



Volume

2

THE CITY OF KINGSTON REPORT CARD TO CITIZENS
MUNICIPAL PERFORMANCE MEASURES AND CITIZENS' SURVEY

Measuring our way to
Service Excellence!

STRATEGIC INITIATIVES AND CORPORATE COMMUNICATIONS

Introduction

A message from the City of Kingston

This is the second annual edition of the Citizens' Report Card, published by the City of Kingston. The Citizens' Report Card was first introduced last year to share important information regarding the delivery of municipal services in Kingston.

Service "quality" is a relatively new concern for municipalities. In today's economy citizens demand responsible management of their tax dollars. Publishing performance measure results is an excellent way for municipalities to build awareness and value of municipal services, with the residents who benefit from those services. Creating value is a challenge for municipal government because the services provided are so diverse and the area of responsibility is growing as a result of provincial downloading.

Municipalities provide services such as Planning, Parking and By-Law Enforcement, which usually have an indirect benefit to citizens. It is often difficult for citizens to value services that do not directly affect their daily lives. Other services, such as Police, Fire, Garbage Collection and Snow Clearing are more evident and therefore, easier for citizens to relate to. As consumers of municipal services, citizens rightfully expect their municipality to find new ways of delivering the highest quality of service, for the best possible price.

In response to the demand for service quality, two programs have been established to evaluate the quality of municipal service delivery in Kingston — Performance Measures and a Citizens' Survey. The Performance Measures Program assesses the efficiency and effectiveness of some of the more visible municipal services. The annual Citizens' Survey indicates the perception of citizens regarding the importance and quality of services. Reporting both programs in one publication provides service results from both a management and user perspective.

As stated last year, the benefits of these two programs will not be immediate. It will take a few years to refine the programs and understand the unique circumstances that are not reflected in the data collected to date. Performance and survey data are most meaningful when used to identify trends by comparing year to year results. The City of Kingston is now one year closer to its objective of measuring its way to service excellence!

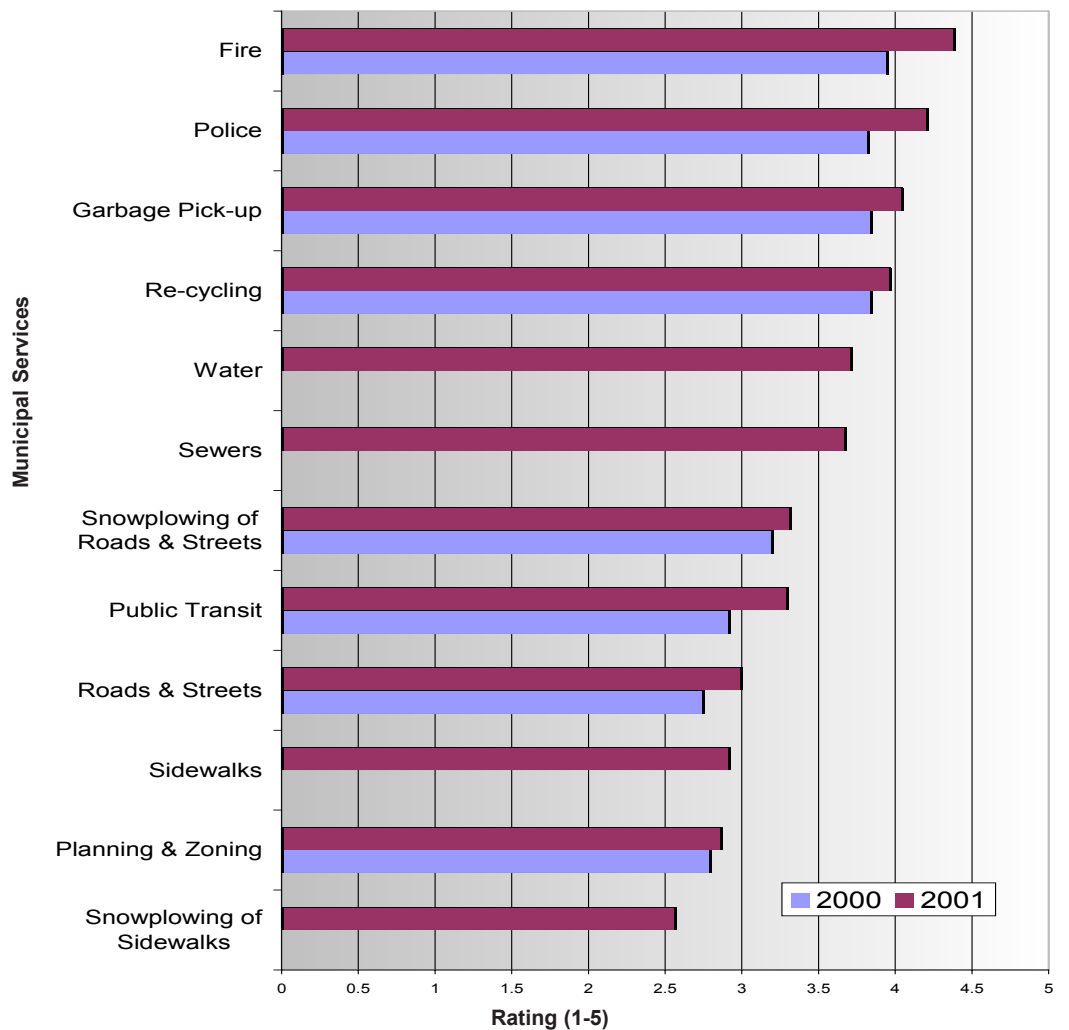
Annual Citizens' Survey

Asking users to rate the importance and quality of municipal services

The 2001 survey was conducted by Brock University to assess citizens' attitudes toward the services provided by the City of Kingston. The survey involved personal telephone interviews with 576 citizens. Respondents were chosen arbitrarily from the local telephone directory. This sample size produces a level of accuracy, plus or minus five percentage points, nineteen times out of twenty.

The survey results that relate to the Performance Measures Program are represented in this report. The complete report on the 2001 Citizens' Survey can be downloaded as an Adobe Acrobat PDF file from the City Of Kingston's Web

Figure 1: Quality of municipal services for the City of Kingston, for the years 2000 and 2001. Services were rated on a categorical scale of 1 through 5.



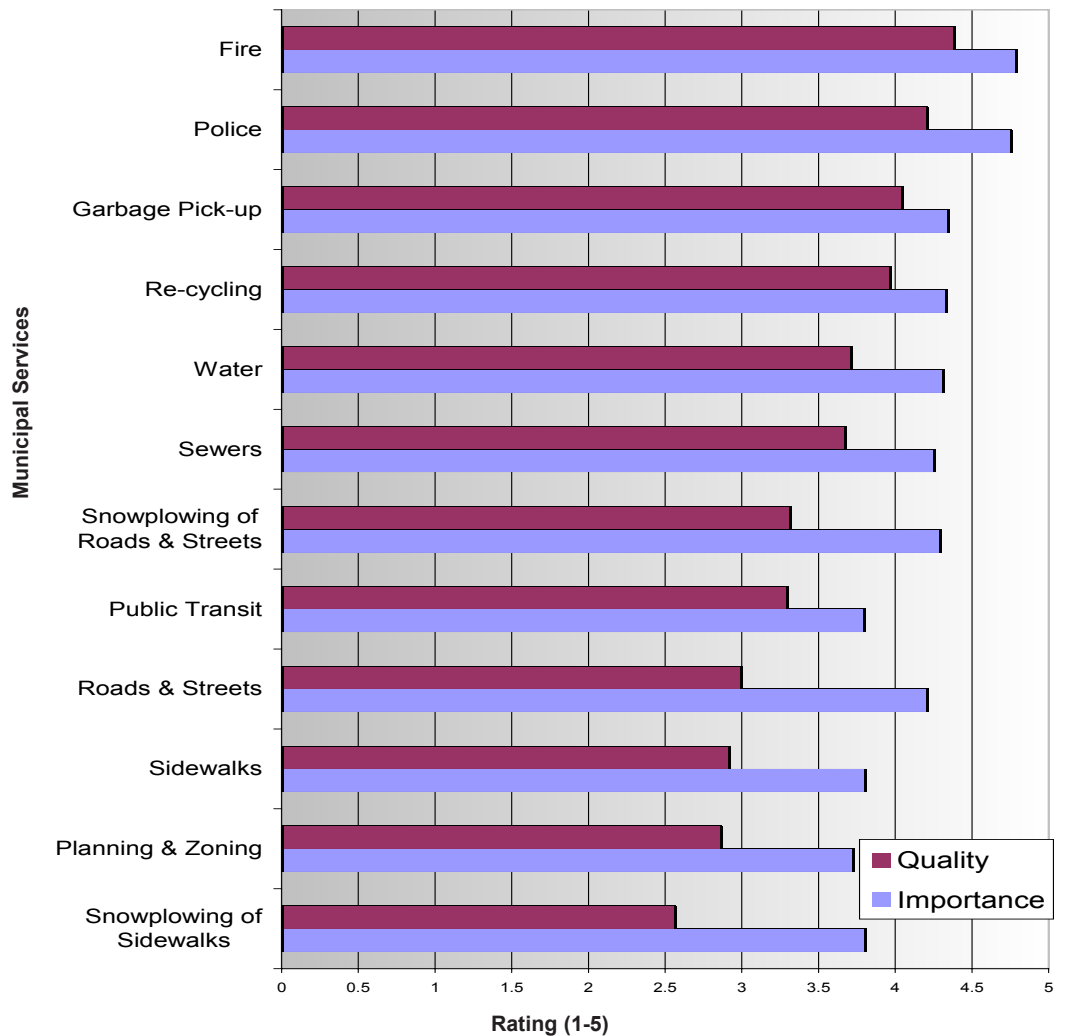
site at: www.city.kingston.on.ca/survey/

Respondents were asked to rate service quality on a scale of one to five (five being the highest rating). **Figure 1** illustrates the average rating given to each service in the 2001 survey and compares that to the 2000 survey result, where earlier results are available.

Note: Data for some services was not collected for 2000.

For the year 2001, respondents were also asked to rate service importance on a scale of 1 to 5. Consequently, it is now possible to compare the level of importance with a corresponding level of quality. **Figure 2** illustrates the comparison of importance versus quality.

Figure 2: Comparison of quality of municipal services and the importance of municipal services for the City of Kingston, for the year 2001. Services were rated on a categorical scale of 1 through 5.



It is important to note that comparing the level of importance to the level of quality does not mean that service will be reduced in areas that rated lower on the importance scale. Rather, this comparison will help the City focus its resources on those services with the greatest gap, while monitoring the performance in the other areas.

Observations

The 2001 quality results indicate improvement in every area.

The 2001 survey results indicate that services related to roads, streets, sidewalks and snow clearing represent the greatest opportunity for improvement. These results will be taken into consideration during the 2003 budget planning process.

Municipal Performance Measures Program

Kingston is part of a province-wide program

The Provincial Government is working with Ontario municipalities to develop common measures for municipal services. Last year, all municipalities in Ontario were required to measure and report performance data for the year 2000. The program will take several years to refine however over time it will enable municipalities to benchmark or compare their results to other municipalities. Once it is possible to compare the results, Kingston will be able to identify the best practices for improving the quality of municipal service delivery.

Frequently Asked Questions

What is being measured?

To get an accurate picture of Kingston's service delivery, indicators for both efficiency and effectiveness measures have been implemented. It is important to measure both efficiency and effectiveness to achieve optimum service delivery results. A higher service level can always be purchased for more money. Similarly, cutting spending can lead to a decline in service effectiveness. The goal is to deliver the level of service and quality the citizens' of Kingston desire, for the best possible price.

Efficiency indicators measure the amount of staff time and money used to deliver a service — the cost of service delivery.

Effectiveness indicators measure the extent to which a service is achieving its intended results — service quality, benefits to citizens and impact on the Quality of Life

Are Performance Measures for all municipal services being reported?

Municipalities deliver a wide range of services and programs. To date, only the core service areas that have the greatest impact on citizens are being measured. The criteria used to determine the core service areas include major cost, high interest and value to the public and data that is relatively easy to collect.

Can the 2001 Performance Measure results be compared to the previous year?

This is a new program. Some of the performance measures have been changed to make the results more meaningful. In some areas, the costs included in a calculation have been modified. These changes affect the results and comparisons to the previous year are not meaningful. Where an apples to apples comparison cannot be made, an attempt has been made to explain the results.

Next Steps

Where do we go from here?

Over the past few years, a group of municipal Chief Administrative Officer's (CAO's) have been working with the Ministry of Municipal Affairs and Housing on a project to develop the Ontario Municipal CAO's Benchmarking Initiative — a benchmarking model to create partnerships and push for service excellence in municipal government.

To date, expert panels have been established to study long-term care, roads, solid waste, ambulance and water and wastewater services. This initiative is being organized through a Project Office in the Regional Municipality of Niagara. Chief Administrative Officers from the participating municipalities lead the project. As a participating municipality, the City of Kingston is working with other municipalities to identify and share performance statistics and operational best practices to push for even greater successes.

We encourage your questions and comments on the information in this report. Please direct your input to, communications@city.kingston.on.ca or 546-4291 ext. 2221.

Year 2001 Results

Local Government

1. Description

Operating Costs for general government as a percentage of total municipal operating costs.

Definition

This efficiency measure indicates the percentage of the total municipal operating budget that was required to pay for administration costs for the Mayor, Councillors and Chief Administrative Office. General government functions include elections, public functions, grants, studies and taxation as well as the costs for providing corporate services such as financial management, human resources, legal services, information systems and client services. The 2001 result was calculated by dividing \$11,731,235 in general government costs divided by total municipal operating costs of \$124,827,840.

Results

2001	2000
9.40% of total municipal operating budget	11.34% of total municipal operating budget

Citizens' Survey

There is no survey result available for this performance measure.

Observations

The 2001 total municipal budget increased by \$18,716,666 while the general government costs decreased by \$299,824. As a result, the general government percentage has decreased. General government costs are proportionately allocated to the services and are included as operating costs in all service areas except Police, Library, Water and Sewer.

Fire

2. Description

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

Definition

This efficiency measure indicates the cost per \$1,000 of assessment, for all tax classes, that was allocated to cover the operating costs for fire services in our community. Operating costs include fire administration, fire fighting force, fire prevention and inspection costs. The 2001 result was calculated by dividing \$11,153,057 of operating costs for fire by \$7,665,542 of property assessment. The denominator was determined by dividing \$7,665,542,000 of total property assessment by 1,000. Total property assessment is the market value of all property in the City, as established by the Municipal Property Assessment Corporation.

Results

2001	2000
\$1.45 per \$1000 of assessment	\$1.22 per \$1000 of assessment

Citizens' Survey

Quality of Fire Services

2001	2000
4.38 out of 5	3.94 out of 5

Importance of Fire Services

2001	2000
4.78	N/A

Observations

The costs in 2001 increased by .22 cents per \$1,000 of assessment because the total operating costs increased by \$1,863,614 while the total assessment only increased by \$82,574. Most of the operating cost increases can be attributed to the need to reduce the reliance on volunteer staff by adding 27 career staff in the last quarter of the year.

Police

3. Description

Operating costs for Police services per household

Definition

This efficiency measure indicates the cost of police services per household in our community. Operating costs for police include administration, police force, police board, conveyance of prisoners, equipment, garages, lock-ups, police animals and communication systems. The 2001 result was calculated by dividing the total operating costs of \$15,332,432 by 44,430 households.

Results

2001	2000
\$345.09/household	N/A

Observations

A comparison to last year cannot be made because the 2000 indicator was calculated per \$1,000 of assessment and this year is reported on a per household basis.

However we can determine that the operating budget for police increased by \$467,102 in 2001. The increased expenditures in this area mostly support additional front-line staff allowing us to improve our service to the community.

4. Description

Total crimes per 100,000 population

Definition

This effectiveness measure indicates the crime rate, as defined by Statistics Canada for Criminal Code offences, and measures only violent crime, property crime and other Criminal Code offences. Other Criminal Code offences include crimes such as prostitution, gaming and betting, offensive weapons, arson, bail violation and disturbing the peace. Crimes pertaining to drugs, traffic and other federal statutes are not part of the Criminal Code and are not included in the total crimes count.

Additional information on crime categories can be found on the Statistics Canada Web site at www.statistics-canada.ca Look for the publication, Canadian Crime Statistics catalogue number 85-205-XIE.

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The 2001 result was calculated by dividing 7,678 total crimes by 105,000 population. The population was further divided by 100,000 to represent crimes per 100,000 population.

Results

2001	2000
7,312 crimes per 100,000 population	N/A

Observations

A comparison to last year cannot be made because this indicator has been changed. Last year the results were calculated based on cases cleared versus actual incidents.

Citizens' Survey

Quality of Police Services

2001	2000
4.20 out of 5	3.82 out of 5

Importance of Police Services

2001	2000
4.75 out of 5	N/A

Roads

5. Description

Operating costs for paved roads per lane kilometer

Definition

This efficiency measure is an indicator of the costs per kilometer invested in the maintenance of paved roads in our community. Maintenance in this reporting area includes minor road repairs such as patching due to frost heave, shoulder & surface maintenance and surface sweeping & flushing. Larger scale patching and surface overlay are considered capital works and therefore not included in this area. The 2001 result was calculated by dividing \$1,086,662 in costs by 1803 kilometers of paved lanes.

Results

2001	2000
\$602.70 per lane kilometer	\$412.15 per lane kilometer

Observations

In 2001 the City invested an additional \$338,967 in this area. This represents a 45% increase over the year 2000 operating costs.

6. Description

Operating costs for unpaved (loose top) roads per lane kilometer

Definition

This efficiency measure is an indicator of the costs per kilometer invested in the maintenance of unpaved roads in our community. The 2001 result was calculated by dividing \$458,114 in operating costs by 70 kilometers of unpaved road. Maintenance costs include dust suppression, loose top grading and gravelling & minor repairs.

Results

2001	2000
\$6544 per kilometer	\$5440 per kilometer

Observations

The costs per kilometer are higher in 2001 because the budget in this area was increased by \$142,616 over the year 2000.

7. Description

The percentage of paved lane kilometers rated as good to very good.

Definition

This measure reports the effectiveness of our service delivery in this area. The adequacy of paved roads is determined using the Ministry of Transportation’s Roads Inventory Management System. The result was determined by dividing 940 kilometers of paved lane that rated good to very good, by the total of 1803 paved lane kilometers. This measure cannot be directly compared to the previous year because last year the rating was based on the road conditions being rated as merely adequate.

Results

2001	2000
52%	N/A

Observations

The 2001 results suggest that 48% of our paved lane kilometers are showing surface distress and maintenance or rehabilitation. It is anticipated that the increased operating costs (indicated in measure 5) will produce a better result in this measurement area for 2002.

Citizens' Survey

Quality of Roads & Streets

2001	2000
2.99 out of 5	2.74 out of 5

Importance of Roads & Street Quality

2001	2000
4.20 out of 5	N/A

The Citizens' Survey results indicate there is a significant gap between the importance of this service area and the perceived quality. It is important to note that capital costs are not included in our efficiency measures and operating costs for road maintenance is merely one component of this service area. When asked to rate the quality of roads and streets, citizens do not differentiate between operating costs and capital works projects so moderate improvement in the overall quality result is reasonable.

8. Description

Operating costs for winter control maintenance of roadways per lane kilometer.

Definition

This efficiency measure reports the operating costs for winter control maintenance per lane kilometer. The 2001 result was calculated by dividing \$2,644,962 by 1,873 lane kilometers.

Results

2001	2000
\$1,412 per kilometer	\$1,692 per kilometer

Observations

Monitoring costs per lane kilometer allows for year to year comparison however there will always be differences in annual maintenance costs due to weather variations.

9. Description

The percentage of winter event responses that meet or exceed municipal road maintenance standards.

Definition

This measure reports the effectiveness of our service delivery in this area. Winter control standards are established by Council and can be reviewed on our Web site at www.city.kingston.on.ca/snow/

The result for 2001 was calculated by dividing 31 events that met or exceeded the standard by a total of 33 winter event responses.

Results

2001	2000
94% responses met or exceeded the standards	98% of responses met or exceeded the standards

Citizens' Survey

Quality

2001	2000
Roads 3.31	Roads & Sidewalks 3.19
Sidewalks 2.56	N/A

Importance

2001	2000
Roads 4.29	N/A
Sidewalks 3.80	N/A

Snow clearing and winter control is a service that generates more citizen inquiries and complaints per event, than any other municipal service area. Traditionally, municipalities are challenged to meet citizen expectation in this area. To help us understand the citizens' perception result, in the 2001 survey we asked for ratings of roads separate from sidewalks.

Observations

The survey results reinforce that our citizens feel winter control is an important service. The quality rating indicates there is room for improvement in

this area. The 94% result in measurement 9 indicates that either the municipal standards are too low in relation to the level of service our residents want or the assessment criteria needs to be reviewed. These standards and the method of assessing performance will be considered when establishing the winter control service level for 2002/2003.

Transit

10. Description

The operating costs per transit trip per passenger.

Definition

This efficiency measure reports the operating costs per person per trip. The operating costs reported in this area are net expenditures and do not include fare revenue. The 2001 result was calculated by dividing \$7,071,591 operating costs by 2,430,721 revenue passenger trips.

Results

2001	2000
\$2.89 per trip	\$2.27 per trip

Observations

The cost per trip is higher in 2001 because the operating budget was increased by \$627,296 . The revenue passenger trips increased by 54,154 over the previous year. The increase in operating costs can be attributed to additional staff resources to enhance service and an increase in maintenance costs associated with an aging fleet of vehicles. Rising fuel costs also contributed to the additional expenditures.

11. Description

The number of conventional passenger trips per person per year in the service area.

Definition

This effectiveness measure captures the utilization of the public transit system in our community. The 2001 results were calculated by dividing 2,430,721 revenue transit trips by 105,000 population. This result does not include specialized transit services for persons with disabilities.

Results

2001	2000
23.15 trips/person	22.63 trips/person

Citizens' Survey

Service Quality

2001	2000
3.29 out of 5	2.91 out of 5

Service Importance

2001	2000
3.79 out of 5	N/A

Observations

The 2001 operating costs include \$197,289 in debenture payments. Debenture costs are debt payments for the purchase of fleet in previous years. The total for this year also includes \$268,523 in recoveries and rebates that would normally be deducted from the total operating costs. These changes increase the cost per trip and make it impossible to compare the results to the previous year.

Wastewater (Sewers)

12. Description

Operating costs for collection, treatment and disposal of wastewater per megalitre treated.

Definition

This efficiency measure indicates the operating costs for sewage treatment. The 2001 result was calculated by dividing \$6,796,104 by 32,306 megalitres of treated wastewater. We cannot compare our costs to last year because the year 2000 result included storm water and sanitary sewage. In 2001 we are only reporting on treated sanitary sewage.

Results

2001	2000
\$210.37 per megalitre	N/A

Observations

Without previous year comparisons we cannot make any observations on the operating costs in for this service area.

13. Description

The number of wastewater main backups per 100 kilometers of wastewater main.

Definition

This measurement is one indication of the effectiveness of our wastewater management system. A backup is defined as an obstruction or overload in the municipal system which results in a backup of sewage which may then enter a house. This measure does not include backups caused by obstructions in a lateral line. A lateral line is the pipe that runs between a house and the sewer main and is the responsibility of the property owner. The 2001 result was calculated by dividing 15 backups by 500 kilometers of wastewater main. The total kilometers of main are divided by 100 to represent backups per 100 kilometers of main pipe.

Results

2001	2000
3 backups/100 kilometer of wastewater main	8 backups/100 kilometer of wastewater main

Observations

In 2001 the number of sewer backups was reduced. Backups are often the result of the flow exceeding the system capacity. We feel the reduction can be attributed to the sewer expansion efforts we have been undertaking. Additional information on upgrades and expansion can be viewed on the Web at www.utilitieskingston.com/water/harbourfront.html

14. Description

Percentage of wastewater estimated to have by-passed treatment

Definition

This measure indicates our effectiveness in managing wastewater and preventing environmental and human health hazards. Wastewater which by-passed treatment is more commonly referred to as sewage overflow. Overflows occur for a variety of reasons such as pipe or plant capacity and

an aging system in the downtown. In some areas of our community, the system was designed to allow sewage and storm water to overflow into our waterways rather than backup in streets or basements. The 2001 result was calculated by dividing an estimated 92 megalitres of untreated wastewater by an estimated 32,305 megalitres of treated and untreated wastewater. A megalitre equals 1,000,000 litres.

Results

2001	2000
0.28% of wastewater is estimated to have by-passed treatment.	N/A

Observations

We cannot compare our results to the previous year because in 2000 storm water was included in the calculation. Although sewer overflows will never be completely eliminated we have made a number of improvements in this area and we will continue to reduce the number of occurrences and the amount of overflow that is released. Additional information can be found on the Utilities Kingston Web site at www.utilitieskingston.com

Citizens' Survey

Service Quality

2001	2000
3.67	N/A

Service Importance

2001	2000
4.25	N/A

Wastewater was not a service option offered in the 2000 Citizens' Survey questionnaire.

Water

15. Description

Operating costs for treatment and distribution of drinking water.

Definition

This efficiency measure indicates the operating costs for the treatment and distribution of drinking quality water, per megalitre. Treatment refers to all

YEAR 2001 RESULTS

activities from the supply source to the point where the water leaves the water purification plant. Distribution refers to all activities from the point the water leaves the plant until it reaches private property lines. The 2001 result was calculated by dividing \$5,806,979 in operating costs by 28,916 megalitres of water treated.

Results

2001	2000
\$200.82 per megalitre	242.29 per megalitre

Observations

In 2001, Utilities Kingston assumed management responsibility for the water treatment plant in Kingston West. As a result of changes in accounting practices to standardize the way costs are allocated, comparisons between 2001 and 2000 are not possible.

16. Description

Number of water main breaks per 100 kilometers of pipe.

Definition

This measure is an indicator of our system reliability. The 2001 result for this area was calculated by dividing 75 water main breaks by 500 kilometers of water main pipe. The total kilometers were divided by 100 to represent the number of breaks per 100 kilometers.

Results

2001	2000
15 breaks per 100 kilometer of pipe	15 breaks per 100 kilometer of pipe

Observations

There has been no change from the previous year results.

17. Description

The weighted number of days that a boil water advisory was issued by the Health Unit.

Definition

This effectiveness measure indicates to what extent we provided drinking water that is safe and meets the needs of our community. In 2001 there were no boil water advisories issued.

Results

2001	2000
Zero boil water advisories issued	Zero boil water advisories issued

Observations

We are please that in both reporting years we have had zero incidents of advisories. Information on Kingston's drinking water quality can be found on the Utilities Kingston Web site at www.utilitieskingston.ca/water/

Citizen Survey

Service Quality

2001	2000
3.71 out of 5	N/A

Service Importance

2001	2000
4.31 out of 5	N/A

Water was not a service option offered in the 2000 Citizens' Survey questionnaire.

Solid Waste

18a. Description

Operating costs for garbage collection per tonne.

Definition

This efficiency measure indicates the costs of garbage pick-up or collection per tonne of garbage. The result for 2001 was calculated by dividing \$2,048,822 in operating costs by 28,972 tonnes of garbage collected.

Results

2001	2000
70.71 per tonne	\$92.45 per tonne

18b. Description

Operating costs for solid waste disposal per tonne

Definition

This efficiency measure indicates the costs of garbage disposal per tonne of garbage. The result for 2001 was calculated by dividing \$4,041,724 in operating costs by 28,972 tonnes of garbage collected. Our 2001 operating costs for disposal do not include \$1,354,109 in perpetual care costs for Belle Park and McAdoo's Lane landfills.

Results

2001	2000
\$139.50 per tonne	\$100.14 per tonne

18c. Description

Operating Costs for Solid Waste Diversion per tonne.

Definition

This efficiency measure indicates the cost for diversion of solid waste per tonne diverted. Municipal waste reduction programs include blue box recycling programs, composting-central and backyard programs, leaf and yard waste and hazardous waste programs. Diversion programs are intended to divert waste from landfills. The result for 2001 was calculated by dividing \$2,615,484 in operating costs by 18,144 tonnes of garbage diverted.

Results

2001	2000
\$144.15 per tonne	\$183.58 per tonne

18d. Description

Average operating costs for solid waste management per tonne.

Definition

The average operating costs for solid waste management is a summary of all costs indicated above. This summary represents the costs for Solid Waste collection, disposal and diversion, excluding perpetual care for closed landfills. The 2001 result was calculated by dividing \$8,706,030 in total operating costs by 47,116 tonnes disposed of and diverted.

Results

2001	2000
\$184.78 per tonne	\$192.27 per tonne

Observations

We cannot compare results in this area to the previous year because we are still refining how we allocate costs to the components of solid waste management.

19. Description

Number of days per year when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect for a solid waste management facility.

Definition

Kingston owns 4 landfill facilities, 3 of which are closed and the Kingston East landfill which remains open. The Ministry of Environment establishes performance standards and monitors these facilities to ensure they do not cause an adverse effect on the environment.

Results

2001	2000
Zero days per year	Zero days per year

Observations

In 2000 and 2001 the Ministry of Environment did not issue a compliance order for a Kingston landfill.

20. Description

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

Definition

Complaints are defined as the total number of recorded complaints concerning garbage and recycling collection when a citizen does not receive the prescribed level of service. The total complaints reported include complaints concerning municipal policy or service levels, e.g. three bag limit, are not included. The 2001 result was calculated by dividing 2736 complaints by

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44,430 households. The total households were divided by 1,000 to represent the complaints per 1,000 households.

Results

2001	2000
62 complaints/1,000 households	N/A

Observations

We cannot compare the results because the year 2000 indicator was represented per tonne of solid waste not per household. Also, the definition of a complaint was refined to exclude policy complaints.

21. Description

Percentage of residential solid waste diverted

Definition

This measure indicates our effectiveness in reducing the amount of garbage that is sent to landfill or an incinerator. The 2001 result was calculated by dividing 15,728 tonnes of residential material that was diverted, by 40,850 tonnes of residential garbage including disposed of and diverted waste.

Results

2001	2000
38.5% diversion rate	38% diversion rate

Observations

In 2001 Kingston City Council established a Solid Waste Task Force whose mandate is to advise Council and make recommendations on how to achieve a 50% diversion rate. It is anticipated that the work of this Committee will be reflected in higher diversion rates for the year 2003 report.

Citizens' Survey

Service Quality

2001	2000
4.04 out of 5	3.84 out of 5

Service Importance

2001	2000
4.34 out of 5	N/A

Land Use Planning

22a. Description

Percentage of new development with final approval which is located within settlement areas.

Definition

Land use planning deals with the management of growth, development and the physical form of the city. Growth policies for Kingston are defined in the Official Plan. This measure indicates how often new development was approved within the designated growth (settlement) areas. The year 2001 result was calculated by dividing 866 approved development applications within the settlement area by a total of 966 approved development applications within the entire municipality.

Results

2001	2000
89% development within settlement area	N/A

Observations

The majority of pending development approval will continue to occur in the serviced, urban area in accordance with the policies of the Official Plans. The direction for future growth will be determined based upon recommendations from the Transportation Master Plan and Urban Growth studies that are currently underway.

22b. Description

Percentage of land designated for agricultural purposes which was preserved during the reporting year.

YEAR 2001 RESULTS

Definition

This measure is an indicator of our effectiveness in preserving agricultural land. The 2001 result is calculated by dividing one hectare of land that was designated for agricultural purposes as of December 31 2001 by one hectare of land designated for agricultural purposes as of January 1, 2001.

Results

2001	2000
100% of designated agricultural land was preserved	N/A

Observations

We cannot compare the 2001 results to the previous year because we did not report this measure in the year 2000.

Citizens' Survey

Service Quality

2001	2000
2.86 out of 5	2.79 out of 5

Service Importance

2001	2000
3.72 out of 5	N/A