



# INFORMATION REPORT

<b>TO:</b> Chair and Members Audit, Finance and Administration Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> December 10, 2012	
<b>SUBJECT/REPORT NO:</b> 2011 City of Hamilton Municipal Performance Measurement Program (FCS12105) (City Wide)	
<b>SUBMITTED BY:</b> Roberto Rossini General Manager Finance & Corporate Services Department	<b>PREPARED BY:</b> Brian McMullen 905-546-2424 ext. 4467
<b>SIGNATURE:</b>	

**Council Direction:**

None.

**Information:**

The Municipal Performance Measurement Program (“MPMP” or “Program”) was first introduced for the year ended December 31, 2000. The Program’s benefits include strengthening accountability, improving performance, stimulating productivity and creativity and improving budget processes. The services included in MPMP reflect major expenditures for municipalities, reflect areas of provincial – municipal interest, reflect high interest and value to the public and have data that is relatively easy to collect and fall under municipal responsibility.

Services reported for 2011 include: local government, fire, police, building services, roadways, transit, wastewater, storm water, drinking water, waste management, parks and recreation, library and land use planning.

Section 299 of the Municipal Act, 2001 provides publishing guidelines for the taxpayers of certain municipal performance measurement information within nine months of the calendar year (i.e. September 30<sup>th</sup>).

**SUBJECT: 2011 City of Hamilton Municipal Performance Measurement Program  
(FCS12105) (City Wide) - Page 2 of 2**

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Annually, the City of Hamilton posts MPMP information on its' website and submits it to the Ministry of Municipal Affairs and Housing (refer to Appendix "A" to report FCS12105).

Highlights of trends and comparisons between 2010 and 2011 in the MPMP information contained in Appendix "A" to Report FCS12105 include:

- enhancement in service levels are reflected in higher unit costs for some services;
- increased service delivery costs are reflected in higher unit costs for some services; and
- additional maintenance costs are reflected in higher unit costs for some services.

Comparison of MPMP results, with costs in the City Operating Budget is difficult, since services and costs are reported differently. The reporting instructions for MPMP include clear definitions of services to allow for comparison across all municipalities in Ontario. One of the differences is that corporate program support services including: Information Services, Human Resources, Payroll, Accounts Receivable, Accounts Payable, Purchasing, Procurement, Accounting Services, Risk Management, Print and Mail, Fleet and Facilities are allocated to each of the service areas. These differences affect the reporting of the services in the Corporate Structure of the Operating Budget. Another difference is that the MPMP results for 2009, 2010 and 2011 are based on financial reporting standards adopted by municipalities in 2009. The modified accrual basis of accounting was replaced with full accrual accounting where tangible capital assets are reported on the balance sheet and changes in unfunded liabilities for post-employment, retirement and pension benefits, post-closure and closure landfill liabilities are reported as operating expenses. Certain MPMP results for 2009 and 2010 have been re-stated for changes in accounting policy for tangible capital assets in 2011.

Operating costs reported in MPMP include: salaries, wages, benefits, materials, contracted services, rents, financial expenses, external transfers and internal allocations between service areas. MPMP operating costs do not include: transfers to reserves, principal repayments on long-term debt, interest on long-term debt and amortization of tangible capital assets. Operating costs include some project expenses in the capital budget that do not represent spending on tangible capital assets.

Total costs reported in MPMP include operating costs, interest on long-term debt and amortization of tangible capital assets.

**Appendices / Schedules:**

Appendix "A" to Report FCS12105 - City of Hamilton Notice to Ratepayers: 2011 MPMP Results (Municipal Performance Measurement Program).



# **NOTICE TO RATEPAYERS**

## **2011 MPMP RESULTS**

### **(Municipal Performance Measurement Program)**

September 30<sup>th</sup>, 2012

The City of Hamilton's 2011 results under the Province's Municipal Performance Measurement Program ("MPMP") are summarized in the attached document.

The goals of MPMP are:

- Create measures/indicators of efficiency and effectiveness of public services
- Produce information that municipalities can use to make decisions to improve local services
- Strengthen municipal accountability to taxpayers
- Monitor ongoing performance to assist in planning for future commitments
- Evaluate past performance and allow municipalities to share best practices

The attached document provides the City of Hamilton's MPMP results for 2007 to 2011 for comparison purposes. There are many factors that can contribute to results for each of the performance measures. These factors can include service levels, area and population served, climate, geographic location, age of infrastructure and accounting practices. New accounting practices adopted in 2009 affect the comparability of some of the efficiency measures for 2009 to 2011 against efficiency measures for 2007 and 2008. Refer to the notes at the bottom of the chart (page 9) for further explanation.

The 2011 MPMP Results are available on the City of Hamilton's website at <http://www.hamilton.ca/NewsandPublications/PublicationsandReports>  
If you have any questions please contact Brian McMullen in the Corporate Services Department at 905-546-2424 ext 4467.

Thank you.

Chris Murray  
City Manager

## City of Hamilton Municipal Performance Measurement Program (MPMP) - 2011 Results

Performance Measure		2011	2010 Note 1	2009 Note 1	2008	2007
<b>Municipal Administration</b>						
1.1a	Operating costs for governance and corporate management as a percentage of total municipal operating costs	1.7%	1.7%	2.1%	3.80%	3.95%
1.1b	Total costs for governance and corporate management as a percentage of total municipal costs	1.7%	1.6%	1.8%	N/A	N/A
<b>Fire Services</b>						
2.1a	Operating costs for fire services per \$1,000 of assessment	\$1.66	\$1.66	\$1.70	\$1.68	\$1.62
2.1b	Total costs for fire services per \$1,000 of assessment	\$1.73	\$1.73	\$1.76	N/A	N/A
	Number of emergency responses	23,984	22,701	21,921	22,381	23,777
	Number of residential structural fires	141	216	229	211	337
	Dollar loss due to structural fires	\$9.0M	\$20.1M	\$16.9M	\$11.6M	\$11.4M
2.2	Number of residential fire related injuries per 1,000 persons.	0.070	0.078	0.101		
2.3	Number of residential fire related injuries averaged over 5 years per 1,000 persons.	0.087	0.083	0.094		
2.4	Number of residential fire related fatalities per 1,000 persons.	0.002	0.008	0.004		
2.5	Number of residential fire related fatalities averaged over 5 years per 1,000 persons.	0.006	0.008	0.007		
2.6	Number of residential structural fires per 1,000 households.	0.664	1.029	1.103		
	Number of residential fire related injuries	37	41	53		
	Number of residential fire related injuries over 5 years	46	44	49		
	Number of residential fire related fatalities	1	4	2		
	Number of residential fire related fatalities over 5 years	3	4	4		
	Number of residential structural fires	141	216	229		
	Number of persons	531,057	528,502	525,697		
	Number of households	212,262	209,965	207,667		

## City of Hamilton

### Municipal Performance Measurement Program (MPMP) - 2011 Results

Performance Measure	2011	2010 Note 1	2009 Note 1	2008	2007	
<b>Police Services</b>						
3.1a	Operating costs for police services per person	\$264.14	\$250.37	\$244.91	\$244.42	\$240.97
3.1b	Total cost for police services per person	\$269.27	\$255.64	\$250.25		
	Number of persons (i.e. population)	531,057	528,502	525,697	519,109	518,181
	Operating costs for police services per household	\$660.85	\$630.22	\$619.30	\$623.05	\$617.52
	Number of households	212,262	209,965	207,667	203,643	202,209
3.2	Crime rate per 1,000 persons (crimes defined by Statistics Canada)					
	o Violent crime rate	12.686	13.527	13.009	9.536	8.993
3.3	o Property crime rate	35.813	38.577	40.987	32.799	33.768
3.4	o Total crime rate	53.041	56.794	58.541	61.274	62.607
3.5	o Youth crime rate per 1,000 youths	37.265	40.438	49.742	61.009	63.625
3.6	o Crime rate for other criminal offences	4.542	4.691	4.544	18.940	19.846
	Total number of incidents of crimes	28,168	30,016	30,775	31,808	32,442
	Population	531,057	528,502	525,697	519,109	518,181
	Youth population	47,095	48,370	48,370	48,370	46,570
<b>Building Services</b>						
4.1a	Operating costs for building permits and inspections services for \$1,000 of construction activity (based on permits issued)	\$9.60				
4.1b	Total costs for building permits and inspections services / \$1,000 of construction activity (based on permits issued)	\$9.69				
	Total value of construction activity (based on permits issued)	\$740,226,000				
4.2	Median number of days to review a complete permit application and issue a permit or not issue a permit:					
4.2a	Category 1: Houses	8				
4.2b	Category 2: Small Buildings	9				
4.2c	Category 3: Large Buildings	14				
4.2d	Category 4: Complex Buildings	14				

## City of Hamilton Municipal Performance Measurement Program (MPMP) - 2011 Results

Performance Measure		2011	2010 Note 1	2009 Note 1	2008	2007
Transportation – Roads						
5.1a	Operating costs for paved (hard top) roads per lane kilometre	\$3,370.04	\$3,856.77	\$3,953.25	\$2,595.97	\$2,554.38
5.1b	Total costs for paved (hard top) roads per lane kilometre	\$15,495.49	\$16,412.20	\$16,159.31		
	Paved lane kilometres	6,302	6,446	6,413	6,355	6,310
5.2a	Operating costs for unpaved (loose top) roads per lane kilometre	\$14,552.63	\$17,087.60	\$13,521.46	\$6,477.34	\$8,286.81
5.2b	Total costs for unpaved (loose top) roads per lane kilometre	\$28,666.86	\$26,967.77	\$19,054.91		
	Unpaved lane kilometres	57	57	70	137	137
5.3a	Operating costs for bridges and culverts per square metre of surface area	\$8.61	\$13.32	\$12.29		
5.3b	Total costs for bridges and culverts per square metre of surface area	\$24.43	\$28.72	\$27.85		
	Square metres of surface area	191,211	191,175	190,000		
5.4a	Operating costs for winter maintenance of roadways per lane kilometre	\$3,569.35	\$2,509.95	\$3,143.98	\$4,638.67	\$3,867.77
5.4b	Total costs for winter control maintenance of roadways per lane kilometre	\$3,831.29	\$2,762.13	\$3,400.86		
	Lane kilometres	6,359	6,503	6,483	6,492	6,447
5.5	Percentage of paved lane kilometres rated as good to very good	61.4%	53.0%	53.0%	49.0%	43%
5.6	Percentage of bridges and culverts where the condition is rated as good to very good	61.1%	67.2%	70.1%		
5.7	Percentage of winter event responses that meet or exceed municipal road maintenance standards	100.0%	100%	100%	100%	100%
Transportation – Transit						
6.1a	Operating costs for conventional transit per regular service passenger trip	\$3.56	\$3.64	\$5.87	\$3.14	\$2.88
6.1b	Total costs for conventional transit per regular service passenger trip	\$4.00	\$4.09	\$6.27		
6.2	Number of conventional transit passenger trips per person in the service area	45.59	44.41	43.48	44.85	47.56
	Number of conventional transit passenger trips	21.882M	21.226M	20.655M	20.853M	21.067M
	Number of persons in the service area	480,000	478,000	475,000	465,000	443,000

## City of Hamilton Municipal Performance Measurement Program (MPMP) - 2011 Results

Performance Measure		2011	2010 Note 1	2009 Note 1	2008	2007
<b>Wastewater</b>						
7.1a	Operating costs for collection of wastewater per kilometre of wastewater main	\$17,582.42	\$20,053.16	\$19,158.00	\$9,245.22	\$9,683.39
7.1b	Total costs for collection of wastewater per kilometre of wastewater main	\$24,546.47	\$26,739.37	\$25,533.55		
	Kilometres of wastewater main	1,747	1,716	1,707	1,726	1,665
7.2a	Operating costs for treatment and disposal of wastewater per megalitre	\$172.42	\$150.70	\$137.94	\$129.06	\$132.35
7.2b	Total costs for treatment and disposal of wastewater per megalitre	\$209.48	\$190.82	\$175.44		
	Megalitres of wastewater treated	123,831	113,530	117,780	135,113	124,901
7.3a	Operating costs for collection, treatment and disposal of wastewater per megalitre	\$420.48	\$453.80	\$415.60	\$247.18	\$261.43
7.3b	Total costs for collection, treatment and disposal of wastewater per megalitre	\$555.78	\$594.99	\$545.50		
7.4	Number of wastewater main backups per 100 kilometres of wastewater main in a year	0.80	0.82	0.06	1.22	1.08
	Number of wastewater main breaks	14	14	1	21	18
7.5	Percentage of wastewater estimated to have by-passed treatment	5.54%	4.03%	1.77%	2.10%	1.50%
<b>Storm Water</b>						
8.1a	Operating costs for urban storm water management per kilometre of drainage system	\$4,756.96	\$3,935.91	\$1,447.30	\$1,319.03	\$1,301.88
8.1b	Total costs for urban storm water management per kilometre of drainage system	\$9,525.74	\$8,537.65	\$5,964.51		
	Kilometres of storm water pipe including connections and catch basins	1,259	1,242	1,219	1,184	1,153
8.2a	Operating costs for rural storm water management per kilometre of drainage system	N/A	N/A	N/A	N/A	N/A
8.2b	Total costs for rural storm water management per kilometre of drainage system					

## City of Hamilton Municipal Performance Measurement Program (MPMP)- 2011 Results

Performance Measure		2011	2010 Note 1	2009 Note 1	2008	2007
Water						
9.1a	Operating costs for treatment of drinking water per megalitre	\$190.72	\$184.78	\$179.40	\$182.38	\$160.72
9.1b	Total costs for treatment of drinking water per megalitre	\$206.71	\$187.74	\$182.01		
	Megalitres treated	86,962	89,069	86,756	86,648	94,885
9.2a	Operating costs for distribution of drinking water per kilometre of distribution pipe	\$10,520.25	\$8,927.34	\$8,441.60	\$7,802.49	\$7,140.01
9.2b	Total costs for distribution of drinking water per kilometre of distribution pipe	\$16,647.55	\$14,686.17	\$13,852.79		
	Kilometres of distribution pipe	2,016	1,992	1,974	1,966	1,925
9.3a	Operating costs for treatment and distribution of drinking water per megalitre for integrated systems	\$434.60	\$384.43	\$371.47	\$359.41	\$305.57
9.3b	Total costs for treatment and distribution of drinking water per megalitre for integrated systems	\$592.64	\$516.19	\$497.21		
9.4	Weighted average number of days when a boil-water advisory, issued by the Medical Officer of Health and applicable to a municipal water supply, was in effect	Less than 0.01 days	Less than 0.01 days	0.00	0.00	Less than 0.01 days
	2011: 37 connections for 3 days over 197,823 connections 2010: 36 connections for 3.2 days over 195,267 connections 2007: 2 connections for 2 days over 131,035 connections	<b>Greensville Community 2011</b>	<b>Greensville Community 2010</b>			<b>Dundas Community August 2007</b>
9.5	Number of water main breaks per 100 kilometres of water distribution pipe in a year	17.06	14.26	13.73	12.77	19.17
	Number of watermain breaks	344	284	271	251	369



**City of Hamilton**  
**Municipal Performance Measurement Program (MPMP) - 2011 Results**

<b>Performance Measure</b>		<b>2011</b>	<b>2010</b> Note 1	<b>2009</b> Note 1	<b>2008</b>	<b>2007</b>
<b>Solid Waste Management</b>						
10.1a	Operating costs for garbage collection per tonne	\$166.53	\$159.58	\$179.58	\$161.49	\$149.75
10.1b	Total costs for garbage collection per tonne	\$194.58	\$168.71	\$187.45		
10.2a	Operating costs for garbage disposal per tonne	\$161.04	\$108.84	\$74.38	\$84.99	\$72.38
10.2b	Total costs for garbage disposal per tonne	\$175.94	\$124.33	\$86.49		
10.3a	Operating costs for solid waste diversion (recycling) per tonne	\$168.76	\$151.46	\$130.22	\$159.46	\$171.79
10.3b	Total costs for solid waste diversion (recycling) per tonne	\$184.32	\$167.04	\$148.46		
10.4a	Average operating costs for solid waste management (collection, disposal and diversion) per tonne	\$228.69	\$188.53	\$170.29	\$188.14	\$183.22
10.4b	Average total costs for solid waste management (collection, disposal and diversion) per tonne	\$254.68	\$207.46	\$188.36		
10.5	Number of complaints received concerning the collection of solid waste and recycled materials per 1,000 households in a year	129.92	121.51	123.02	61.56	63.06
	Number of complaints	27,576	25,513	25,548	12,536	12,752
10.6	Number of solid waste management sites owned by the City of Hamilton with a Ministry of Environment Certificate of Approval	18	18	8	8	8
10.7	Number of days when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect	0 days	0 days	0 days	0 days	0 days
10.8	Percentage of residential solid waste diverted	47.7%	47.7%	47.6%	45.1%	42.4%
	Tonnes of residential waste diverted	101,274	102,499	106,325	103,919	92,306
	Tonnes of residential waste disposed and diverted	212,151	214,898	223,565	230,638	217,605

## City of Hamilton Municipal Performance Measurement Program (MPMP) - 2011 Results

Performance Measure		2011	2010 Note 1	2009 Note 1	2008	2007
Parks and Recreation						
11.1a	Operating costs for parks per person	\$40.50	\$37.91	\$37.81	\$36.50	\$33.36
11.1b	Total costs for parks per person	\$52.14	\$49.14	\$48.62		
11.2a	Operating costs for recreation programs per person	\$38.49	\$36.72	\$34.27	\$31.21	\$28.23
11.2b	Total costs for recreation programs per person	\$38.49	\$36.72	\$34.27		
11.3a	Operating costs for recreation facilities per person	\$43.06	\$39.99	\$47.56	\$42.37	\$41.99
11.3b	Total costs for recreation facilities per person	\$50.18	\$46.45	\$53.41		
11.4a	Operating costs for recreation programs and recreation facilities per person (Subtotal 11.2a & 11.3a)	\$81.56	\$76.71	\$81.83	\$73.58	\$70.22
11.4b	Total costs for recreation programs and recreation facilities per person (Subtotal 11.2b & 11.3b)	\$88.67	\$83.17	\$87.69		
11.4c	Operating costs for parks, recreation programs and recreation facilities per person	\$122.05	\$114.62	\$119.64	\$110.08	\$103.58
11.4d	Total costs for parks, recreation programs and recreation facilities per person	\$140.81	\$132.31	\$136.31		
11.5	Total kilometres of trails	50	50	51	49	52
	Total kilometres of trails per 1,000 persons	0.094	0.095	0.097	0.094	0.100
11.6	Hectares of open space (municipally owned)	2,599	2,635	2,124	2,124	1,797
	Hectares of open space per 1,000 persons	4.894	4.986	4.040	4.092	3.468
11.7	Total participant hours for recreation programs per 1,000 persons	7,119.94	7,571.25	8,581.52	5,518.99	7,102.40
11.8	Square metres of indoor recreation facilities	129,030	147,741	134,136	135,267	135,267
	Square metres of indoor recreation facilities per 1,000 persons	242.97	279.55	255.16	260.58	261.04
11.9	Square metres of outdoor recreation facilities	923,291	865,865	866,655	856,655	856,655
	Square metres of outdoor recreation facilities per 1,000 persons	1,738.59	1,638.34	1,648.58	1,650.24	1,653.20

## City of Hamilton

### Municipal Performance Measurement Program (MPMP) - 2011 Results

Performance Measure		2011	2010 Note 1	2009 Note 1	2008	2007
<b>Library Services</b>						
12.1a	Operating costs for library services per person	\$46.49	\$48.71	\$48.37	\$57.69	\$53.45
12.1b	Total costs for library services per person	\$55.69	\$57.45	\$56.43		
12.2a	Operating costs for library services per use	\$1.44	\$1.72	\$1.87	\$2.17	\$2.00
12.2b	Total costs for library services per use	\$1.73	\$2.03	\$2.18		
12.3	Library uses per person	32.18	28.25	25.86	26.58	26.73
12.4	Electronic library uses as a percentage of total library uses	25.7%	24.4%	25.0%	25.5%	27.6%
12.5	Non-electronic library uses as a percentage of total library uses	74.3%	75.6%	75.0%	74.5%	72.4%
<b>Land Use Planning</b>						
13.1	Percentage of new residential units located within settlement areas	98.2%	98.8%	95.1%	98.3%	98.7%
	Number of new residential units within the settlement area	1,559	2,162	1,285	2,000	1,952
	Number of new residential units in the City of Hamilton	1,588	2,189	1,351	2,035	1,977
13.2	Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year	100.0%	100.0%	100.0%	99.9%	99.6%
13.3	Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000	98.0%	98.0%	98.0%	97.9%	98.0%
13.4	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year	0	0	0	55	219
13.5	Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000	1,147	1,147	1,147	1,169	1,114
	Number of hectares of land designated for agricultural purpose at year end	55,310	55,310	55,310	55,288	55,343
	Number of hectares of land in the City of Hamilton	112,775	112,775	112,775	112,775	112,794

## City of Hamilton Municipal Performance Measurement Program (MPMP) - 2011 Results

### NOTES to the TABLE:

Note 1: Some of the comparative MPMP data for other years may have been restated from results reported in previous years due to accounting policies adopted for 2011.

### General Notes:

- Some of the MPMP data is not applicable or not available as indicated by "N/A".
- Operating costs for municipal services include salaries, wages, benefits, materials, contracted services, rents, financial expenses, external transfers and internal allocations between service areas.
- Total costs for municipal services, new for 2009, include operating costs, interest on long term debt and amortization of tangible capital assets.
- Operating costs of municipal services for 2009 to 2011 are not comparable to operating costs for prior years as the definition has changed.
- In 2009, municipalities in Ontario and Canada adopted the Canadian Institute of Chartered Accountants (CICA) Public Sector Accounting Board (PSAB) Handbook Sections 1000, 1100, 1200 and 3150. The changes include:
  - Tangible capital assets are reported on the balance sheet or statement of financial position.
  - Amortization expenses of tangible capital assets are reported in total cost of municipal services.
  - Operating costs include expenses on some projects in the capital budget that were not capitalized as tangible capital assets and, therefore, were included in operating costs as a result of the City of Hamilton's tangible capital asset and finance policies.
  - Operating costs include the change in unfunded liabilities for post employment, retirement and pension benefits that are not funded through the operating budget.
  - Operating costs include the change in unfunded liabilities for costs associated with post closure and closure of waste management landfill sites.