



**City of Kingston**

**Municipal Performance Measurement Program (MPMP) Report  
for the 2013 Reporting Year**

If this report is required in an alternative format, please contact:

Cathy Lewis, Administrative Assistant

Financial Services Department

Mail: 216 Ontario Street, Kingston, Ontario K7L 2Z3

Phone: 613-546-4291, Extension 2279

Email: [clewis@cityofkingston.ca](mailto:clewis@cityofkingston.ca)

Fax: 613-546-7272

**Volume 14**

# KINGSTON

## Municipal Performance Measurement Program • 2013 RESULTS

### **Background**

The Municipal Performance Measurement Program (MPMP) is a Ministry of Municipal Affairs and Housing-led initiative that requires municipalities to publicly report service delivery achievement over time.

It encourages accountability and transparency because the annual results must be published for all to see. It also helps municipal Councils establish priorities and allocate budget dollars to achieve desired results and improvements.

Most importantly, MPMP can lead to improved service delivery because it focuses on actual results and how effectively and efficiently resources are being used.

MPMP was initiated by the provincial Ministry of Municipal Affairs and Housing in 2000 as a means of demonstrating how efficiently and effectively their municipality is operating, thereby helping to hold municipalities to account, and eventually improving service delivery to Ontario residents. The program requires Ontario municipalities to track and report prescribed performance measures on the services that are most visible and represent the highest percentage of the municipal budget.

### **Purpose of this Report**

This report card provides a summary of the Kingston MPMP results for the year 2013 and previous years. It is important that municipal leaders compare their reports, explore the reasons for differences and understand the actions taken that led to the results.

The reported results need to be reviewed and assessed to understand if the differences are due to factors such as population size, location, climate or economic conditions versus better management strategies and practices. Once the unique circumstances are understood, comparison data can be used to make service level or budget decisions that will lead to service improvements.

Readers are encouraged to review the Handbook prepared by the Ministry of Municipal Affairs and Housing, which provides detailed information regarding the purposes of, and background to, the program. The Handbook is available on the Ministry's web site at <http://www.mah.gov.on.ca/Page314.aspx>

### **Additional Information**

We encourage you to review the results and share your comments. Reports from previous years are available on the City of Kingston's web site at: <http://www.cityofkingston.ca/city-hall/budgets>.

Your feedback is important to us. Contact details for those with responsibility for each service delivery area are included within the report. You can also raise issues with your district councillor or by contacting Customer Service at [contactus@cityofkingston.ca](mailto:contactus@cityofkingston.ca) or by phone at 613-546-0000.

# KINGSTON

## Municipal Performance Measurement Program • 2013 RESULTS

### Frequently Asked Questions

#### **What is being measured?**

To get an accurate picture of municipal service delivery, indicators for both efficiency and effectiveness measures have been developed. 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 other income/expenditure used to deliver a service – the cost of service delivery, expressed as a dollar value per person or service level provided.

**Effectiveness indicators** measure the extent to which a service is achieving its intended results – service quality and outputs, benefits to citizens measured in non-financial terms.

#### **Are Performance Measures for all municipal services being reported?**

Municipalities deliver a wide range of services and programs. To date, only the service areas that have the greatest impact on citizens are being measured. The criteria used to determine the service areas include major cost, high interest and value to the public and data that is relatively easy to collect. Performance results published in this report are for the calendar year ending December 31, 2013.

#### **Can Kingston's results be compared to previous years?**

Yes, results can be compared to previous years unless otherwise indicated within the notes section for each measure.

#### **Can Kingston's results be compared to other municipalities?**

All municipalities have a responsibility to make their MPMP results public. There is a web-based application available to municipalities called MIDAS (Municipal Information & Data Analysis System), which provides Ontario's 444 municipalities with the ability to compare performance statistics against each other with the end result that they are able to identify differences in performance and consider the reasons why. It is hoped that the use of MIDAS will enhance overall transparency through the normal systems of governance and accountability already in existence at the City, challenge existing assumptions, and encourage even more effective strategic management of performance.

# KINGSTON

## Municipal Performance Measurement Program • 2013 RESULTS

### **What factors need to be considered when comparing results to other municipalities?**

There are many factors that need to be considered when making comparisons. Demographics, decisions of local Councils, local wage rates, the age of infrastructure, and reporting methods are some of the factors that impact local results.

### **How can performance data help improve service delivery?**

Performance data focuses on results. The data can be used by municipal Councils to evaluate the impact of budget and service level decisions against the achievement of municipal goals. Comparison data can help municipal staff to determine how well they are delivering services in comparison to other municipalities. Best practice reviews can reveal what others are doing to achieve optimum results.

### **Questions about MPMP results should be addressed to:**

City of Kingston

Customer Service Department

E-mail: [contactus@cityofkingston.ca](mailto:contactus@cityofkingston.ca)

Phone: 613-546-0000

# MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

## Local Government

S. Dickey, Director, Financial Services, 613-546-4291 ext. 2370, [sdickey@cityofkingston.ca](mailto:sdickey@cityofkingston.ca)

### 1.1 GENERAL GOVERNMENT - EFFICIENCY

	2013	2012	2011	2010	2009
1.1 a) Operating costs for governance and corporate management as a percentage of total municipal operating costs.	3.5%	3.7%	3.7%	3.6%	4.0%
1.1 b) Total costs for governance and corporate management as a percentage of total municipal costs.	3.6%	3.8%	3.5%	3.7%	4.0%

**OBJECTIVE:**

Efficient local government.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total operating costs for governance and corporate management for 2013 are reported at \$11,521,240. The total municipal operating costs are \$333,832,762. The proportion of governance and corporate management costs relative to total municipal costs has remained consistent with prior years.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 0206 35 (Operating costs measure) and 91 0206 45 (Total costs measure).

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Fire Services**

R. Chaput, Fire Chief, 613-548-4001 ext. 5203, rchaput@cityofkingston.ca

**2.1 FIRE SERVICES – EFFICIENCY**

		2013	2012	2011	2010	2009
2.1 a)	Operating costs for fire services per \$1,000 of assessment.	\$ 1.71	\$ 1.82	\$ 1.81	\$ 1.87	\$ 1.95
2.1 b)	Total costs for fire services per \$1,000 of assessment.	\$ 1.77	\$ 1.87	\$ 1.87	\$ 1.93	\$ 2.02
<b>OBJECTIVE:</b> Efficient fire services.						
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> The Kingston Fire & Rescue continues to evaluate its fire service delivery to optimize operational efficiency in order to improve fire and life safety within the community. KFR strives to create effective modern business processes which aid in improving service and reducing cost where possible. KFR has redefined operations to include a stronger focus on the first two lines of defence, Public Education and Fire Inspection and Enforcement, which enhances fire safety in a cost effective manner.						
<b>REFERENCE:</b>						
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 1103 35 (Operating costs measure) and 91 1103 45 (Total costs measure).</li> </ul>						

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 2.2 & 2.3 CIVILIAN FIRE RELATED INJURIES – EFFECTIVENESS

	2013	2012	2011	2010	2009
2.2 Number of residential fire related injuries per 1,000 persons.	0.040	0.032	0.049	0.042	0.042
2.3 Number of residential fire related injuries averaged over 5 years per 1,000 persons.	0.040	0.048	0.043	0.050	0.034

**OBJECTIVE:**

Minimize the number of civilian injuries in residential fires.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Focus is being placed on high risk groups within the community with an increased emphasis on specific public education and enforcement. Existing fire prevention programs are being reviewed and improved where required to enhance effectiveness.

**REFERENCE:**

- Measures 2.2 and 2.3 refer to the number of civilian injuries.
- Financial Information Return: 92 1151 07 (2.2) and 92 1152 07 (2.3).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 2.4 & 2.5 CIVILIAN FIRE RELATED FATALITIES - EFFECTIVENESS

		2013	2012	2011	2010	2009
2.4	Number of residential fire related fatalities per 1,000 persons.	0.008	0.016	0.000	0.008	0.000
2.5	Number of residential fire related fatalities averaged over 5 years per 1,000 persons.	0.008	0.008	0.000	0.000	0.008

**OBJECTIVE:**

Minimize the number of civilian fatalities in residential fires.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Special emphasis is placed on public education programs in fire service operations. This includes "Wake Up Kingston" a smoke alarm program which increases fire safety awareness and enhances smoke alarm compliance by installing working smoke alarms at all residences which we attend within identified areas of the municipality.

**REFERENCE:**

- Measures 2.4 and 2.5 refer to the number of civilian fatalities.
- Financial Information Return: 92 1155 07 (2.4) and 92 1156 07 (2.5).



## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>2.6 NUMBER OF RESIDENTIAL STRUCTURAL FIRES - EFFECTIVENESS</b>					
	2013	2012	2011	2010	2009
2.6 Number of residential structural fires per 1,000 households.	1.280	1.524	1.297	1.398	1.630
<b>OBJECTIVE:</b> Minimize the number of residential structural fires.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Special emphasis is placed on public education with social media, smoke alarm program and targeted fire prevention campaigns for high risk groups.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Financial Information Return: 92 1160 07.</li> </ul>					

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Police Services**

Chief of Police, Kingston Police, 613-549-4660 ext. 2213, chief@kpf.ca

**3.1 POLICE SERVICES – EFFICIENCY**

	2013	2012	2011	2010	2009
3.1 a) Operating costs for police services per person.	\$ 269.44	\$ 264.50	\$ 256.28	\$ 255.35	\$ 240.61
3.1 b) Total costs for police services per person.	\$ 290.71	\$ 286.24	\$ 282.20	\$ 281.48	\$ 262.47

**OBJECTIVE:**

Efficient police services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

The operating cost per person of \$269.44 as compared to a 2012 cost of \$264.50 represents an increase of 1.87%. This increase is primarily related to contractual wage increases, since staffing levels have remained unchanged while population levels increased by only 1%.

**REFERENCE:**

- Financial Information Return: 91 1204 35 (Operating costs measure) and 91 1204 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>3.2 VIOLENT CRIME RATE – EFFECTIVENESS</b>					
	2013	2012	2011	2010	2009
3.2 Violent crime rate per 1,000 persons.	10.64	11.36	11.53	11.31	12.37
<b>OBJECTIVE:</b> Safe communities.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Violent crime rates were down 6.3% in 2013. The decrease is consistent with the national long-term trend.					
<b>REFERENCE:</b> • Financial Information Return: 92 1258 07.					

<b>3.3 PROPERTY CRIME RATE - EFFECTIVENESS</b>					
	2013	2012	2011	2010	2009
3.3 Property crime rate per 1,000 persons.	37.5	38.8	40.4	42.5	40.4
<b>OBJECTIVE:</b> Safe communities.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Property crime rates decreased 3.4% in 2013. The slight decrease is consistent with the national long-term trend.					
<b>REFERENCE:</b> • Financial Information Return: 92 1259 07.					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

3.4 TOTAL CRIME RATE - EFFECTIVENESS					
	2013	2012	2011	2010	2009
3.4 Total crime rate per 1,000 persons ( <i>Criminal Code</i> offences, excluding traffic).	55.3	58.5	58.4	61.4	59.6
<b>OBJECTIVE:</b> Safe communities.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Total crime rates have continued to trend slightly downward over the last five years from a high of 61.4 (2010) to 55.3 (2013), a decrease of 10% from the high.					
<b>REFERENCE:</b> <ul style="list-style-type: none"> <li>• Financial Information Return: 92 1263 07.</li> </ul>					

3.5 YOUTH CRIME RATE - EFFECTIVENESS					
	2013	2012	2011	2010	2009
3.5 Youth crime rate per 1,000 youths.	20.8	28.0	30.7	36.2	44.5
<b>OBJECTIVE:</b> Safe communities.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Youth crime rates have continued to trend downward over the last few years and have decreased 53% from 2009.					
<b>REFERENCE:</b> <ul style="list-style-type: none"> <li>• Financial Information Return: 92 1265 07.</li> </ul>					

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Building Permits and Inspection Services**

T. Willing, Director, Building and Licensing, 613-546-4291 ext. 3240, twilling@cityofkingston.ca

**4.1 BUILDING PERMITS AND INSPECTION SERVICES (BASED ON PERMITS ISSUED) – EFFICIENCY**

	2013
4.1 a) Operating costs for building permits and inspection services per \$1,000 of construction activity, averaged over three years (based on permits issued).	\$ 17.20
4.1 b) Total costs for building permits and inspection services per \$1,000 of construction activity, averaged over three years (based on permits issued).	\$ 17.20

**OBJECTIVE:**

Efficient building permits and inspection services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total operating costs for building permits and inspection services in 2013 were \$3,294,513. Due to a change in the calculation of total construction activity in 2013 (using a three year average), results are not comparable with prior years.

**REFERENCE:**

- In 2013, the formula for the denominator of the MPMP efficiency measures for building permits and inspection services was changed to a three year average for total construction activity, divided by \$1,000.
- Financial Information Return: 91 1302 35 (Operating costs measure) and 91 1302 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 4.2 REVIEW OF COMPLETE BUILDING PERMIT APPLICATIONS – EFFECTIVENESS

**Review of Complete Building Permit Applications:** Median number of working days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal (by Category)

	Days 2013	Days 2012	Days 2011
4.2 a) <b>Category 1: Houses</b> (houses not exceeding 3 storeys/600 square metres) Reference: provincial standard is 10 working days	6	6	7
4.2 b) <b>Category 2: Small Buildings</b> (small commercial/industrial not exceeding 3 storeys/600 square metres) Reference: provincial standard is 15 working days	10	11	13
4.2 c) <b>Category 3: Large Buildings</b> (large residential / commercial / industrial / institutional) Reference: provincial standard is 20 working days	16	15	12
4.2 d) <b>Category 4: Complex Buildings</b> (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications) Reference: provincial standard is 30 working days	20	21	21

**OBJECTIVE:**

Complete building permit applications are processed quickly and accurately.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Results exceed provincial standard in all categories.

**REFERENCE:**

- The effectiveness measure reporting the number of working days to review complete building permit applications was introduced in 2011.
- Days: 92 1351 07 to 92 1354 07.

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 4.3 BUILDING PERMITS AND INSPECTIONS – EFFECTIVENESS

**Number and Percentage of Building Permit Applications:**

- a) Submitted and accepted by the municipality as **complete** applications, by category, and
- b) Submitted and accepted by the municipality as **incomplete** applications, by category, and
- c) The **subtotal** for the number of complete and incomplete building permit applications, by category

	Number of Complete Applications Submitted & Accepted	Number of Incomplete Applications Submitted & Accepted	Subtotal Complete & Incomplete Applications Submitted & Accepted
	2013	2013	2013
4.3 a) <b>Category 1: Houses</b> (houses not exceeding 3 storeys/600 square metres)	563	1,153	1,716
Category 1 %	32.8%	67.2%	100.0%
4.3 b) <b>Category 2: Small Buildings</b> (small commercial/industrial not exceeding 3 storeys/600 square metres)	60	119	179
Category 2 %	33.5%	66.5%	100.0%
4.3 c) <b>Category 3: Large Buildings</b> (large residential / commercial / industrial / institutional)	61	89	150
Category 3 %	40.7%	59.3%	100.0%
4.3 d) <b>Category 4: Complex Buildings</b> (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications)	5	9	14
Category 4 %	35.7%	64.3%	100.0%

**OBJECTIVE:**

Monitoring the number and percentage of building permit applications.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

The effectiveness measures for Building Permits and Inspections are new for 2013. A number of factors influence the number of building permit applications submitted and accepted as incomplete. For example, incomplete applications may be accepted for smaller renovations where additional information may be required, or for new homes applying at the framing stage.

**REFERENCE:**

- The effectiveness measures for Building Permits and Inspections are new for 2013.
- 92 1356 05 to 92 1359 10.

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 4.4 BUILDING PERMITS AND INSPECTIONS - EFFECTIVENESS

##### Total Number of Building Permit Applications Submitted and Accepted by the Municipality

	2013	
4.4 All Categories	2,059	

**OBJECTIVE:**

Monitoring the total number of building permit applications.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

The effectiveness measures for Building Permits and Inspections are new for 2013.

**REFERENCE:**

- The effectiveness measures for Building Permits and Inspections are new for 2013.
- Financial Information Return: 92 1360 10.



## MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

### Roadways

**D. Wells, Director, Public Works, 613-546-4291 ext. 2313, dwells@cityofkingston.ca, (5.1, 5.2, 5.4, 5.7)**  
**M. Van Buren, Director, Engineering, 613-546-4921 ext. 3218, mvanburen@cityofkingston.ca (5.3, 5.5, 5.6)**

#### 5.1 PAVED ROADS - EFFICIENCY

	2013	2012	2011	2010	2009
5.1 a) Operating costs for paved (hard top) roads per lane kilometre.	\$ 4,552.39	\$ 3,950.58	\$ 3,202.05	\$ 3,132.63	\$ 2,751.75
5.1 b) Total costs for paved (hard top) roads per lane kilometre.	\$ 10,239.06	\$ 9,403.35	\$ 8,563.82	\$ 8,569.60	\$ 8,406.49

**OBJECTIVE:**

Efficient maintenance of paved roads.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total operating costs for paved (hard top) roads for 2013 were \$8,034,972. This compares to \$6,960,920 for 2012. The 2013 results reflect a focus on additional maintenance activities for paved roads; increased costs were associated with road reconstruction, crack sealing, and surface repair across various streets throughout the City. The operating/total costs were adjusted to realign costs from paved roads (roadside maintenance - ditches & culverts) to rural storm water management to reflect correct reporting treatment and to allow for better comparability between years. The 2010-2012 operating/total costs were also restated to reflect correct reporting treatment of other revenues adopted for 2013. The efficiency measure for paved roads is comparable only from 2010 onwards due to a change in the formula for calculating operating costs (effective in 2010), which nets out other revenue from utilities for utility cut repairs from expenses.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 2111 35 (Operating costs measure) and 91 2111 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>5.2 UNPAVED ROADS - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
5.2 a) Operating costs for unpaved (loose top) roads per lane kilometre.	\$ 984.78	\$ 2,516.02	\$ 1,997.22	\$ 2,018.81	\$ 1,698.86
5.2 b) Total costs for unpaved (loose top) roads per lane kilometre.	\$ 1,610.14	\$ 3,129.12	\$ 2,610.31	\$ 2,608.77	\$ 2,328.67
<b>OBJECTIVE:</b> Efficient maintenance of unpaved roads.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Operating costs for unpaved roads were \$49,239 in 2013. This compares to \$128,317 in 2012. The 2013 results reflect a focus on additional maintenance activities for paved roads vs. unpaved roads in 2013. The total unpaved lane KM's decreased from 51 in 2012 to 50 in 2013.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 2110 35 (Operating costs measure) and 91 2110 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>5.3 BRIDGES AND CULVERTS - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
5.3 a) Operating costs for bridges and culverts per square metre of surface area.	\$ 9.55	\$ 2.29	\$ 8.32	\$ 6.36	\$ 2.48
5.3 b) Total costs for bridges and culverts per square metre of surface area.	\$ 36.83	\$ 30.21	\$ 32.97	\$ 29.42	\$ 24.28
<b>OBJECTIVE:</b> Efficient maintenance of bridges and culverts.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Total operating costs for Bridges and Culverts for 2013 were \$184,485, to service 19,317 square metres of bridges/culverts. This compares to \$44,236 to service 19,317 square metres of bridges/culverts in 2012. If we compare 2013 to 2012, operating costs for bridges and culverts per square metre have increased due to additional efforts in 2013 related to pre-engineering, studies, and design work completed.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 2130 35 (Operating costs measure) and 91 2130 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>5.4 WINTER MAINTENANCE OF ROADS - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
5.4 a) Operating costs for winter maintenance of roadways per lane kilometre maintained in winter.	\$ 3,540.28	\$ 2,535.50	\$ 3,070.57	\$ 2,299.94	\$ 2,654.56
5.4 b) Total costs for winter maintenance of roadways per lane kilometre maintained in winter.	\$ 3,540.28	\$ 2,535.50	\$ 3,070.57	\$ 2,299.94	\$ 2,654.56
<b>OBJECTIVE:</b> Efficient winter maintenance of roads.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Operating costs for winter maintenance of roadways (excluding sidewalks and parking lots) for 2013 were \$6,414,993 to service 1,812 KM's of roadway. This compares to costs of \$4,568,979 to service 1,802 KM's of roadway in 2012. Increased operational and contracted services costs are reflected in the 2012 to 2013 operating cost increase. Winter maintenance costs are a direct function of the winter weather experienced and can vary significantly year over year. Q1 2013 and Q4 2013 saw significant winter control (maintenance) activity and specifically significant snow removal costs.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 2205 35 (Operating costs measure) and 91 2205 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>5.5 ADEQUACY OF PAVED ROADS - EFFECTIVENESS</b>					
	2013	2012	2011	2010	2009
5.5 Percentage of paved lane kilometres where the condition is rated as good to very good. <sup>1</sup>	69.0%	69.1%	69.3%	69.4%	68.2%
<b>OBJECTIVE:</b> Pavement condition meets municipal objectives.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Actual road inspections were conducted in 2011 (and are repeated once every 3 years). Changes from year over year reflect the continued aging of roads which are derived through computer modeling as well as the improvement of roads where work has been completed under the capital program.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• <sup>1</sup>Pavement condition is rated using a Pavement Condition Index (PCI) such as the Index used by the Ontario Good Roads Association (OGRA) or the Ministry of Transportation's Roads Inventory Management System (RIMS).</li> <li>• Financial Information Return: 92 2152 07.</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 5.6 ADEQUACY OF BRIDGES AND CULVERTS - EFFECTIVENESS

	2013	2012	2011	2010	2009
5.6 Percentage of bridges and culverts where the condition is rated as good to very good. <sup>1</sup>	95.5%	92.1%	88.8%	88.8%	88.8%

**OBJECTIVE:**

Safe bridges and culverts.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

As with all Ontario municipalities a regulated process (OSIM) is utilized to evaluate all of the City's bridges and culverts. All of the bridges have been ranked as good to very good. Fifty-one (51) of the fifty-five (55) culverts in the City have been rated as good to very good.

**REFERENCE:**

- <sup>1</sup>A bridge or culvert is rated in good to very good condition if distress to the primary components is minimal, requiring only maintenance. Primary components are the main load carrying components of the structure, including the deck, beams, girders, abutments, foundations, etc.

- Financial Information Return: 92 2165 07.

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>5.7 WINTER EVENT RESPONSES - EFFECTIVENESS</b>					
	2013	2012	2011	2010	2009
5.7 Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance.	94%	91%	94%	95%	96%
<b>OBJECTIVE:</b> Response to winter storm events meets locally determined service levels for winter road maintenance.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Consistent with prior years.					
<b>REFERENCE:</b> <ul style="list-style-type: none"> <li>• Financial Information Return: 92 2251 07.</li> </ul>					

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Conventional Transit**

S. Kidd, Director, Transportation Services, 613-546-4291 ext.2221, skidd@cityofkingston.ca

**6.1 CONVENTIONAL TRANSIT - EFFICIENCY**

	2013	2012	2011	2010	2009
6.1 a) Operating costs for conventional transit per regular service passenger trip.	\$ 4.35	\$ 4.05	\$ 3.91	\$ 3.71	\$ 3.68
6.1 b) Total costs for conventional transit per regular service passenger trip.	\$ 4.91	\$ 4.49	\$ 4.33	\$ 4.08	\$ 4.04

**OBJECTIVE:**  
Efficient conventional transit services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**  
The increase in operating and total costs per service passenger trip in 2013 is due to increased Kingston Transit service levels provided during 2013. Expanded services offered in Loyalist Township, as well as the launch of the new Express Service route in September 2013 generated an 8% increase in staffing costs over 2012.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 2203 35 (Operating costs measure) and 91 2203 45 (Total costs measure).



## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 6.2 CONVENTIONAL TRANSIT RIDERSHIP - EFFECTIVENESS

	2013	2012	2011	2010	2009
6.2 Number of conventional transit passenger trips per person in the service area in a year.	32.5	32.1	31.6	31.0	30.0

**OBJECTIVE:**

Maximum utilization of municipal transit services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

The continued positive trend in ridership reflects the sustained investments made to improve Kingston Transit from 2005-2008, and the continued positive ridership growth of Route 7, introduced in September 2010. The launch of the new Express Service in September 2013, along with the Kingston Transit service improvements planned are expected to have a continued positive impact on passenger trips in future years.

**REFERENCE:**

- Financial Information Return: 92 2351 07.

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Wastewater (Sewage)**

**K. Riley, Director, Water and Wastewater Operations, 613-546-1181 ext. 2224**

**7.1 WASTEWATER COLLECTION/CONVEYANCE - EFFICIENCY**

	2013	2012	2011	2010	2009
7.1 a) Operating costs for the collection/conveyance of wastewater per kilometre of wastewater main.	\$ 13,849.30	\$ 13,763.88	\$ 18,294.94	\$ 12,409.41	\$ 12,608.86
7.1 b) Total costs for the collection/conveyance of wastewater per kilometre of wastewater main.	\$ 17,469.74	\$ 16,684.97	\$ 21,297.39	\$ 15,291.75	\$ 18,553.34

**OBJECTIVE:**

Efficient municipal wastewater collection/conveyance.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total operating costs for the collection/conveyance of wastewater for 2013 were \$6,744,608 to service 487 KM of wastewater mains. This compares to \$6,703,009 to service 487 KM of wastewater mains in 2012. Actual operating costs increased only 0.6% from 2012 to 2013. In 2013, a correction was made to the total KM's of wastewater main reported in 2009-2012. Prior year reports included 42 KM's of sewer mains the City of Kingston was not responsible for (such as those on CFB Kingston and private developments throughout the City). 2009-2012 results have been restated to allow for better comparability between years.

The increase in operating costs per kilometre of wastewater main in 2011 was the result of increased asset maintenance expenses, increased inspections and monitoring expenses, and increased repairs, maintenance and utilities expenses at pumping stations and treatment plants. It should also be noted that as priorities change between collection/conveyance and treatment/disposal over time, variances in the cost to manage these two separately disclosed, but jointly dependent parts of the same system will also change.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 3111 35 (Operating costs measure) and 91 3111 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 7.2 WASTEWATER TREATMENT AND DISPOSAL - EFFICIENCY

	2013	2012	2011	2010	2009
7.2 a) Operating costs for the treatment and disposal of wastewater per megalitre.	\$ 183.23	\$ 207.04	\$ 147.74	\$ 154.80	\$ 117.81
7.2 b) Total costs for the treatment and disposal of wastewater per megalitre.	\$ 540.19	\$ 686.91	\$ 439.44	\$ 448.60	\$ 326.77

**OBJECTIVE:**

Efficient municipal wastewater treatment and disposal.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total operating costs for the treatment and disposal of wastewater for 2013 were \$5,745,139 to service 31,355 megalitres of water. This compares to costs of \$6,032,226 to service 29,136 megalitres of wastewater in 2012. If we compare 2013 to 2012, operating costs for the treatment and disposal of wastewater per megalitre have decreased by 12.0%. The decrease was driven by both an 8% increase in wastewater volume and a 5% decrease in contracted services associated with extraneous flow reduction. The increase in treatment costs in 2012 were associated with an increase in equipment repairs at the treatment facilities.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 3112 35 (Operating costs measure) and 91 3112 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>7.3 WASTEWATER INTEGRATED SYSTEM - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
7.3 a) Operating costs for the collection/conveyance, treatment, and disposal of wastewater per megalitre (integrated system).	\$ 398.34	\$ 437.10	\$ 414.73	\$ 357.09	\$ 295.76
7.3 b) Total costs for the collection/conveyance, treatment, and disposal of wastewater per megalitre (integrated system).	\$ 811.53	\$ 965.80	\$ 750.24	\$ 697.87	\$ 543.21
<b>OBJECTIVE:</b> Efficient municipal wastewater system (integrated system).					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> See items 7.1 and 7.2 above. Total operating costs for this service in 2013 were \$12,489,747 to service 31,355 megalitres of wastewater. Total operating costs for 2012 were \$12,735,235, to service 29,136 megalitres of wastewater.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 3113 35 (Operating costs measure) and 91 3113 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 7.4 WASTEWATER MAIN BACKUPS - EFFECTIVENESS

		2013	2012	2011	2010	2009
7.4	Number of wastewater main backups per 100 kilometres of wastewater main in a year.	2.26	0.38	0.38	0.00	1.16
<b>OBJECTIVE:</b> Municipal sewage management practices prevent environmental and human health hazards.						
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Reduction/elimination in main backups over the past 5 years is a reflection of upgrades to infrastructure made in the collection systems in 2008-2009. Main flushing programs also helped with this issue. The increase in wastewater main backups in 2013 is due to increased debris put down the sewers, failing pipes, and grease and debris buildup.						
<b>REFERENCE:</b> • Financial Information Return: 92 3154 07.						

#### 7.5 WASTEWATER BYPASSES TREATMENT - EFFECTIVENESS

		2013	2012	2011	2010	2009
7.5	Percentage of wastewater estimated to have by-passed treatment.	0.756%	0.603%	1.605%	0.829%	0.943%
<b>OBJECTIVE:</b> Municipal sewage management practices prevent environmental and human health hazards.						
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> From 2012 to 2013 there was a 25% increase in the volume of wastewater which was estimated to have bypassed treatment. In 2011, a few very large storm events (which were unusual in intensity) greatly increased this parameter. The trend has been fewer by-passes, which is based on more normal weather conditions.						
<b>REFERENCE:</b> • Financial Information Return: 92 3155 07.						

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Storm Water**

M. Van Buren, Director, Engineering, 613-546-4291 ext. 3218, mvanburen@cityofkingston.ca

**8.1 URBAN STORM WATER MANAGEMENT - EFFICIENCY**

	2013	2012	2011	2010	2009
8.1 a) Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.	\$ 1,281.79	\$ 464.56	\$ 1,142.66	\$ 1,809.00	\$ 1,782.71
8.1 b) Total costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.	\$ 6,494.24	\$ 5,322.86	\$ 5,939.01	\$ 7,550.00	\$ 7,164.17

**OBJECTIVE:**

Efficient urban storm water management.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total costs for urban storm water management (collection, treatment, disposal) for 2013 were \$530,660 as compared to \$197,439, for 2012. Total KM's of urban drainage system serviced was 414 KM's in 2013, compared to 425 KM's in 2012. The change in total KM of urban drainage reported in 2013 vs. 2012 is the result of an accurate count and location plotted for all City catchbasins which were incorporated into the storm mapping for 2013. Prior year KM's have not been restated for 2009-2012 as the impact of the change is not material and does not affect comparability between years. Year to year expenses will continue to fluctuate based on identified needs.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 3209 35 (Operating costs measure) and 91 3209 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>8.2 RURAL STORM WATER MANAGEMENT - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
8.2 a) Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.	\$ 975.74	\$ 1,177.27	\$ 874.39	\$ 1,137.83	\$ 1,138.16
8.2 b) Total costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.	\$ 975.74	\$ 1,177.27	\$ 874.39	\$ 1,137.83	\$ 1,138.16
<b>OBJECTIVE:</b> Efficient rural storm water management.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Total operating costs for 2013 were \$795,228 to service 815 KM of drainage system. This compares to \$959,475 to service 815 KM of drainage system in 2012. The decreases experienced in 2013 and 2011 are due, in large part, to reductions in contracted services (45% and 74%, respectively). Year to year expenses will continue to fluctuate based on identified needs.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 3210 35 (Operating costs measure) and 91 3210 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

### Drinking Water

**K. Riley, Director, Water and Wastewater Operations, 613-546-1181 ext. 2224**

#### 9.1 DRINKING WATER TREATMENT - EFFICIENCY

	2013	2012	2011	2010	2009
9.1 a) Operating costs for the treatment of drinking water per megalitre.	\$133.03	\$130.53	\$133.78	\$118.75	\$125.14
9.1 b) Total costs for the treatment of drinking water per megalitre.	\$211.18	\$207.93	\$221.68	\$193.40	\$181.80

**OBJECTIVE:**

Efficient municipal water treatment services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Operating costs for the treatment of drinking water for 2013 were \$3,524,894 to service 26,497 megalitres of drinking water. This compares to costs of \$3,289,079 to service 25,198 megalitres for 2012. Total operating costs per megalitre have increased by 2%.

2009-2012 operating/total costs were adjusted to reclassify contracted services between drinking water treatment and drinking water distribution to reflect correct reporting treatment and to allow for better comparability between years.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 3311 35 (Operating costs measure) and 91 3311 45 (Total costs measure).



## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>9.2 DRINKING WATER DISTRIBUTION/TRANSMISSION - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
9.2 a) Operating costs for the distribution/ transmission of drinking water per kilometre of water distribution pipe.	\$14,644.03	\$14,147.94	\$13,125.09	\$12,152.63	\$11,960.47
9.2 b) Total costs for the distribution/ transmission of drinking water per kilometre of water distribution pipe.	\$22,568.04	\$21,766.10	\$21,184.63	\$19,613.25	\$18,936.82
<b>OBJECTIVE:</b> Efficient municipal water distribution/transmission services.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> <p>Operating costs for the distribution/transmission of drinking water for 2013 were \$8,171,371 to service 558 KM's of water distribution/transmission pipe. This compares to costs of \$7,894,553 to service 558 KM's of water distribution/transmission pipe in 2012. Total operating costs per kilometre of water distribution pipe have increased by 4%, which is due to increased contracted services expenses in 2013.</p> <p>In 2013, a correction was made to the total KM's of water distribution pipe reported in 2009-2012. Prior year reports included 79 KM's of distribution pipe the City of Kingston was not responsible for (such as those on CFB Kingston and private developments throughout the City). 2009-2012 results have been restated to allow for better comparability between years. Additionally, 2009-2012 operating/total costs were adjusted to reclassify contracted services between drinking water treatment and drinking water distribution to reflect correct reporting treatment and to allow for better comparability between years.</p>					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 3312 35 (Operating costs measure) and 91 3312 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>9.3 DRINKING WATER INTEGRATED SYSTEM - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
9.3 a) Operating costs for the treatment and distribution/transmission of drinking water per megalitre (integrated system).	\$ 441.42	\$ 443.83	\$ 425.44	\$ 387.87	\$ 367.48
9.3 b) Total costs for the treatment and distribution/transmission of drinking water per megalitre (integrated system).	\$ 686.44	\$ 689.94	\$ 692.44	\$ 627.74	\$ 565.49
<b>OBJECTIVE:</b> Efficient municipal water system (integrated system).					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Total operating costs for the treatment and distribution/transmission of drinking water for 2013 were \$11,696,265 to service 26,497 megalitres of water. This compares to 2012 costs of \$11,183,632 to service 25,198 megalitres of water. Please see 9.1 and 9.2 above.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 3313 35 (Operating costs measure) and 91 3313 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

9.4 BOIL WATER ADVISORIES - EFFECTIVENESS					
	2013	2012	2011	2010	2009
9.4 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.	0.0000	0.0000	0.0000	0.0000	0.0000
<b>OBJECTIVE:</b> Water is safe and meets local needs.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> In 2013, there were no instances in which a boil water advisory was needed. This reflects on the quality of the service provided to water customers.					
<b>REFERENCE:</b> • Financial Information Return: 92 3355 07.					

9.5 BREAKS IN WATER MAINS - EFFECTIVENESS					
	2013	2012	2011	2010	2009
9.5 Number of water main breaks per 100 kilometres of water distribution pipe in a year.	10.22	5.34	9.31	10.30	9.44
<b>OBJECTIVE:</b> Improve system reliability.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Water main breaks increased from thirty-four (34) in 2012 to fifty-seven (57) in 2013. The increase in 2013 is due to aging infrastructure, frost penetration, and sudden changes in water temperature experienced during the year.					
<b>REFERENCE:</b> • Financial Information Return: 92 3356 07.					

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Solid Waste Management (Garbage)**

J. Giles, Manager, Solid Waste Operations, 613-546-4291 ext. 2701, [jgiles@cityofkingston.ca](mailto:jgiles@cityofkingston.ca)

**10.1 GARBAGE COLLECTION - EFFICIENCY**

	2013	2012	2011	2010	2009
10.1 a) Operating costs for garbage collection per tonne.	\$ 132.93	\$ 124.19	\$ 114.42	\$ 107.71	\$ 103.44
10.1 b) Total costs for garbage collection per tonne.	\$ 132.93	\$ 124.19	\$ 114.42	\$ 107.71	\$ 103.44

**OBJECTIVE:**

Efficient municipal garbage collection services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total costs for garbage collection for 2013 were \$2,234,400 for the collection of 16,808.4 tonnes. This compares to costs of \$2,151,788 in 2012 for the collection of 17,326.3 tonnes. While a correlation between tonnes collected and costs to collect is evident, it is not a direct or strong correlation. Many other factors determine weight, such as the type of packaging used and changes to how suppliers package goods. The bulk of packaging may stay the same or even increase, despite weighing less, rendering comparison over time less reliable unless taken into context within industry requirements and householder habits.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 3404 35 (Operating costs measure) and 91 3404 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>10.2 GARBAGE DISPOSAL - EFFICIENCY</b>					
	2013	2012	2011	2010	2009
10.2 a) Operating costs for garbage disposal per tonne.	\$ 149.93	\$ 80.23	\$ 118.12	\$ 95.63	\$ 110.92
10.2 b) Total costs for garbage disposal per tonne.	\$ 174.79	\$ 107.49	\$ 145.59	\$ 121.95	\$ 133.93
<p><b>OBJECTIVE:</b> Efficient municipal garbage disposal services.</p>					
<p><b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Operating costs for garbage disposal per tonne for 2013 were \$2,520,011 to dispose of 16,808.4 tonnes. This compares to \$1,390,115 in 2012 to dispose of 17,326.3 tonnes. In 2013, the future landfill obligation was increased by \$577K, therefore increasing the total operating/total costs per tonne. In 2012, the future landfill obligation was decreased by \$630K, therefore decreasing the total operating/total costs per tonne.</p> <p>The 2010-2012 operating/total costs were restated to reflect reporting treatment of other revenues adopted in 2013.</p>					
<p><b>REFERENCE:</b></p> <ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 3504 35 (Operating costs measure) and 91 3504 45 (Total costs measure).</li> </ul>					

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**10.3 SOLID WASTE DIVERSION (RECYCLING) - EFFICIENCY**

	2013	2012	2011	2010	2009
10.3 a) Operating costs for solid waste diversion per tonne.	\$ 178.44	\$ 163.30	\$ 144.13	\$ 146.75	\$ 235.14
10.3 b) Total costs for solid waste diversion per tonne.	\$ 179.47	\$ 163.86	\$ 144.13	\$ 146.75	\$ 235.14

**OBJECTIVE:**

Efficient solid waste diversion (recycling) services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Operating costs for solid waste diversion for 2013 were \$4,692,249 to divert 26,295 tonnes. This compares to costs of \$4,126,089 to divert 25,267 tonnes in 2012. The increase in cost per tonne is due to a reduction in revenues from the sale of recyclables and a reduction in cost recoveries associated with the disposal of Hazardous Household Waste materials. The inherent volatility in the market value and price for recyclables has a direct impact on the relative efficiency of the service over time.

The 2010-2012 operating/total costs were restated to reflect reporting treatment of other revenues adopted in 2013.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 3606 35 (Operating costs measure) and 91 3606 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 10.4 SOLID WASTE MANAGEMENT (INTEGRATED SYSTEM) - EFFICIENCY

	2013	2012	2011	2010	2009
10.4 a) Average operating costs for solid waste management (collection, disposal and diversion) per tonne.	\$ 219.16	\$ 180.03	\$ 182.03	\$ 168.51	\$ 225.15
10.4 b) Average total costs for solid waste management (collection, disposal and diversion) per tonne.	\$ 229.49	\$ 191.45	\$ 193.81	\$ 179.60	\$ 235.34

**OBJECTIVE:**

Efficient solid waste management (integrated system).

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Total operating costs for 2013 were \$9,446,660 to service 43,103.7 tonnes as compared to \$7,667,992 for 2012 to service 42,593.3 tonnes. Levels of diverted waste revenues and income received for recyclables has a significant impact on statistical performance for Solid Waste. The 2010-2012 operating/total costs were restated to reflect reporting treatment of other revenues adopted in 2013. Please refer to sections 10.1, 10.2 and 10.3 above.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 3607 35 (Operating costs measure) and 91 3607 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 10.5 COMPLAINTS - COLLECTION OF GARBAGE AND RECYCLED MATERIALS EFFECTIVENESS

		2013	2012	2011	2010	2009
10.5	Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.	10.9	8.4	10.5	31.9	16.9
<b>OBJECTIVE:</b> Improved collection of garbage and recycled materials.						
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> In 2009 the Green Bin program was implemented, which accounted for the increased number in 2009 and 2010. The increase experienced in 2013 is due to the synchronization of collection routes which occurred in July 2013.						
<b>REFERENCE:</b> • Financial Information Return: 92 3452 07.						

#### 10.6 NUMBER OF MUNICIPAL SOLID WASTE MANAGEMENT FACILITIES EFFECTIVENESS

		2013	2012	2011	2010	2009
10.6	Total number of solid waste management facilities owned by the municipality with a Ministry of Environment certificate of approval.	12	12	12	12	12
<b>OBJECTIVE:</b> Context for solid waste management facility compliance measure.						
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Unchanged from previous years.						
<b>REFERENCE:</b> • Financial Information Return: 92 3552 07.						



## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 10.7 FACILITY COMPLIANCE - EFFECTIVENESS

10.7 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.

FIR line #	Facility Name	Days 2013	Days 2012	Days 2011	Days 2010	Days 2009
3553	Belle Park Landfill (closed)	0	0	0	0	0
3554	Kingston West Landfill (closed)	0	0	0	0	0
3555	Kingston East Landfill (closed)	0	0	0	0	0
3556	Central Yard Transfer Station	0	0	0	0	0
3557	Kingston Area Recycling Centre (16 Certificates of Approval)	0	0	0	0	0
3558	Rideaucrest Soil Disposal Area	0	0	0	0	0
3559	Household Hazardous Waste Facility	0	0	0	0	0
3560	Knox Farm Sediment Storage Facility (closed)	0	0	0	0	0
3561	Kingston East Landfill - Compost Site (closed)	0	0	0	0	0

List facilities in the order they appear in the 2013 Financial Information Return (FIR).

**OBJECTIVE:**

Municipal solid waste services do not have an adverse impact on environment.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Consistent with prior years.

**REFERENCE:**

- Facility Name: 92 3553 03 to 92 3560 03 in Financial Information Return.
- Days: 92 3553 07 to 92 3560 07.

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>10.8 DIVERSION OF RESIDENTIAL SOLID WASTE EFFECTIVENESS</b>					
	2013	2012	2011	2010	2009
10.8 Percentage of residential solid waste diverted for recycling.	59.6%	57.9%	55.6%	58.4%	46.6%
<b>OBJECTIVE:</b> Municipal solid waste reduction programs divert waste from landfills and/or incinerators.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> In 2009, the Green Bin program started which helped to increase the diversion rate.					
<b>REFERENCE:</b> <ul style="list-style-type: none"> <li>• Financial Information Return: 92 3655 07.</li> </ul>					

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**Parks and Recreation**

L. Follwell, Director, Recreation and Leisure Services, 613-546-4291 ext. 1815, lfollwell@cityofkingston.ca  
 D. Wells, Director, Public Works Services, 613-546-4291 ext. 2313, dwells@cityofkingston.ca (Parks)

**11.1 PARKS – EFFICIENCY**

	2013	2012	2011	2010	2009
11.1 a) Operating costs for parks per person.	\$ 51.35	\$ 50.03	\$ 48.47	\$ 48.71	\$ 47.08
11.1 b) Total costs for parks per person.	\$ 60.70	\$ 58.03	\$ 54.14	\$ 53.83	\$ 50.31

**OBJECTIVE:**

Efficient operation of parks.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Operating costs for parks in 2013 were \$6,466,751, as compared to \$6,236,433 in 2012. Operating costs for parks per person increased slightly in 2013. Growth of parks system, weather, and effort put into parks maintenance, year to year, all have an impact on these cost measures. The 2009 and 2010 operating/total costs were adjusted to include Sports Fields and Facilities Maintenance costs (previously reported under Recreation Facilities) to reflect correct reporting treatment and to allow for better comparability between years.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 7103 35 (Operating costs measure) and 91 7103 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>11.2 RECREATION PROGRAMS – EFFICIENCY</b>					
	2013	2012	2011	2010	2009
11.2 a) Operating costs for recreation programs per person.	\$ 32.40	\$ 31.01	\$ 27.85	\$ 26.84	\$ 21.93
11.2 b) Total costs for recreation programs per person.	\$ 32.58	\$ 31.19	\$ 28.03	\$ 26.94	\$ 25.20
<b>OBJECTIVE:</b> Efficient operation of recreation programs.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Operating costs for recreation programs per person increased slightly in 2013, primarily due to an increase in program material and rent costs.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 7203 35 (Operating costs measure) and 91 7203 45 (Total costs measure).</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>11.3 RECREATION FACILITIES – EFFICIENCY</b>					
	2013	2012	2011	2010	2009
11.3 a) Operating costs for recreation facilities per person.	\$ 64.22	\$ 58.55	\$ 60.58	\$ 66.43	\$ 67.88
11.3 b) Total costs for recreation facilities per person.	\$ 115.52	\$ 109.88	\$ 110.06	\$ 116.94	\$ 97.14
<b>OBJECTIVE:</b> Efficient operation of recreation facilities.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Operating costs for recreation facilities in 2013 were \$8,087,303, as compared to \$7,297,872 in 2012. The increase in operating costs per person in 2013 is the result of increased salaries and material expenses associated with City arenas, as well as the inclusion of operating/total costs for Portsmouth Olympic Harbour (POH) Community Centre under Recreation Facilities. Prior years have not been adjusted due to the unavailability of cost detail at that level. The 2009 and 2010 operating/total costs were adjusted to realign Sports Fields and Facilities Maintenance costs to Parks (previously reported under Recreation Facilities) to reflect correct reporting treatment and to allow for better comparability between years.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.</li> <li>• Financial Information Return: 91 7306 35 (Operating costs measure) and 91 7306 45 (Total costs measure).</li> </ul>					

MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

**11.4 RECREATION PROGRAMS AND RECREATION FACILITIES (SUBTOTAL) - EFFICIENCY**

	2013	2012	2011	2010	2009
11.4 a) Operating costs for recreation programs and recreation facilities per person (Subtotal)	\$ 96.61	\$ 89.56	\$ 88.43	\$ 93.27	\$ 89.81
11.4 b) Total costs for recreation programs and recreation facilities per person (Subtotal)	\$ 148.10	\$ 141.08	\$ 138.08	\$ 143.89	\$ 122.34

**OBJECTIVE:**

Efficient operation of recreation programs and facilities.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Operating costs for recreation programs and recreation facilities is the total of Sections 11.2 (Recreation Programs) and 11.3 (Recreation Facilities) of the MPMP report. The 2009 and 2010 operating/total costs were adjusted to realign Sports Fields and Facilities Maintenance costs to Parks (previously reported under Recreation Facilities) to reflect correct reporting treatment and to allow for better comparability between years.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 7320 35 (Operating costs measure) and 91 7320 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

11.5 TRAILS – EFFECTIVENESS					
	2013	2012	2011	2010	2009
11.5 Total kilometres of trails	53	52	52	50	50
11.5 Total kilometres of trails per 1,000 persons	0.421	0.417	0.422	0.418	0.420
<b>OBJECTIVE:</b> Trails provide recreation opportunities.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Consistent with prior years.					
<b>REFERENCE:</b> • Financial Information Return: 92 7152 05 and 92 7152 07.					

11.6 OPEN SPACE – EFFECTIVENESS					
	2013	2012	2011	2010	2009
11.6 Hectares of open space	535	534	529	529	474
11.6 Hectares of open space per 1,000 persons	4.2	4.3	4.3	4.4	4.0
<b>OBJECTIVE:</b> Open space is adequate for population.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Consistent with prior years.					
<b>REFERENCE:</b> • Financial Information Return: 92 7155 05 and 92 7155 07.					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 11.7 PARTICIPANT HOURS FOR RECREATION PROGRAMS - EFFECTIVENESS

	2013	2012	2011	2010	2009
11.7 Total participant hours for recreation programs per 1,000 persons.	14,787	13,642	12,720	12,722	12,362
<p><b>OBJECTIVE:</b> Recreation programs serve needs of residents.</p>					
<p><b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Total participant hours for recreation programs increased from 1,700,432 hours in 2012 to 1,862,258 hours in 2013. This is consistent with the long-term trend of increasing participation in recreation programs.</p>					
<p><b>REFERENCE:</b> • Financial Information Return: 92 7255 07.</p>					



## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 11.8 INDOOR RECREATION FACILITY SPACE – EFFECTIVENESS

		2013	2012	2011	2010	2009
11.8	Square metres of indoor recreation facilities (municipally owned)	59,656	59,656	59,452	59,008	59,008
11.8	Square metres of indoor recreation facilities per 1,000 persons (municipally owned)	473.7	478.6	481.9	492.9	495.5
<b>OBJECTIVE:</b> Indoor recreation facility space is adequate for population.						
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Consistent with prior years.						
<b>REFERENCE:</b> • Financial Information Return: 92 7356 05 and 92 7356 07.						

#### 11.9 OUTDOOR RECREATION FACILITY SPACE – EFFECTIVENESS

		2013	2012	2011	2010	2009
11.9	Square metres of outdoor recreation facility space (municipally owned)	43,315	43,315	18,915	17,415	17,415
11.9	Square metres of outdoor recreation facility space per 1,000 persons (municipally owned)	343.9	347.5	161.4	145.5	146.2
<b>OBJECTIVE:</b> Outdoor recreation facility space is adequate for population.						
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> In 2012, 24,400 square metres of outdoor recreation facility space was added due to the completion of CaraCo Home Field (a 24,400 square metre track and field facility).						
<b>REFERENCE:</b> • Financial Information Return: 92 7359 05 and 92 7359 07.						

## MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

### Library Services

**P. Enright, Chief Librarian / CEO, 613-549-8888 ext. 1230, penright@kfpl.ca**

#### 12.1 LIBRARY COSTS PER PERSON – EFFICIENCY

	2013	2012	2011	2010	2009
12.1 a) Operating costs for library services per person.	\$ 47.32	\$ 43.55	\$ 43.06	\$ 44.98	\$ 47.44
12.1 b) Total costs for library services per person.	\$ 58.37	\$ 53.62	\$ 52.43	\$ 53.85	\$ 54.08

**OBJECTIVE:**

Efficient library services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Operating costs for library services include expenditures for salaries, wages and employment benefits, library materials, contracted services, building maintenance and utilities, and other financial expenses. The 9% increase in both operating and total costs for library services per person in 2013 is due to a change in organizational structure which resulted in a number of vacant positions being filled during the year, the implementation of a new pay equity plan for unionized staff members and an increase in materials and contracted services.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- Financial Information Return: 91 7405 35 (Operating costs measure) and 91 7405 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 12.2 LIBRARY COSTS PER USE – EFFICIENCY

	2013	2012	2011	2010	2009
12.2 a) Operating costs for library services per use.	\$ 1.96	\$ 1.69	\$ 1.68	\$ 2.01	\$ 2.03
12.2 b) Total costs for library services per use.	\$ 2.42	\$ 2.08	\$ 2.05	\$ 2.40	\$ 2.32

**OBJECTIVE:**

Efficient library services.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

In 2013, overall library usage increased for the entire Kingston Frontenac Public Library system (for both electronic and non-electronic measures). As electronic uses are difficult to break out between the City of Kingston and Frontenac County, the allocation is made based on the previously agreed upon funding proportion calculated on historical physical library usage, resulting in a decreased number of overall electronic uses for Kingston. The new library website launched in 2013 improved the site's effectiveness and ease of use for patrons.

Total library uses includes total annual circulation, in library materials use, electronic information use, reference transactions, program attendance and library visits.

**REFERENCE:**

- Total costs are operating costs as defined in MPMP plus amortization and interest on long-term debt.
- The calculation of electronic library uses was updated in 2009 to include the number of people using the public library wireless connection.
- Financial Information Return: 91 7406 35 (Operating costs measure) and 91 7406 45 (Total costs measure).

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

<b>12.3 LIBRARY USES – EFFECTIVENESS</b>					
	2013	2012	2011	2010	2009
12.3 Library uses per person.	24.1	25.8	25.6	22.4	22.2
<b>OBJECTIVE:</b> Increased use of library services.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> See comments under 12.2.					
<b>REFERENCE:</b>					
<ul style="list-style-type: none"> <li>• In the 2009 FIR, the definition of library uses was changed to add the number of people using the library's wireless connection.</li> <li>• Financial Information Return: 92 7460 07.</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 12.4 ELECTRONIC LIBRARY USES – EFFECTIVENESS

	2013	2012	2011	2010	2009
12.4 Electronic library uses as a percentage of total library uses.	25.8%	33.2%	24.8%	18.5%	17.9%
<p><b>OBJECTIVE:</b> Better information on library usage.</p>					
<p><b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> Total electronic library uses are defined as the sum of the number of people using library computer workstations and accessing wireless connection, the number of times electronic databases are accessed by library users, the number of electronic reference transactions, and the number of electronic visits to the library. See comments under 12.2.</p>					
<p><b>REFERENCE:</b></p> <ul style="list-style-type: none"> <li>• In the 2009 FIR, the definition of library uses was changed to add the number of people using the library's wireless connection.</li> <li>• Financial Information Return: 92 7463 07.</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 12.5 NON - ELECTRONIC LIBRARY USES – EFFECTIVENESS

	2013	2012	2011	2010	2009
12.5 Non-electronic library uses as a percentage of total library uses.	74.2%	66.8%	75.2%	81.5%	82.1%

**OBJECTIVE:**

Better information on library usage.

**NOTES & KEY FACTORS FOR UNDERSTANDING RESULTS:**

Non-electronic library uses consist of total annual circulation, annual program attendance, total library materials use, number of standard reference transactions, and number of visits to the library made in person. The increase in non-electronic library uses in 2013 is the result of increased in person visits to the library and increased programming and outreach.

**REFERENCE:**

- Financial Information Return: 92 7462 07.
- In the 2009 FIR, the definition of electronic library uses was changed to add the number of people using the library's wireless connection.

## MUNICIPALITY

Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

### Land Use Planning

S. Laidman, Director, Planning and Development (Acting), 613-546-4291 ext. 3252, slaidman@cityofkingston.ca

#### 13.1 LOCATION OF NEW DEVELOPMENT – EFFECTIVENESS

	2013	2012	2011	2010	2009
13.1 Percentage of new residential units located within settlement areas	97.9%	96.9%	95.8%	96.1%	97.8%
<p><b>OBJECTIVE:</b> New residential development is occurring within settlement areas.</p>					
<p><b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> There were 755 new residential units that were constructed within the settlement area in 2013 (615 in 2012). The settlement area refers to those lands located within the urban boundary as indicated in the City of Kingston Official Plan, which was approved on January 27, 2010. The total number of new residential units within the entire municipality (which include the urban and rural area) in 2013 was 771 (635 in 2012). Residential units consist of detached, semi-detached, row housing and apartment dwellings.</p>					
<p><b>REFERENCE:</b></p> <ul style="list-style-type: none"> <li>• Financial Information Return: 92 8170 07.</li> </ul>					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 13.2 PRESERVATION OF AGRICULTURAL LAND DURING REPORTING YEAR - EFFECTIVENESS

	2013	2012	2011	2010	2009
13.2 Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.	100%	100%	100%	100%	100%
<p><b>OBJECTIVE:</b> Preservation of agricultural land.</p>					
<p><b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> In 2011, under the new Official Plan, approximately 6,789 hectares were designated as Prime Agricultural Area. At the time of approval of the new Official Plan, the Province requested that the City re-examine the boundaries of some of the Prime Agricultural Area designations. This resulted in a City initiated Official Plan Amendment in 2012. The purpose of this Amendment was to change some of the Rural and Prime Agricultural Area designations on the land use schedules (maps) in the Official Plan based on the recommendations of the 2011 Agricultural Land Review. As a result of this amendment, the amount of land that is designated as Prime Agricultural Area has slightly increased. Under the Official Plan, consolidated as of June 1, 2013, there is approximately 6,875 hectares of land that is designated as Prime Agricultural Area.</p>					
<p><b>REFERENCE:</b></p> <ul style="list-style-type: none"> <li>• Financial Information Return: 92 8163 07.</li> </ul>					



## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 13.3 PRESERVATION OF AGRICULTURAL LAND RELATIVE TO 2000 - EFFECTIVENESS

	2013	2012	2011	2010	2009
13.3 Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.	100%	100%	100%	100%	100%
<b>OBJECTIVE:</b> Preservation of agricultural land.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> See comments under 13.2.					
<b>REFERENCE:</b> • Financial Information Return: 92 8164 07.					

#### 13.4 CHANGE IN NUMBER OF AGRICULTURAL HECTARES DURING REPORTING YEAR - EFFECTIVENESS

	2013	2012	2011	2010	2009
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	0	0
<b>OBJECTIVE:</b> Preservation of agricultural land.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> See comments under 13.2.					
<b>REFERENCE:</b> • Financial Information Return: 92 8165 07.					

## MUNICIPALITY

### Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

#### 13.5 CHANGE IN NUMBER OF AGRICULTURAL HECTARES SINCE 2000 - EFFECTIVENESS

	2013	2012	2011	2010	2009
13.5 Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.	0	0	0	0	0
<b>OBJECTIVE:</b> Preservation of agricultural land.					
<b>NOTES &amp; KEY FACTORS FOR UNDERSTANDING RESULTS:</b> See comments under 13.2.					
<b>REFERENCE:</b> • Financial Information Return: 92 8166 07.					