approved by municipal councils
- the municipality's definition of what constitutes maintenance and what constitutes capital reconstruction
- initial construction standards and historical development of rural roads
- budget/service levels approved by municipal councils

Roads

Comments

Paved (hard top) roads are defined as roads with an asphalt surface, concrete surface, composite pavement, portland cement or surface treatment.

Unpaved (loose top) roads are defined as roads with a gravel, stone or other loose travelling surface.

Operating costs include expenditures for frost heave/base/utility cut repair, cold mix patching, hot mix patching, shoulder and surface maintenance, surface sweeping and flushing. Surface maintenance includes crack sealing, spray patching and slurry. Capital items, such as surface treatment, hot mix overlay and hot mix patching equal to or greater than 150 metres, are not included in operating costs.

Because of frost action, roads in Northern Ontario customarily require more frequent pothole repair and resurfacing than roads in Southern Ontario.

Over the past number of years, the capital spending for roads in the City of Greater Sudbury has not kept pace with maintenance requirements resulting in higher costs for road repairs. An enhanced roads maintenance program commenced in 2004, and has resulted in higher spending, reflecting the high priority given to improving the municipality's roads, by both citizens and Council.

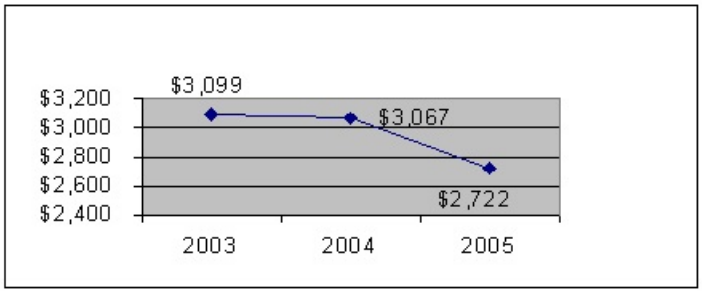
	2003	2004	2005
PAVED: Operating costs (millions)	$ 4.4	$ 5.8	$ 7.0
PAVED: # Lane Kilometres	2,887	2,901	2,974
UNPAVED: Operating costs (millions)	$ 2.3	$ 1.9	$ 2.1
UNPAVED: # Lane Kilometres	635	635	598

Roads

Efficiency Measure 4.3:

The operating costs for winter control maintenance of roadways per lane kilometre.

Results



Factors Affecting this Measure

The operating costs for winter control maintenance can be influenced by:

- the number of winter storm events
- the severity of winter storms - amount of snowfall and length of storm
- the extent of the road network located in urban areas
- the impact of snowfall temperature variances on road salt effectiveness
- public expectations (e.g. for bare pavement)
- the amount of snowfall removed from streets
- the age and type of equipment used
- the municipality's policy (service threshold) for responding to a winter storm
- the municipality's service standards for road conditions after a storm
- timing of snowfall with respect to premium hourly pay

Comments

Winter maintenance includes costs such as plowing, salting, sanding, winging, snow removal, winter drainage, etc. Total lane kilometres is determined by multiplying the number of kilometres by the number of lanes for each road. Because of the more extreme winter climate in the Northern regions of the Province, this indicator may not provide a solid basis for comparison amongst some municipalities. The City's bare pavement standard and the fact that the City receives more snowfall than many other parts of Ontario drive the high operating costs for winter control maintenance.

The City's quality standard for winter control operations for a large portion of its roads required the achievement of bare pavement conditions as quickly as possible during and after winter storms using all available resources, including unlimited overtime. The City's quality standard for winter control operations has been reviewed recently, in response to concerns voiced by citizens and Council.

	2003	2004	2005
Winter Maintenance costs (millions)	$ 10.9	$ 10.8	$ 9.7
Number of Lane Kilometres	3,522	3,524	3,536

Roads

Effectiveness Measure 4.5:

The percentage of winter event responses that met or exceeded locally determined municipal road maintenance standards.

Results *100% reported in each of 2003, 2004 & 2005*

Factors Affecting this Measure

The percentage of winter event responses that met or exceeded municipal road maintenance standards can be influenced by:

- the number of winter storm events
- the severity of winter storms - amount of snowfall and length of storm
- the municipality's service standards and threshold for responding to a winter storm

Comments

A winter event response is a series of winter control activities performed in response to one winter event. A winter event is a weather condition affecting roads such as snow fall, wind blown snow, sleet, freezing rain, frost and black ice.

	2003	2004	2005
Number of Winter Events	64	70	55
Snowfall Accumulation (cm)	256	288	176

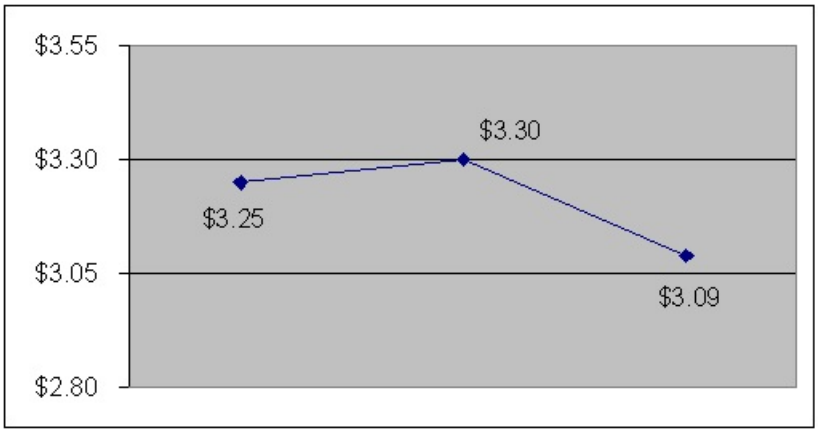
The average snowfall accumulation for the City is 274 cm.

Transit

Efficiency Measure 5.1:

The operating costs for conventional transit per regular service passenger trip.

Results



Factors Affecting this Measure

The operating costs for conventional transit per regular service passenger trip can be influenced by:

- service levels and standards related to the population density and size of a municipality such as the proximity and frequency of service and the diversity and length of routes
- the age of fleet and facilities
- service type - urban vs. commuter
- fuel prices

Comments

The North/South transit route length is 45.7 kilometres and the East/West transit route length is 68 kilometres. The great distances that City transit travels to serve less densely populated commuter areas has a significant impact on the cost per passenger trip. Greater Sudbury Transit continues to enhance service to the commuter area.

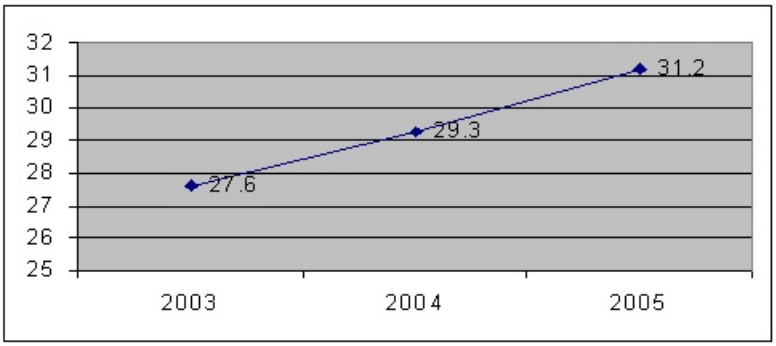
	2003	2004	2005
Transit Operating Costs (millions)	$ 11.8	$ 12.8	$ 12.8
Number of Passenger Trips (millions)	3.6	3.9	4.1

Transit

Effectiveness Measure 5.2:

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

Results



Factors Affecting this Measure

The number of conventional transit passenger trips per person in the service area in a year can be influenced by:

- service levels and standards related to the population density and size of a municipality such as the proximity and frequency of service and the diversity and length of routes

Comments

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

The population of the service area is defined as the population residing within the built-up area which receives regular transit service. The City of Greater Sudbury's local service standard defines the service area as citizens within 400 metres of service routes.

The number of trips per passenger in the service area is affected primarily by factors beyond the City's control including the availability and affordability of workplace parking, the 'car culture' trend in Northern Ontario, and the geographic dispersement of the population, which impact on the frequency of trips.

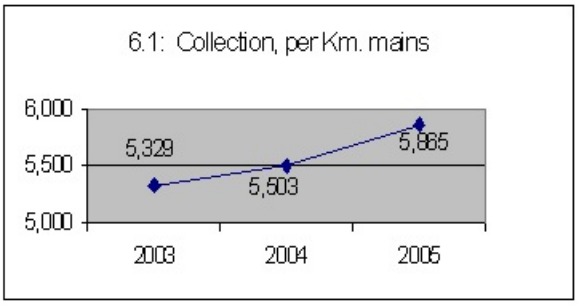
	2003	2004	2005
Conventional Passenger Trips (millions)	3.6	3.9	4.1
Population of Transit Service Area	131,600	132,741	132,741

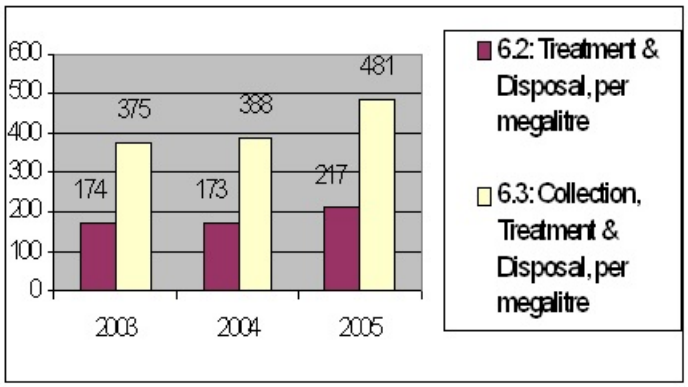
Wastewater

Efficiency Measures:

6.1: Operating Costs for the collection of wastewater per kilometre of wastewater main.
6.2: Operating Costs for the treatment and disposal of wastewater per megalitre.
6.3: Operating costs for the collection, treatment and disposal of wastewater per megalitre.

Results





Factors Affecting these Measures

The operating costs for the collection of wastewater can be influenced by:

- the extent of water infiltration into the sewers
- the distance between the collection points and the treatment plant
- the frost penetration and heaving with respect to underground conduits and surface inspection chambers
- the topography of the municipality and the number of lift stations
- age of infrastructure

The operating costs for the treatment and disposal of wastewater can be influenced by:

- whether plants receive both sewage and stormwater
- the number, size and scale of a municipality's plants
- the extent of water infiltration into the sewers
- the destination of the plant's effluent (lake or stream)
- the amount and nature of industrial sewage treated
- the method of sludge disposal
- the type of treatment process utilized
- age of infrastructure

Wastewater

Comments

Collection: The City is unique in having a significant number of lift stations which are required due to the topography and geography of the area served.

Treatment and Disposal: The City operates nine wastewater treatment plants providing secondary sewage treatment, as well as three seasonal discharge primary treatment lagoons. It also purchases sewage treatment services from a private mining company for a population of approximately 8,000 persons. All sewage sludge was hauled to a central location in a mine milling tailings area for disposal.

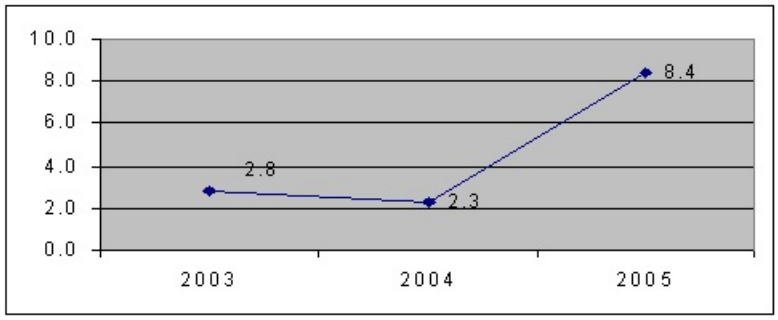
	2003	2004	2005
COLLECTION			
Cost per km. of Wastewater Mains (millions)	$ 6.5	$ 6.7	$ 7.2
Number of Km. of Wastewater Mains (including connections)	1,221	1,224	1,233
Number of Lift Stations	74	76	76
TREATMENT AND DISPOSAL			
Cost per Megalitre (millions)	$ 5.6	$ 5.4	$ 6.0
Volume of Megalitres Treated	32,376	31,270	27,441

Wastewater

Effectiveness Measure 6.4:

The number of wastewater main backups per 100 kilometres of wastewater main in the year.

Results



Factors Affecting this Measure

The number of wastewater main backups per 100 kilometres of wastewater main can be influenced by:

- heavy rainfall
- heavy spring runoff
- age and condition of pipes

Comments

Total kilometres of wastewater main means total kilometres of sanitary wastewater mains and combined sanitary and storm wastewater mains for which the City has responsibility.

A backup in a wastewater connection is defined as an obstruction or hydraulic overload in a municipal system which results in a backup of wastewater which may enter a house. Not included is an obstruction in a lateral line from a house to wastewater main which results in a backup since lateral lines are not the responsibility of the municipality. The vast majority of backups were as a result of heavy rainfall or spring runoff.

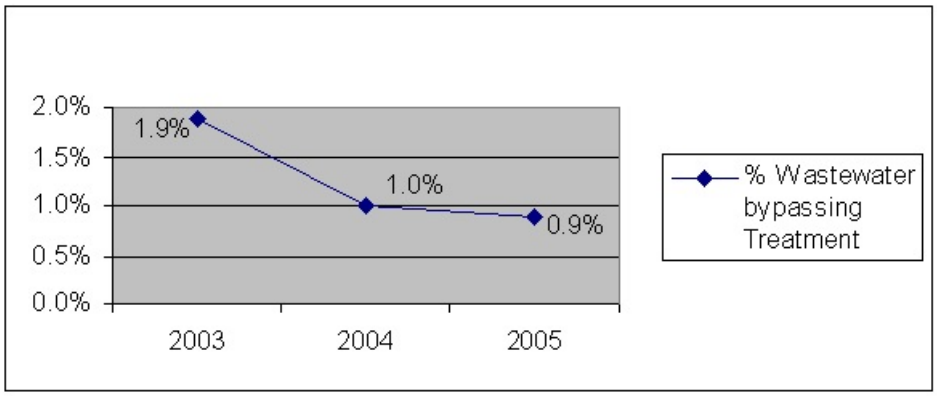
	2003	2004	2005
Wastewater Mains (km)	793	793	802
Backups	22	18	67

Wastewater

Effectiveness Measure 6.5:

Percentage of wastewater estimated to have by-passed treatment.

Results



Factors Affecting this Measure

The percentage of wastewater estimated to have by-passed treatment can be influenced by:

- the number of lift stations
- heavy rainfall
- heavy spring runoff
- whether by-passes are metered or estimated

Comments

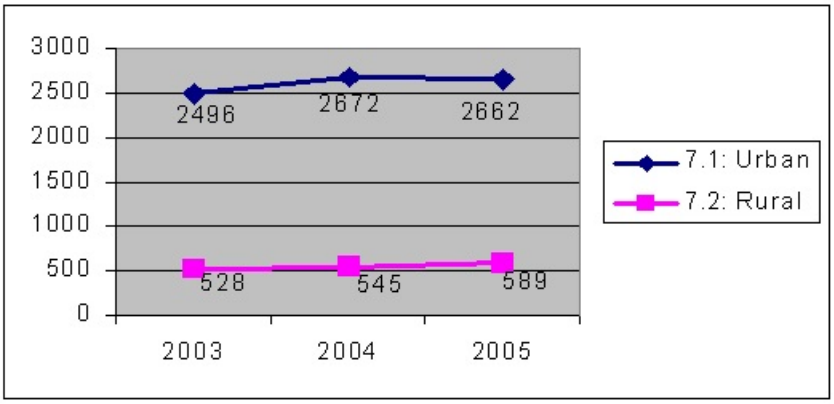
Heavy rainfall and spring runoff accounts for most of the wastewater that by-passed treatment. In all instances, there is a high degree of dilution and all by-pass flows are disinfected. Approximately one half of the City's wastewater by-passes occur at lift stations and are estimated on the basis of the overflow pipe/channel and the duration of the by-pass event. The balance of the wastewater by-passes occur at the sewage treatment plants where the volume of by-pass flows are metered.

Storm Water

Efficiency Measures:

7.1: Operating Costs for urban storm water management (collection, treatment & disposal) per km of drainage system.
7.2: Operating Costs for rural storm water management (collection, treatment & disposal) per km of drainage system.

Results



Factors Affecting this Measure

The operating costs for storm water management per kilometre of drainage system can be influenced by:

- heavy rainfall or snowfall
- heavy spring runoff
- age of pipes
- pipe material
- soil conditions
- topography
- depth of frost penetration
- the number, size and scale of a municipality's plants
- the destination of the plant's effluent (lake or stream)
- the amount and nature of industrial sewage treated
- the method of sludge disposal
- the type of treatment process utilized

Comments

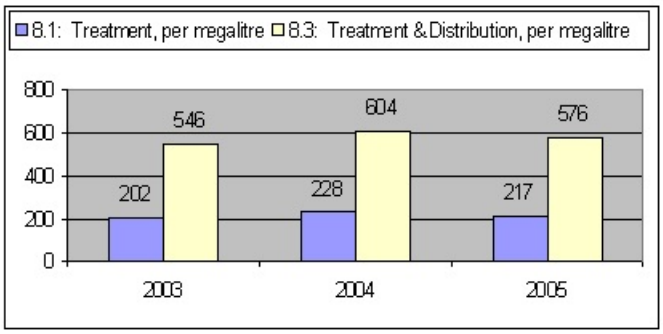
	2003	2004	2005
URBAN Storm Water Costs (millions)	$ 1.1	$ 1.2	$ 1.2
URBAN Drainage System (km)	455	455	455
RURAL Storm Water Costs (millions)	$ 1.3	$ 1.3	$ 1.4
RURAL Drainage System (km)	2,390	2,390	2,390

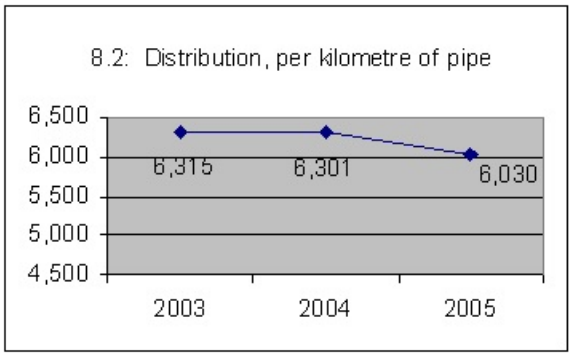
Drinking Water

Efficiency Measures:

8.1: Operating costs for the treatment of drinking water per megalitre.
8.2: Operating costs for the distribution of drinking water per kilometre of water distribution pipe.
8.3: Operating costs for the treatment and distribution of drinking water per megalitre (Integrated System).

Results





Factors Affecting these Measures

The operating costs for the treatment and distribution of drinking water can be influenced by:

- provincial water quality regulations
- the source of raw water (lake, stream or well)
- the quality of the raw water
- distance between the sources of raw water and the purification plants
- the number, age, type and capacity of water purification plants
- the age of pipes and pipe material
- soil conditions
- topography
- depth of frost penetration
- severity of winter weather
- the distance between the consumption points and the treatment plants

Drinking Water

Comments

Treatment:

Treatment of drinking water is defined as all activities from supply source(s) to the completion of treatment (the point where water leaves the treatment plant).

In 2005, the City of Greater Sudbury operated a chemically-assisted, full treatment filtration water plant from a surface source, serving 60,000 citizens, and a state-of-the-art water treatment plant drawing from a surface source, serving 40,000 citizens. This second plant uses a micro-filtration process and ultra-violet disinfection. The City also drew from 17 deep wells, providing water treated with disinfection only to 30,000 citizens, and purchased treated water from two mining companies to serve 20,000 citizens. Costs varied significantly from site to site, influenced primarily by raw water quality, the level of treatment required and geographical remoteness.

Distribution:

Distribution is defined as all activities from the point where water leaves the treatment plant and reaches private property lines.

	2003	2004	2005
WATER TREATMENT			
Cost per Megalitre Treated (millions)	$ 5.0	$ 5.2	$ 5.0
Megalitres of Water Treated	24,600	22,566	22,935
WATER DISTRIBUTION			
Cost to Distribute Treated Water (millions)	$ 8.5	$ 8.5	$ 8.2
Water Distribution Pipe (km)	876	876	886

Drinking Water

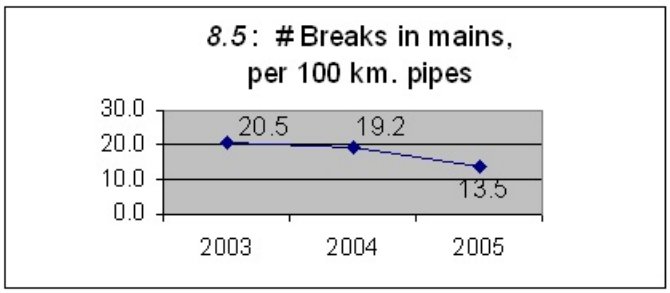
Effectiveness Measures:

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

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

Results

8.4: No boil advisories were issued in 2003 through 2005.



Factors Affecting these Measures

The number of boil water advisories can be influenced by:

- the source of the drinking water (lake, stream or well)
- the number of self-contained water systems
- the extent of the municipality's cleaning and flushing program
- insignificant incidences of turbidity
- serious bacteriological contamination

The number of water main breaks can be influenced by:

- the age, depth of pipes, and material pipes are made of
- the severity of winter weather/extent of frost penetration
- whether the municipality is responsible for distributing water to the consumer

Comments

The number of boil water days refers to the number of days when a boil water advisory issued by the Medical Officer of Health was in effect for part or all of the municipal water supply.

Frost penetration in the City of Greater Sudbury area typically extends more than five feet below surface. Municipal standards require a minimum depth of six to seven feet for water mains, depending on soil conditions. However frost has been detected at up to nine feet below ground in sandy soils and in bedrock where service trenches have been backfilled with sand and gravel. More than 70 per cent of water main breaks occur from December to April. They are primarily caused by frost action in soil transition zones that vary from bedrock to sands, and gravel, silt and clay to composite materials.

Owing to the rocky topography of this area, there are about 300 roads with dead-end water mains. During the winter, the dead-end mains are susceptible to freezing and breaking at night. Most are equipped to continuously run water to avoid this problem, but the degree of success varies with the severity of the weather and the extent of insulation provided by snow cover.

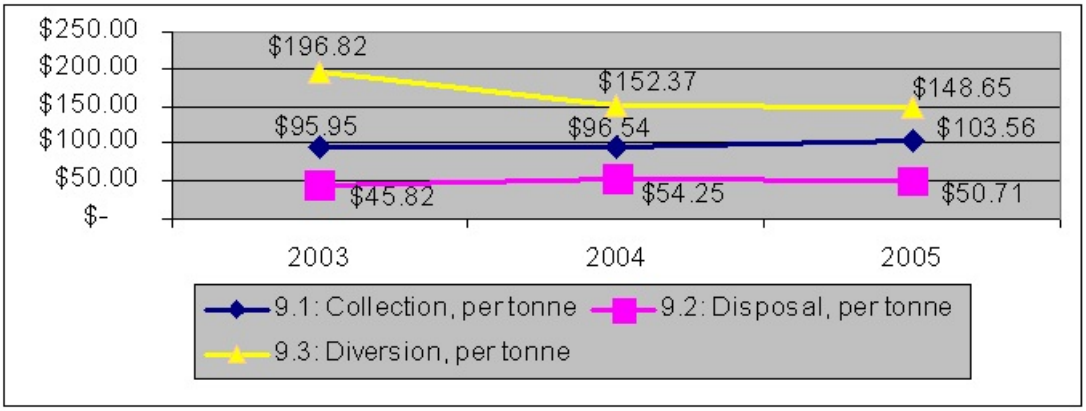
In 2005 the City of Greater Sudbury had 120 water main breaks (168 in 2004 and 179 in 2003).

Solid Waste Management

Efficiency Measures:

9.1: Operating costs for garbage collection per tonne.
9.2: Operating costs for garbage disposal per tonne.
9.3: Operating costs for solid waste diversion (recycling) per tonne.
9.4: Average operating costs for solid waste management (collection, disposal and diversion) per tonne.

Results



Factors Affecting these Measures

The operating costs for solid waste can be influenced by:

- service levels: frequency of pick-up, urban vs. rural area service, residential vs. commercial and industrial service
- the distance between pick-ups and the amount collected at each point
- distance to disposal and transfer sites
- precipitation which impacts the weight of waste collected
- the nature and extent of a municipality's recycling efforts
- the number of materials included in the recycling program
- the effort expended on promotion and enforcement of the recycling program

Solid Waste Management

Comments

The City of Greater Sudbury operates 4 landfill sites, 1 recycling centre and 1 hazardous waste depot. The City is also responsible for 2 landfill sites that are closed.

The City has once per week pickup of solid waste and recycled materials, plus seasonal collection of leaf and yard trimmings. Recycled materials can also be delivered to the recycling centre and/or designated areas at the landfill site.

All collection services are provided by private contract, except in the former City of Sudbury where solid waste is collected by municipal employees.

Recycling costs reflect the net proceeds from the sale of recyclables. See page 3 of this Report for a description of items currently included in the City's recycling program.

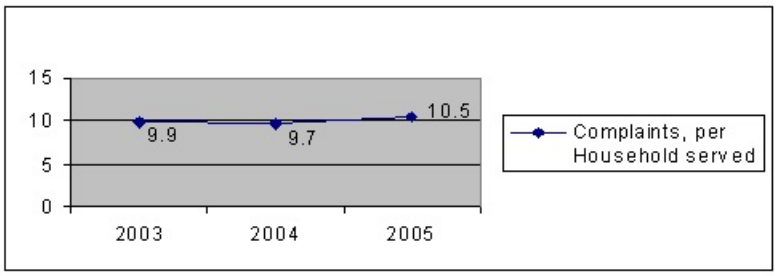
	2003	2004	2005
COLLECTION Costs (millions)	$ 3.7	$ 3.5	$ 3.8
Amount Collected, in tonnes	39104	36331	36695
DISPOSAL Costs (millions)	$ 3.6	$ 4.4	$ 4.7
An increase in indirect internal recovery fees and additional regulatory requirements at the Sudbury Landfill site contributed to the operating cost increases.			
Amount Disposed or Land-filled, in tonnes	79280	80741	93170
The volume increase in 2005 is mainly attributable to commercial waste deliveries to the site by a contractor who previously exported the waste to the United States.			
DIVERSION / RECYLING Costs, Net (millions)	$ 4.0	$ 3.6	$ 3.9
Amount diverted, in tonnes	20312	23505	26427
% volume increase in recycling vs. previous year	9.2 %	15.7%	12.4%
The successive increases in volume of recycled goods is mostly due to a better understanding of, and increased citizen participation in, the various and expanding waste diversion programs.			

Solid Waste Management

Effectiveness Measure 9.5:

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

Results



Factors Affecting this Measure

The number of complaints received in a year concerning the collection of garbage and recycled materials can be influenced by:

- the degree or level of understanding by the citizens of the municipality's program requirements
- the number of new or relatively new programs (i.e. bag limits, leaf & yard trimming collection, etc.)
- the subjectivity by municipalities in the interpretation of the definition of a complaint
- the municipality's process and system for recording complaints

Comments

Complaints are defined as the total number of formally recorded complaints concerning the collection of garbage and recycled materials when a customer does not receive, or perceives to not have received, the prescribed level of service. Most complaints are regarding missed garbage pick-up that often is the result of waste not being placed out for collection on time or not properly prepared for collection at the curb.

To minimize the number of complaints, the City has an ongoing education program to ensure that citizens have an understanding of the City's waste management programs and policies.

	2003	2004	2005
Number of Complaints Logged	698	682	743
Number of Households Served	70,235	70,222	70,891

Solid Waste Management

Effectiveness Measures:

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

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

Results	*Number of sites:*	*8, during the years 2003 through 2005*
	Compliance orders:	*0, during the years 2003 through 2005*

Factors Affecting this Measure

Number of days per year when a Ministry of Environment compliance order was in effect for a municipally owned solid waste management facility can be influenced by:

- the variability of environmental performance standards required in municipalities
- number of open landfill sites and other waste management facilities
- location and number of test wells
- the age and design of the landfill sites
- precipitation
- soil conditions on the landfill site and surrounding sites
- adjacent land uses

Comments

Environmental performance standards vary from site to site, according to the conditions of the Certificate of Approval issued each site under Part V of the Environmental Protection Act.

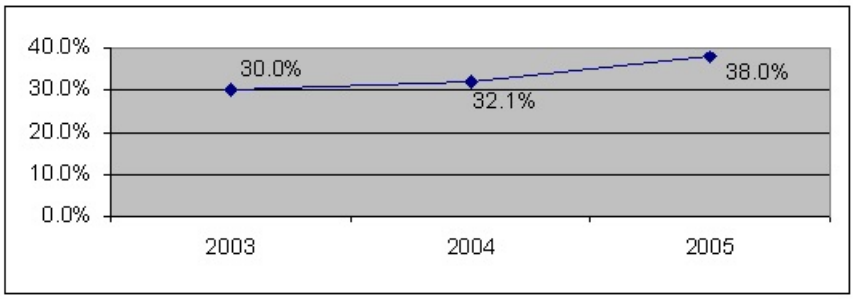
The City of Greater Sudbury owns 8 waste management facility sites. There are 4 operational landfill sites, 2 closed landfill sites, a recycling centre and a household hazardous waste depot. No Ministry of Environment compliance orders have been issued for any of these sites in the years 2003 through 2005.

Solid Waste Management

Effectiveness Measure 9.8:

Percentage of residential solid waste diverted.

Results



NOTE: In 2005, the City did not report a diversion rate on MPMP Schedule 92, since the rate had not yet been confirmed by Waste Diversion Ontario (WDO). The amount indicated on this graph for 2005 is subject to verification.

Factors Affecting this Measure

The percentage of residential solid waste diverted can be influenced by:

- the nature and extent of a municipality's diversion efforts
- the number of materials included in the diversion program
- the effort expended on the promotion and enforcement of the diversion program

Comments

The City has recently completed a Waste Optimization Study, under the direction of a Technical Steering Committee. Several Committee recommendations have been presented to and approved by City Council to implement new or expanded waste diversion programs. The goal is to eventually achieve a residential diversion rate of 65%. The Technical Steering Committee continues to play an instrumental role in improving diversion efforts to reach the City's goal.

RESIDENTIAL SOLID WASTE	2003	2004	2005
Amount LAND-FILLED, in tonnes	39,190	40,906	37,804
Amount RECYCLED, in tonnes	16,791	19,343	23,056

Parks and Recreation

Efficiency Measure 10.1:

Operating costs for parks per person.

Results	*2005 - $34.01*	*2004 - $33.86*

Factors Affecting this Measure

The operating costs for parks can be influenced by:

- differences in the mix of maintained parks and open space in a municipality
- differences in the service levels established by municipal Councils for maintained parks

Comments

2004 was the first year that parks information was added to the MPMP Report. Determination of natural areas is difficult due to the vast size and mixed urban/rural composition of the City of Greater Sudbury. An Official Plan for the City, which describes and defines land use, was finalized in 2006, and the City is awaiting its approval by the Province. Once approval is received, information from the Official Plan can be used to more accurately determine designated open space and parkland.

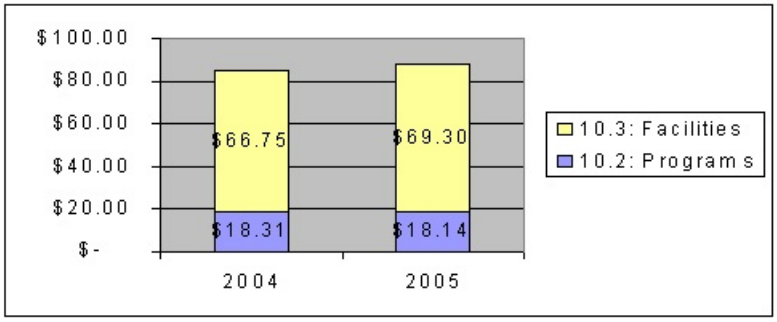
In 2005, $5.3 million was spent to maintain parks ($5.2 million in 2004).

Parks and Recreation

Efficiency Measures:

10.2: Operating costs for recreation programs per person.
10.3: Operating costs for recreation facilities per person.

Results



Factors Affecting these Measures

The operating costs for recreation programs can be influenced by:

- variety of recreation program types offered within the municipality's facilities, whether delivered directly or indirectly
- number, extent of age groups with targeted programs: seniors, adults, youth, children
- number of locations where programs are offered
- mix of instructional versus drop-in versus permitted programs: affects staffing levels

The operating costs for recreation facilities can be influenced by:

- number and age of facilities owned and operated in a municipality
- mix of facility types: arenas are more costly to maintain than community centres; multi-use facilities are more efficient
- number of other service providers: having more will reduce the need for municipally-owned recreation facilities

Comments

The City has a wide range of recreation facilities distributed across the community. Operational direction is guided by City Council's Healthy Community Strategy and the Parks, Open Space and Leisure Master Plan.

In 2005, $2.8 million was spent to provide recreation programs ($2.8 million in 2004). In 2005, $10.8 million was spent to maintain more than 200 recreation facilities ($10.3 million in 2004). 2004 costs have been restated to conform with the 2005 definition.

Parks and Recreation

Efficiency Measure 10.4:

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

Results *2005 - $121.45* *2004 - $118.92*

Factors Affecting this Measure

This measure is a total of 10.1, 10.2 and 10.3. Factors are particular to each, as noted earlier in this report.

Comments

In 2005, $18.9 million was spent to maintain parks and recreation facilities, and to provide recreation programs ($18.4 million in 2004, restated to conform to 2005 definition).

Parks and Recreation

Effectiveness Measure 10.5:

Total participant hours for recreation programs per 1,000 persons.

Results *2005 - 13,551* *2004 - did not report*

Factors Affecting this Measure

The total participant hours for recreation programs can be influenced by:

- variety of recreation program types offered within the municipality's facilities, whether delivered directly or indirectly
- number, extent of age groups with targeted programs: seniors, adults, youth, children
- number of locations where programs are offered
- seasonal/environmental factors affect length of season (i.e. skiing, outdoor skate paths)
- mix of instructional versus drop-in versus permitted programs: affects staffing levels

Comments

The City of Greater Sudbury did not report for this measure in 2004: a comprehensive methodology for tracking participants in the wide range of programs offered was still being developed. The data offered for 2005 is considered more reliable, although the Leisure Section continues to refine its data collection methods.

The 2005 participation result is based upon tracked enrollment in:

Registered programs: 451,333
Drop-in programs: 344,494
Permitted programs: 1,309,193

Parks and Recreation

Effectiveness Measures:

10.6: Hectares of open space per 1,000 persons

10.7: Total kilometres of trails per 1,000 persons

Results	*10.6 (open space)*	*2005 - 4.81*	*2004 - 4.82*
	10.7 (trails)	*2005 - 1*	*2004 - 1*

Factors Affecting this Measure

- priorities of municipal Councils regarding the development of trails
- availability of other service providers

Comments

The City of Greater Sudbury identified 747 hectares of open space in both years. An Official Plan for the city, which describes and defines land use, was finalized in 2006, and the City is awaiting its approval by the Province. Once approval is received, information from the Official Plan can be used to more accurately determine designated open space.

In 2005 and 2004 the City of Greater Sudbury had 156 kilometres of trails.

Parks and Recreation

Effectiveness Measure 10.8

Square metres of recreation facility space per 1,000 persons.

Results	*2005 - 996*	*2004- 998*

Factors Affecting this Measure

The amount of recreational facility space can be influenced by:

- differences in the mix of recreation programs offered in a municipality
- differences in the service levels established by municipal Councils for recreation facilities and programming
- availability of other service providers

Comments

The City has a wide range of recreation facilities. A total of 154,709 square metres of recreation facility space was available, in 2005 and 2004. Operational direction is guided by City Council's Healthy Community Strategy and the Parks, Open Space and Leisure Master Plan.

Library Services

Efficiency Measures:

11.1: Operating costs for libraries per person.
11.2: Operating costs for libraries per use.

Effectiveness Measure:
11.3: Library uses per person.

Results

MEASURE	2004	2005
11.1 Libraries Cost, per person	$ 42.32	$ 42.86
11.2 Libraries Cost, per use	$ 2.31	$ 1.83
11.3 Library uses per person	18.28	23.44

Factors Affecting this Measure

The operating cost for libraries can be influenced by:

- service levels established by Library Boards and municipal councils, regarding number and size of branches, makeup of print and electronic collections
- users beyond the municipality's borders, who access specialized collections or services; this group of users is not captured by data as presently defined
- mix of different library uses provided in a municipality and the methods used to record them

Comments

In 2005, $6.7 million was spent to provide library services ($6.6 million in 2004). Thirteen separate libraries are operated by the City of Greater Sudbury. Six of these locations also function as Citizen Service Centres, providing municipal services to citizens previously provided by Town Halls in the communities of Capreol, Chelmsford, Dowling, Garson, Hanmer and Lively. Costs for these locations include a mix of library-related and municipal service costs.

In 2004, the City tracked 2,833,804 separate uses of its library resources. However, procedures were not in place to accurately track all library uses. Using enhanced tracking methods in 2005, a more accurate count of usage of all the City's library services was derived: 3,641,492.

Library Services

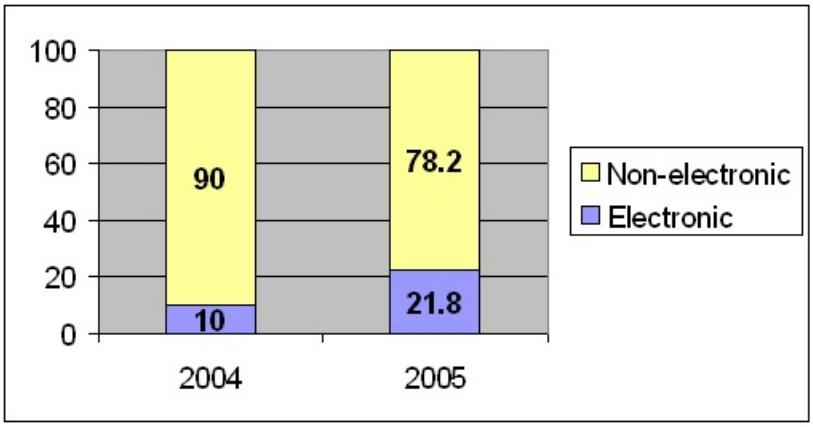
Effectiveness Measure 11.4

Electronic library uses as a percentage of total library uses.

Effectiveness Measure 11.5

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

Results *Percentage of Library Uses, Electronic and Non-electronic*



Factors Affecting this Measure

The operating cost for libraries can be influenced by:

- service levels established by Library Boards and municipal councils, regarding number and size of branches, and makeup of print and electronic collections
- users beyond the municipality's borders, for access to specialized collections or services; this group of users is not captured by data as presently defined
- mix of different library uses provided in a municipality and the methods used to record them

Comments

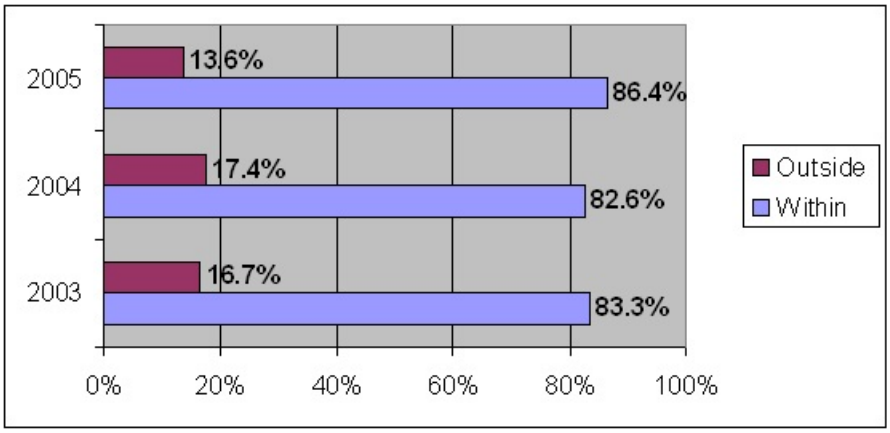
In 2004, the City tracked 2,833,804 separate uses of its library resources. However, procedures were not sufficient to accurately track all library uses, particularly electronic. Enhanced tracking methods in 2005 determined a usage count, of all the City's library services, of 3,641,492, which also more accurately reflects the mix of electronic versus non-electronic usage.

Land Use Planning

Effectiveness Measure 12.1

Percentage of new lots, blocks and/or units with final approval which are located within settlement areas.

Results



Comments

The City of Greater Sudbury covers 3,627 square kilometres of area which not only contains significant settlement areas but also large amounts of rural land as well as 330 lakes. Official Plan policies for the City allow for lot creation of parcels greater than 2 hectares in rural areas and waterfront lots greater than 0.4 hectares subject to public road and private service provisions. Given this large land mass and Official Plan policies, it is reasonable that a portion of the City's development would proceed outside of settlement areas.

	2003	2004	2005
Total of new lots, blocks and units	350	362	349
Lots, blocks and units within Settlement area	70	76	55

Land Use Planning

Effectiveness Measure 12.2

Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year (2005).

Effectiveness Measure 12.4

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year (2005).

Results	*12.2*	*2005 - 100 %*	*2004 - 100%*	*2003 - 100%*
	12.4	*2005 - 1*	*2004 - 0*	*2003 - 0*

Comments

As per the City's Official Plan, there was an insignificant reduction during the years 2003 through 2005 of the 35,098 hectares of land designated for agricultural purposes.

Land Use Planning

Effectiveness Measure 12.3:

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

Effectiveness Measure 12.5:

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.

Effectiveness Measure 12.6 (new in 2005):

Percentage of change in the size of the settlement area relative to the base year of 2004.

Results	*12.3*	*2005 - 99.95%*	*2004 - 99.95%*	*2003 - 99.95%*
	12.5	*2005 - 20*	*2004 - 19*	*2003 - 19*
	12.6	*2005 - 0 %*	*2004 - not applicable*	

Comments

Re: 12.3 and 12.5: As per the City's Official Plan, there was a very limited reduction, since January 1, 2000, of the 35,000 hectares of land designated for agricultural purposes.

Re: 12.6: The size of the designated settlement area has not changed.