WHERE WE STAND

City of Ottawa

Ontario Municipal Benchmarking Initiative

2005 Performance Benchmarking Report

OMBI

ONTARIO MUNICIPAL CAO's BENCHMARKING INITIATIVE

PARTNERING FOR SERVICE EXCELLENCE

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Message from the City Manager

I am pleased to present the City of Ottawa's first comprehensive report on the Ontario Municipal Benchmarking Initiative (OMBI). Through OMBI, Ottawa and 14 other Ontario municipalities work together to measure, compare, and analyze their performance in a wide range of service areas.

This report's performance measures will support an ongoing public dialogue about how well the City is delivering services. It is my expectation that, through this dialogue, an improved understanding about how the City is performing will emerge among citizens, City staff, and elected officials. That improved understanding will lead to better decisions, stronger action plans, and ultimately, to better service to the public we serve.

As the report shows, there are a number of areas where the City of Ottawa is a leader among Ontario municipalities. For example, OMBI's Water and Wastewater Expert Panel recently cited Ottawa's work in energy management using alternative sources of energy. The City's Utility Services best practices have led to substantial energy and cost savings in the provision of water and wastewater services.

As you would expect in an organization with a $2.5 billion annual budget, and more than 100 distinct services, the OMBI report also highlights some areas where the City can do better. Identifying and addressing these areas is part of the City's commitment to continuous improvement. As the City strives to improve its performance, OMBI itself will evolve, improving the way it compares municipalities and measures the quality of public services.

During the past two years, the City of Ottawa has made considerable progress in performance reporting. City employees have familiarized themselves with the OMBI methodology, collected, and reported data in a wide range of areas, collaborated to share ideas, and worked to develop better ways to analyze and report our performance measures. This is important work that will help improve our efficiency, increase our effectiveness, and deliver better value to our citizens.

I hope you find the City of Ottawa - 2005 OMBI Performance Benchmarking Report informative. I am proud of the efforts and dedication of our staff, and appreciate the collaborative spirit of all OMBI members.

With respect,

Kent Kirkpatrick
City Manager, City of Ottawa

Executive Summary

The Ontario Municipal Benchmarking Initiative (OMBI) is a co-operative of 15 Ontario municipalities committed to continuously improving the way services are delivered to citizens.

OMBI helps the City of Ottawa and other participating municipalities increase their efficiency and effectiveness by:

- Establishing meaningful performance measures for a wide range of municipal program delivery and support areas and making sure they are measured in a consistent way by all municipalities so they can be compared

- Capturing and reporting that performance information

- Analyzing the results and comparing them to one another to create group benchmarks

- Working together to identify and exchange best practices

The City of Ottawa has participated in OMBI for two years, since early 2005. The main focus in the first year was to familiarize City staff with the OMBI methodology and to collect and report performance information in areas where data was readily available. This year, Ottawa increased its participation. City staff have been actively engaged in the refinement of measures to improve comparability and in the development of additional performance measures relating to many of the OMBI service areas. Ottawa has also provided data for all service areas, and we have placed a much greater emphasis on the analysis of our performance information.

Our participation in OMBI is Ottawa's main benchmarking initiative. It is an important part of the City's performance measurement and reporting framework, which helps the City be more accountable to citizens. OMBI helps us understand where we are doing well and in doing so, helps us demonstrate value for the tax dollars the City receives from citizens. OMBI also helps us identify areas where improvements should be considered. Much of OMBI's value comes from the analysis of the performance information to determine why the results are what they are.

As part of this analysis, the influencing factors contributing to the differences in performance are examined. Examples of these influencing factors are urban form, service level standards, population, and geographic size. With this analysis, and by exchanging information on best practices and learning from the experience of other municipalities, OMBI supports the City's efforts to streamline its service delivery and improve the effectiveness of its programs.

Beginning in 2006, participating OMBI municipalities agreed to publish a common public report showing their performance across a range of service areas. Produced by the OMBI project office, the *2005 Performance Benchmarking Report* provides information on 69 performance measures relating to 12 public-facing service areas. Measures for internal support services should be available by next year. In addition to this common report, each OMBI municipality is free to produce its own public report containing an expanded number of OMBI performance measures for the public-facing services. This allows each municipality to provide more detailed, local information about its performance results.

Where We Stand is the City of Ottawa's first OMBI benchmarking report. It includes a total of 112 OMBI performance measures – 61 of which are included in OMBI's *2005 Performance Benchmarking Report* – relating to 21 different public-facing City services. *Where We Stand* complements the information provided in the common OMBI report, provides more contextual information, and explains Ottawa's performance in relation to other participating municipalities.

Results

Overall, Ottawa's 2005 results were better than (between 5% and 20%) or significantly better than (more than 20%) the median result for the reporting municipalities for almost half of the performance measures. These results give us an indication that Ottawa is doing well in many areas. However, to better understand where we are doing well, and more importantly, why we are doing well, each section of this report includes explanations on factors contributing to Ottawa's performance.

For approximately 30% of the performance measures reported, Ottawa's performance was worse (between 5% and 20%) or significantly worse than (more than 20%) the median OMBI result. Results that were significantly worse than the OMBI median are roughly half of this figure, 14% in total. In several of these cases – such as with the number of wastewater main back-ups – Council has been briefed and action plans have been put in place. Ottawa's overall results for the 112 OMBI performance measures included in this report are summarized in the chart below.
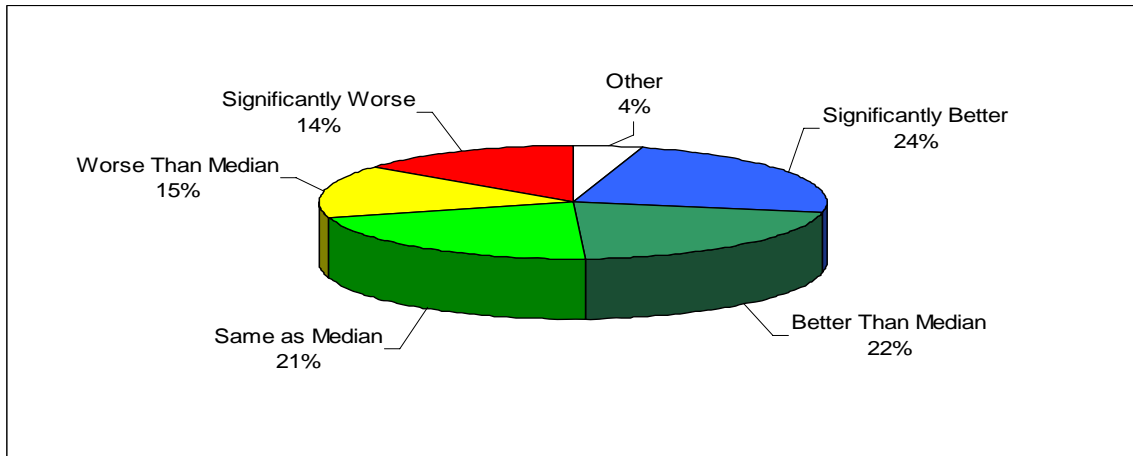
Legend	
Significantly better than OMBI median	>20%+
Better than OMBI median	>5-20%
Same as OMBI median	+/- 5% of Median
Worse than OMBI median	<-5 to -20%
Significantly worse than OMBI median	<-20%+
Other	

An overview of the Ottawa results for the 112 OMBI performance measures is included below. Additional detail about the results for each of the 21 service areas is provided in this report.

Legend	
	Same as better than or significantly better than OMBI median
	Worse than OMBI median
	Significantly worse than OMBI median

Performance Measure	Ottawa Result	OMBI Median	Indicator
By-Law Services			
Number of Yard Maintenance By-Law Complaints per 100,000 Population	413	457	
Total By-Law Enforcement Cost per 100,000 Population	$459,141	$484,440	
Yard Maintenance By-Law Enforcement Cost per Complaint	$106	$125	
Noise By-Law Enforcement Cost per Complaint	$102	$125	
Number of Zoning By-Law Complaints per 100,000 Population	142	142	
Number of Property Standards By-Law Complaints per 100,000 Population	303	303	
Property Standards By-Law Enforcement Cost per Complaint	$318	$318	
Number of By-Law Complaints per 100,000 Population	1,893	995	
Number of Noise By-Law Complaints per 100,000 Population	1035	113	
Child Care Services			
Fee Subsidy Child Care Spaces per 1,000 LICO(Low Income Cut-off) Children	$218	$148	
Cost per Child (12 and under) in the Municipality (Investment per Child)	$682	$424	
Annual Child Care Service Cost per Normalized Child Care Space	$4,150	$4,784	
All Regulated Child Care Spaces in Municipality per 1,000 Children (12 and under) in the Municipality	121	117	
Culture Services			
Gross Culture Cost per Capita	$15.14	$13.64	
Gross Culture Cost - Arts Grants per Capita	$3.29	$3.04	
Facilities Services			
Rentable Square Footage of Office Buildings Managed by F & RE (millions)	1.274	0.353	
Facility Cost per Rentable Square Foot or Office Buildings Managed by F & RE	$8.35	$8.58	
Percentage of Facilities Meeting Barrier-Free Guidelines (Seat of Government Buildings Only)	100%	100%	
Fire Services			
Number of Incidents (Total) Responded to by Fire Services per 1,000 Urban Population	29.6	47.5	
Number of Medical Calls Responded to by Fire Services per 1,000 Population	8.6	8.6	
Number of Fire/Explosions/Alarms Responded to by Fire Services per 1,000 Population	13.0	13.8	
Number of Rescues and other Incidents Responded to by Fire Services per 1,000 Population	8.1	11.5	
Residential Fire-Related Injuries per 100,000 Population (Entire Municipality)	5.8	10.3	
Operating Costs for Fire Services per $1,000 Assessment	$1.36	$1.70	
Rate of Residential Structural Fires with Property Losses per 1,000 Households (Entire Municipality)	0.8	1.2	
Residential Fire-Related Fatalities per 100,000 Population (Entire Municipality)	0.9	0.8	
Fleet Services			
Number of Vehicles - Light (Municipal Equipment)	626	219	
Number of Vehicles - Medium (Municipal Equipment)	191	59	
Number of Vehicles - Heavy (Municipal Equipment)	428	69	
Total Number of Vehicles - Off- Road Construction	367	78	
Total Number of Vehicles - Ambulances	62	30	
Cost per Vehicle Km – Light (Municipal Equipment)	$0.27	$0.29	
Cost per Vehicle Km – Medium (Municipal Equipment)	$0.46	$0.62	
Cost per Vehicle Km – Heavy (Municipal Equipment)	$1.28	$1.33	
Cost per Vehicle Km - Off-Road Construction	$0.41	$0.41	
Total Cost per Vehicle Km (All in Cost) - Ambulance	$0.47	$0.50	

Performance Measure	Ottawa Result	OMBI Median	Indicator
Hostels Services			
Average Nightly Number Emergency Shelter Beds Available per 100,000 Population	110.9	32.8	🟩
Average Nightly Bed Occupancy Rate of Emergency Shelters	91.7%	81.2%	🟨
Average Length of Stay per Admission to Emergency Shelters	9.9	9.1	🟨
Library Services			
Number of Non-Electronic Library Uses per Capita	18.5	18.5	🟩
Cost per Library Use	$1.97	$1.97	🟩
Number of Times in Year Circulating Items are Borrowed (Turnover)	4.1	3.0	🟩
Number of Library Uses per Capita	22.6	23.2	🟩
Number of Electronic Library Uses per Capita	4.0	4.6	🟨
Number of Library Holdings per Capita	2.9	3.2	🟨
Annual Number of Library Service Hours per Capita	0.09	0.11	🟨
Long Term Care Services			
Percentage of Population over 75 that can be Served from all Long Term Care Beds in each Municipality	10.3%	10.2%	🟩
Resident Satisfaction in Municipal Homes	95%	95%	🟩
Non-Municipal Beds as a Percentage of Total Beds in the Community	85%	82%	🟩
Municipal Beds as a Percentage of Total Beds in the Community	15%	18%	🟨
Long Term Care Facility Cost (CMI adjusted) per Long Term Care Municipal Facility Bed Day	$183	$174	🟨
Parking Services			
Gross Parking Revenue (Parking Fees) Collected per Paid Parking Space	$1,797	$723	🟩
Number of On-Street Paid Parking Spaces Managed per 100,000 Population	436	487	🟨
Number of Off-Street Paid Parking Spaces Managed per 100,000 Population	287	838	🟥
Number of Total, On-Street and Off-Street Paid Parking Spaces Managed per 100,000 Population	723	1,445	🟥
Parking Services Cost per Paid Parking Space Managed	$1,149	$547	🟥
Average Hourly Rate for On-Street Parking	$2.50	$1.00	🟥
Parks Services			
Hectares of Maintained Open Space per 1,000 Population	11	5.2	🟩
Hectares of Maintained Parkland per 1,000 Population	3.3	3.0	🟩
Cost of Parks per Person	$28.27	$31.57	🟩
Km of Trails per 1,000 Persons	0.27	0.33	🟨
Planning Services			
Number of Development Applications Received per 100,000 Population	212	182	🟩
Percentage of Development Applications Meeting Planning Act Timeframes	85.0%	89.9%	🟨
Percent Change in Size of Settlement Area Relative to Base Year of 2004	0.4%	0.1%	🟥
Police Services			
Percentage Change in Annual Rate of Reported Violent Crime Incidents per 100,000 Population (Percentage Change is 2005 over 2004)	-7.5%	0.10%	🟩
Reported Number of Violent Criminal Code Offences per 100,000 Population	621	743	🟩
Reported Number of Property Criminal Code Offences per 100,000 Population	3,144	3,253	🟩
Reported Number of Total (Non-Traffic) Criminal Code Offences per 100,000 Population	5,602	5,976	🟩
Number of Criminal Code Incidents (Non-Traffic) per Police Officer	41.8	40.5	🟩
Number of Total Police Staff (Officers and Civilians) per 100,000 Population	192.0	201.5	🟨
Number of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population (Youth Crime Rate)	7,074	6,439	🟨
Percentage Change in Annual Rate of Reported Property Crime Incidents per 100,000 Population (Percent Change is 2005 over 2004)	1.3%	-4.9%	🟥
Percentage Change in Annual Rate of Total (Non-Traffic) Code Incidents per 100,000 Population (Percentage Change is 2005 over 2004)	0.5%	-6.5%	🟥
Provincial Offences Act Courts Services			
Average Time to Trial for Part I Offences	131	166	🟩
Number of Charges Filed per Capita	0.56	0.14	🟩

Performance Measure	Ottawa Result	OMBI Median	Indicator
Cost of POA Services per Charge Filed	$11	$54	🟩
Number of Actual Hours of Court Time per Capita	0.0017	0.0037	🟥
Road Services			
Operating Costs for Paved (Hard Top) Roads per Lane Km	$1,211	$1,362	🟩
Operating Costs for Unpaved (Loose Top) Roads per Lane Km	$1,581	$1,965	🟩
Percentage of Paved Lane Km Where the Condition is Rated as Good to Very Good	79%	56%	🟩
Number of Lane Km per 1,000 Population	13.70	12.80	🟩
Vehicle Km Travelled per Lane Km (Major Roads) (000's)	1,485	1,505	🟩
Operating Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter	$4,224	$2,652	🟥
Social Assistance			
Social Assistance Response Time to Client Eligibility (Days)	4.5	7.5	🟩
Monthly Social Assistance Administrative Cost per Case	$220	$229	🟩
Monthly Social Assistance Benefit Cost per Case	$703	$688	🟩
Monthly Social Assistance Benefit and Administrative Cost per Case	$923	$915	🟩
Monthly Social Assistance Case Load per 100,000 Households	5,259	4,136	🟥
Average Time on Social Assistance (Months)	21.2	17.4	🟥
Solid Waste Management Services			
Operating Costs for Garbage Collection per Tonne - Residential	$62	$77	🟩
Operating Costs for Solid Waste Disposal per Tonne - All Streams	$31	$37	🟩
Operating Costs for Solid Waste Diversion per Tonne - Residential	$126	$124	🟩
Percentage of Solid Waste Diverted - Residential	32.3%	36.8%	🟨
Sports and Recreation Services			
Average Participant Hours Utilized per Capita - Directly Provided Registered Programs	4.0	2.2	🟩
Number of Small Sports and Recreation Community Centres (With Municipal Influence) per 100,000 Population	11.1	8.2	🟩
Number of Large Sports and Recreation Community Centres (With Municipal Influence) per 100,000 Population	2.7	3.4	🟨
Number of Municipally Owned/Operated Indoor Ice Pads per 100,000 Population	5.1	5.7	🟨
Number of Municipally Owned/Operated Indoor Pools per 100,000 Population	0.9	2.4	🟥
Participant Hours for Recreation Programs per 1,000 Persons	4,019	12,497	🟥
Transit Services			
Number of Conventional Transit Trips per Capita in the Service Area	118	31	🟩
Operating Costs for Conventional Transit per Regular Service Passenger Trip	$2.54	$3.09	🟩
Transit Revenue to Transit Cost Ratio (R/C Ratio)	49.9%	51.2%	🟩
Transit Cost per Total Vehicle Hour	$99	$83	🟨
Wastewater Services			
Operating Cost of Wastewater Collection per Km of Wastewater Pipe	$4,692	$5,647	🟩
Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated	$129	$193	🟩
Operating Cost of Wastewater Collection and Treatment / Disposal per Megalitre Wastewater Treated	$204	$357	🟩
Megalitres of Wastewater Treated per 100,000 Population	17,786	17,704	🟩
Annual Number of Wastewater Main Backups per 100 Km of Wastewater Collection Pipe	4.8	3.1	🟥
Water Services			
Operating Cost for Distribution of Drinking Water per Km of Water Distribution Pipe	$3,993	$4,711	🟩
Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated	$150	$175	🟩
Annual Number of Watermain Breaks per 100 Km of Water Distribution Pipe	10.1	11.2	🟩
Megalitre of Water Treated per 100,000 Population	15,860	16,378	🟩

Conclusion

OMBI initially started out as a way to help City Managers and Chief Administrative Officers make decisions and allocate resources. As OMBI evolved over time, a wide range of measures have been added by subject matter experts to help meet the information needs of managers throughout each participating municipality. Publishing the OMBI results allows us to share information with the public on key aspects of the City's performance, and in doing so, helps enhance the transparency and accountability of City operations.

OMBI is a useful tool that helps City Managers identify potential areas for improvement in service delivery. Each of the City's departments has analyzed its OMBI data and identified opportunities for improvement. As a next step, each branch for which performance measures are included in this report will meet with its Standing Committee early in 2007 to review and explain its results and describe actions being taken or planned to improve performance in those areas where results are below or significantly below the OMBI median.

Overview

Where We Stand is the first public performance benchmarking report published by the City of Ottawa containing data and analysis produced for the Ontario Municipal CAO's Benchmarking Initiative (OMBI). This report is a companion document to the 2005 Performance Benchmarking Report released by the OMBI project office.

OMBI's Performance Measurement Framework

The City of Ottawa measures its performance to improve services to residents and to improve its operations. Benchmarking – comparing our City's performance to that of other municipalities – is one of the ways that we measure performance.

The 15 partner municipalities within OMBI have developed a performance measurement framework to help measure their progress. The framework is based on four kinds of measures, examples of which are found throughout this report. They include:

Service level – The number, type, or level of services provided to residents in municipalities. For example, the number of kilometres of roads or the number of library materials available.

Efficiency – How well municipalities use their resources. For example, the cost of transit per passenger trip or the cost of wastewater treatment per megalitre.

Customer service – The quality of service to citizens. For example, the level of satisfaction of clients in long term care homes or the percentage of roads where the quality is rated as good or very good.

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

Comparing results

Information collected by OMBI's partner municipalities is presented in this report. Because of the significant difference in the size of our municipalities, we state the results in a standardized way; for example, on a per-person basis or per household. This helps make our results comparable. One important goal of this benchmarking exercise is to help the City identify, understand, and adapt applicable successful practices from other municipalities. Best practices have already been developed to help municipalities improve their services in a number of areas included in this report. More will be developed and shared over time.

History

The work to measure municipal services in Ontario began in the late 1990s.

In 2000-2001, 55 separate benchmarking initiatives across North America were reviewed. This review identified leading practices in the still-developing field of local government performance

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measurement, and led to the development of OMBI's Benchmarking Model. OMBI uses performance measurement to provide reliable, consistent information about local government services. OMBI's benchmarking method involves looking at the partners' performance information over many years, and comparing it with the other partners' data to gain a better understanding of the complex relationships between service levels, cost, and quality. These examinations have produced many best practices.

In 2001, OMBI was formalized and a project office was created.

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

- Report consistent, comparable information for selected local government services

- Develop findings that lead to discussions about service efforts and accomplishments

- Identify programs or services where more in-depth analysis would help determine the potential to improve service and the sharing of best or better practices

- Promote a municipal performance culture

Collecting standardized information and ensuring that it is comparable between municipalities despite differences in organization structure, strategic priorities, and operating conditions, is one of the group's major achievements in the past few years.

OMBI partnership

The municipal partners working together to create opportunities for learning and improvement are:

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

The partners' collaboration and the publication of the *OMBI 2005 Performance Benchmarking Report* are a testament to the partners' individual and collective dedication to improve how they deliver services and provide value to Ontario's citizens.

2005 Benchmarked Performance Results

Key performance results for the City of Ottawa in 21 OMBI service areas are presented in this report.

By-Law Services	Library Services	Road Services
Child Care Services	Long Term Care Services	Social Assistance Services
Cultural Services	Parking Services	Solid Waste Management Services
Facilities Services	Parks Services	Sports and Recreation Services
Fire Services	Planning Services	Transit Services
Fleet Services	Police Services	Wastewater Services
Hostels Services	Provincial Offences Administration (POA) Courts Services	Water Services

For each of the 21 service areas, the scope of the service that the City delivers is described along with the key factors that impact service delivery. Performance highlights, key facts, comparisons with other municipalities, and a summary of what the City is doing to improve the service are also included.

How to read the graphs

The performance results are presented in graphs for ease of comparison between OMBI municipalities.

The line that appears on the graphs shows the median. The median line is a point of reference that helps the reader to see where a municipality is positioned relative to other municipalities. The median is the number in the middle of a set of data. That is, half the numbers in the data set have values that are greater than the median, and half the numbers have values that are less than the median. For example, the median of 1, 3, 5, 7, and 9 is 5. The median is used rather than the average because of the wide range in the sizes of the 15 municipalities.

Not all participating OMBI partners are responsible for delivering service in each of the areas presented in this report. If the results of a municipality do not appear in a graph, it means the municipality does not have the responsibility for providing that service or the portion of the service being illustrated. If the municipality provides part of the services or if the information was not available for reporting, a note is provided below the graph data.

This report presents only a select number of performance measures. Readers should pay particular attention to the name of the measure to understand what it represents. A description of the measure and information related to the results are presented below the graph.

Municipalities Ranked According to Population
(1 - represents the lowest population)

Name of the Measure

Unit of Measure

Value of the Median

Median Line

Median Line (8)

Result

Municipality

Number	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
	1	11	7	10	6	2	8	12	14	4	3	15	9	5	13
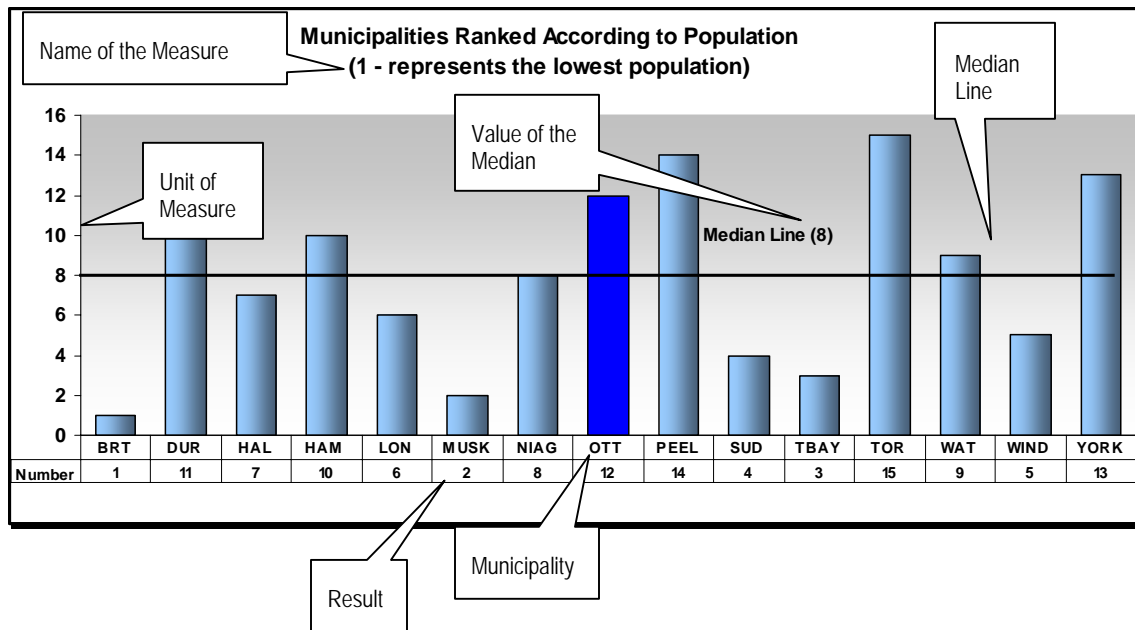
Municipal abbreviations used in the graphs.

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

By-Law Services

Performance highlights

- Among the highest call volume to officer ratios among the OMBI municipalities; it handles 90% more complaints than the OMBI median, partly due to the inclusion of both commercial and residential noise enforcement

- Cost for enforcement per noise complaint is the second lowest and overall operating costs are below the OMBI median

The City of Ottawa helps protect public health and safety, and property through by-law enforcement. General municipal enforcement includes:

- Animal care and control

- Business licensing

- Property standards

- Noise control

- Zoning enforcement

- Parking control

- Co-ordination of special events

- Yard maintenance

Key facts

- 53,718 by-law complaints were addressed in 2005

- Of those, 16,388 were in the four areas studied by OMBI

- Approximately 5,000 additional by-law complaints were added when noise complaints were transferred to By-law Services from the Ottawa Police Service at amalgamation

Unlike the other OMBI municipalities, the City of Ottawa handles all categories of noise complaints. As a result, complaints and inquiries are addressed faster and police resources are freed up to address priority concerns. Because of the City's unique model, its results vary greatly from the OMBI median.
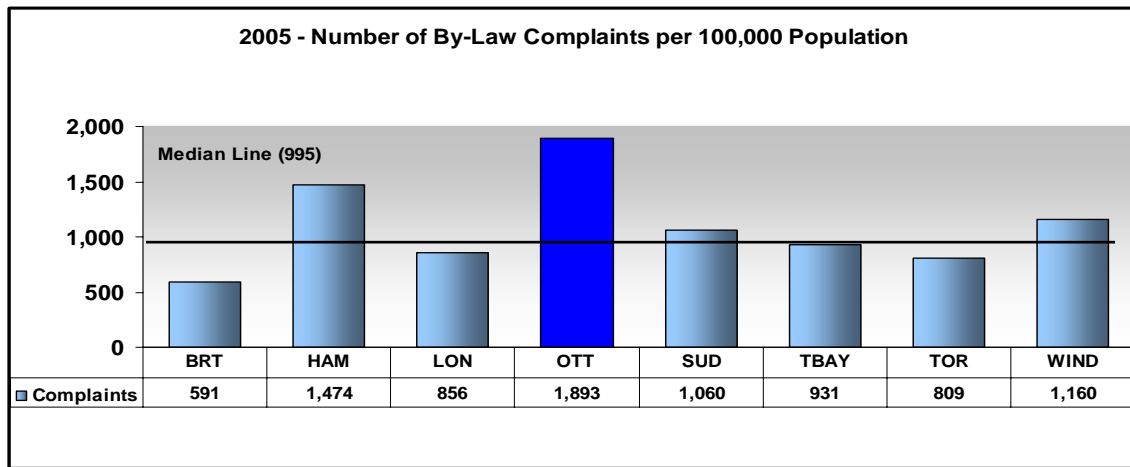
How does Ottawa compare?

The following graphs provide some key results for 2005. A municipality's performance results can be affected by a number of factors, such as:

- Specific service standards set by Council

- Population size and density

- Geographic size

- The type and quality of technological systems employed

In light of these factors, the following are some comparative results for by-law services.

How many by-law complaints are handled?

2005 - Number of By-Law Complaints per 100,000 Population

Median Line (995)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Complaints	591	1,474	856	1,893	1,060	931	809	1,160

The number of complaints per 100,000 persons is 90% greater than the OMBI median. This is because Ottawa includes all categories of noise complaints while other OMBI members capture only a portion of them.

Ottawa is unique among the municipal OMBI members in this respect as the other municipal members rely on police services to fulfill part of this function.

What are some of the by-law subject areas tracked through OMBI?

2005 - Number of Noise, Zoning, Property Standard and Yard Maintenance By-Law Complaints per 100,000 population

Median for Noise (113), Zoning (142), Property Standard (303) and Yard Maintenance (457)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Noise	29	396		1,035	140	4	45	113
Zoning	214	98	185	142	142	70	104	194
Property Standard		437	214	303	779	146	375	246
Yard Maintenance	348	544	457	413		711	284	606
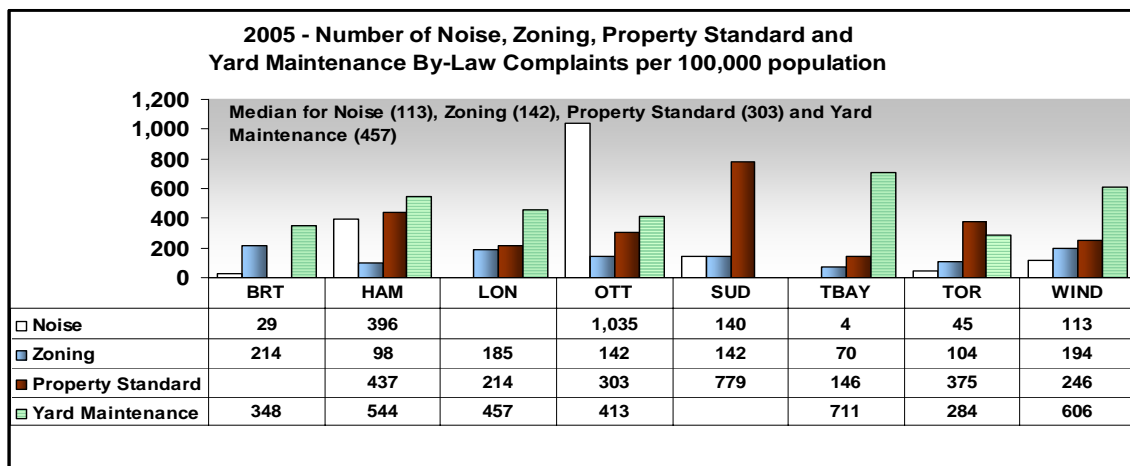
This graph shows the number of noise, zoning, property standards, and yard maintenance complaints made to by-law services per 100,000 persons. These are the four categories of complaints measured by OMBI municipalities.

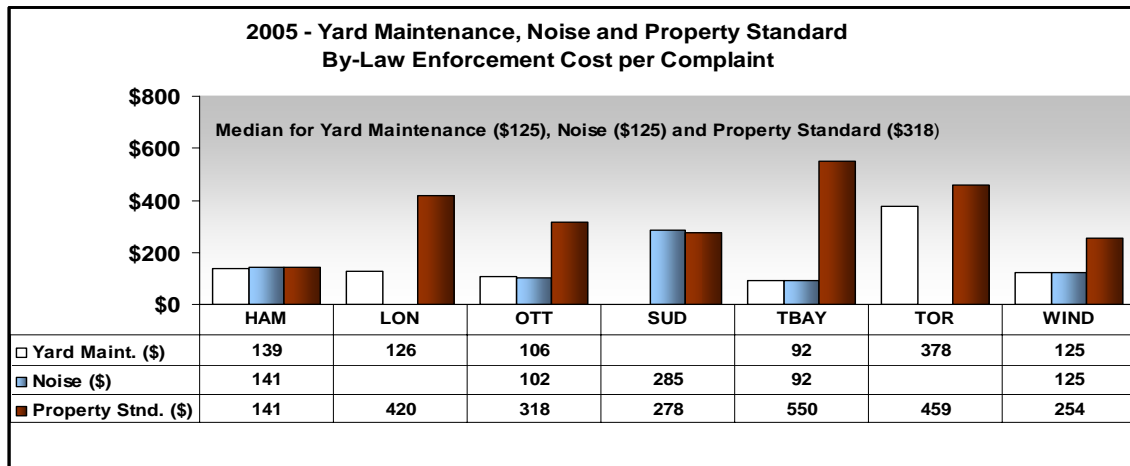Ottawa is at the OMBI median for zoning and property standards complaints, and slightly below it for yard maintenance complaints. The number of noise complaints exceeds the median because, unlike its OMBI counterparts, Ottawa is responsible for all categories of noise complaints. This model allows complaints and inquiries to be addressed faster and frees up police services to address priority concerns. This model also provides more cost-effective service delivery.

What is the cost of providing by-law enforcement services?

2005 - Total By-Law Enforcement Cost per 100,000 Population

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Dollars	829,092	361,580	459,141	484,440	742,684	576,293	468,143

Median Line ($484,440)
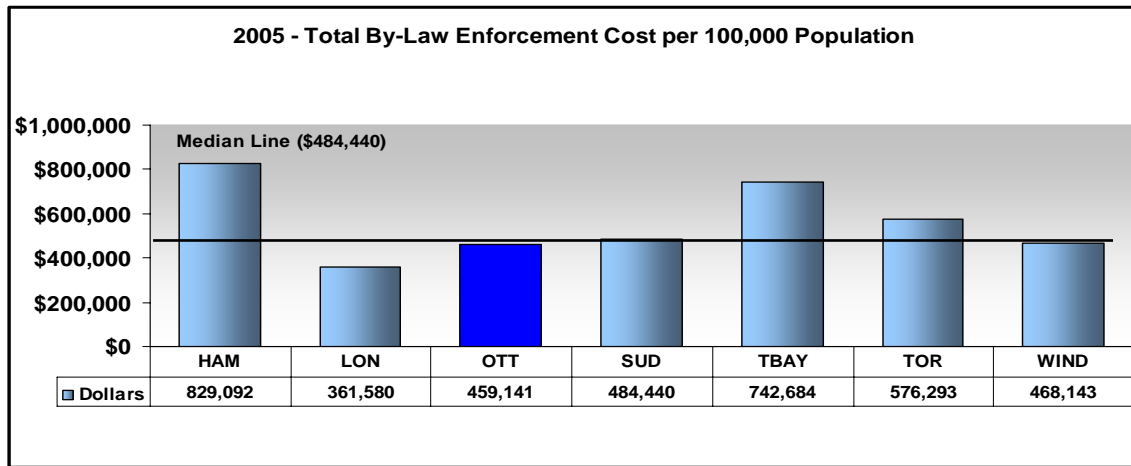
This graph shows the cost of by-law enforcement per 100,000 persons for animal control, yard maintenance, noise, and property standards. Ottawa's total by-law enforcement costs are 5.2% below the OMBI median and second lowest among the OMBI municipalities. While this result is positive, the number of complaints received and handled in Ottawa has increased by approximately 69.9% over the last three years. The City will face considerable challenges if this trend continues while resources remain at the same level.

Which types of by-laws are most costly to enforce?

2005 - Yard Maintenance, Noise and Property Standard By-Law Enforcement Cost per Complaint

Median for Yard Maintenance ($125), Noise ($125) and Property Standard ($318)

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
☐ Yard Maint. ($)	139	126	106		92	378	125
☐ Noise ($)	141		102	285	92		125
■ Property Stnd. ($)	141	420	318	278	550	459	254

Some municipalities use their local police to handle residential noise complaints. Therefore, the results reported by the other municipalities reflect only commercial/industrial noise complaints. Noise complaints are one of Ottawa's top three call generators. Further, complaints related to property standards have increased due to population growth, aging infrastructure, the harmonization of service levels, and the enactment of property standards by-laws that did not exist in some former municipalities. Ottawa has 12 officers dedicated to property standards/zoning enforcement compared to Toronto, which has 140 officers assigned to these functions, translating to 1.39 versus 5.19 officers per 100,000 persons, respectively.

What is the City doing to improve by-law services?

The City is undertaking a number of key initiatives to improve by-law services. These include:

- A new deployment model to optimize the number of officers in the field

- The Biz Pal program, which aims to facilitate the timely issuance of business licences for Ottawa's business community

- The Bandit Cab program, which keeps unlicensed cabs off city streets and has been recognized as an industry best practice

The most significant challenges to improving by-law services are resources and technology. With current by-law services staffing levels, the City will not be able to maintain service standards or meet the increasing demand; therefore, it will not be able to fulfill its mandate. Enhanced technology is also required to allow the City to report on all OMBI indicators. At the moment, Ottawa can only report on 50% – or 24 of 48 – OMBI indicators.

Child Care Services

Performance highlights

- 783 new licensed child care spaces of which 400 are subsidized

- Average cost of providing subsidized child care is $4150, below the OMBI median of $4784

The City of Ottawa delivers a wide variety of early learning and child care programs to meet the needs of families in which the parents/guardians are either working or going to school. Child care services are either purchased from community child care agencies or delivered directly by the City.

The City also:

- Manages provincial funding related to child care services, including funding for licensed group and home child care services across the city, as well as funding for Early Years Centres and special needs services

- Determines parental eligibility for the child care fee subsidy and the management of Ontario Works Child Care funding

- Manages capital funding priorities for developing the child care infrastructure

Key facts

- 17,245 licensed child care spaces

- 7,236 subsidized child care spaces

- 18 municipal child care programs

- 259 community child care sites

- 5 programs for special needs children

The City is obligated by law to provide a quarterly report on service and costs for child care to the provincial government. The City of Ottawa must also implement new initiatives (e.g., early learning, child care, Best Start) that support the local child care system and meet the Province's legislative and funding criteria.
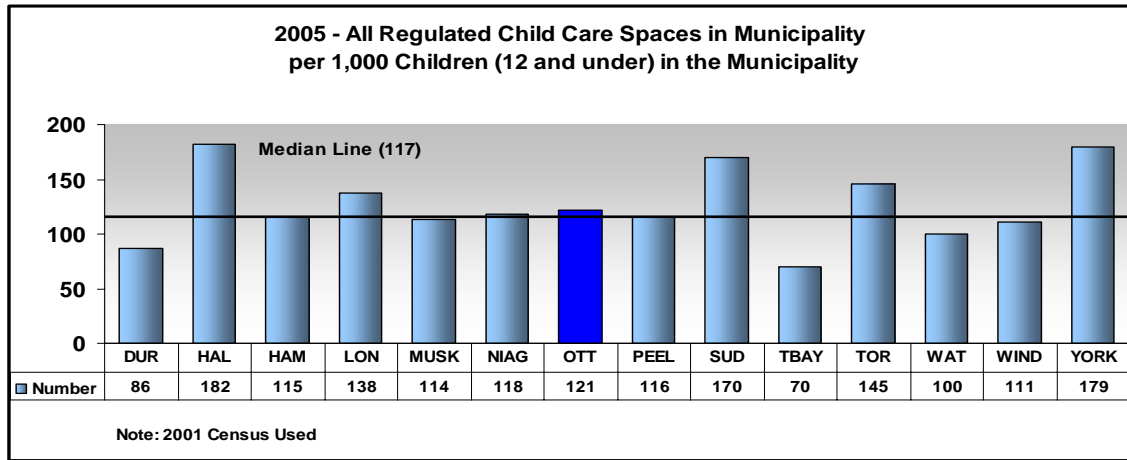
How does Ottawa compare?

The following graphs provide some key results for child care services for 2005.

How many child care spaces are available?

2005 - All Regulated Child Care Spaces in Municipality per 1,000 Children (12 and under) in the Municipality

Median Line (117)

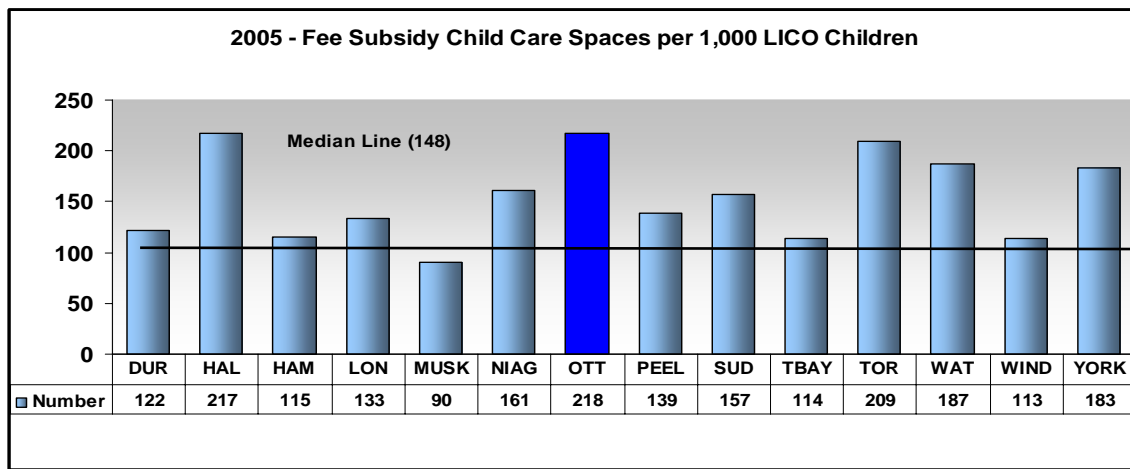|	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Number	86	182	115	138	114	118	121	116	170	70	145	100	111	179

Note: 2001 Census Used

This graph illustrates capacity by comparing the number of licensed child care spaces to the number of children under 12 years old in the municipality. The measure uses the number of child care spaces available in 2005 divided by the number of children identified in the 2001 Census. Of course, not all children aged 12 and under need child care, as some have a stay-at-home parent or other arrangements. However, for those who do require child care, the availability of licensed spaces is important.

There are 17,245 licensed spaces currently available in Ottawa, including half-day nursery school and licensed summer camp programs. This number also includes 783 new spaces created under the Best Start initiative in 2005-2006. This provincial initiative provided capital funding to municipalities to increase the number of licensed child care spaces. One of the key criteria for Best Start capital funding was the expansion of child care services for four- and five-year-old children in schools. Because the expansion of child care focused on in-school programs, no expansion was seen in high growth and newly developing areas of the city where few schools exist.

How many child care spaces are available to children in low-income (LICO) families?

2005 - Fee Subsidy Child Care Spaces per 1,000 LICO Children

Median Line (148)

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Number	122	217	115	133	90	161	218	139	157	114	209	187	113	183

Of the 17,245 licensed child care spaces available in the City of Ottawa, 7,236 are subsidized and available to low-income families who are working, looking for work or going to school. This includes 400 new subsidized spaces funded under the Best Start initiative in 2005-2006. Ottawa received more funding than some municipalities because it had already built more infrastructure for child care spaces when the Province announced in 2005 that it would terminate Best Start funding for spaces starting in 2006. Municipalities that were further behind in their development did not benefit to the same degree.

How much public funding is invested per child in our community?

2005 - Cost per Child (12 and under) in the Municipality

Median Line ($424)

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	269	318	528	497	263	392	682	279	578	399	797	449	504	331
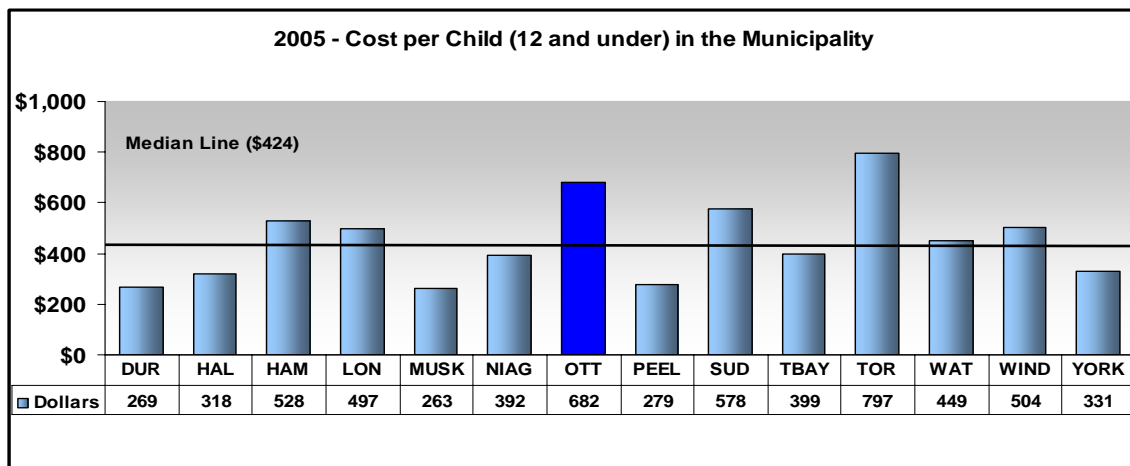
This graph shows the municipality's investment in child care for all children 12 and under, not just those in licensed care, and compares the 2005 financial cost with the 2001 Census population of children. The measure includes funds spent directly on developing child care spaces and providing fee subsidies for low-income families, as well as all municipal funding to sustain child care service levels in the absence of adequate provincial funding. Other child care funding includes wage subsidy, pay equity, and special needs. In 2005, the City of Ottawa provided $1.8

million in capital funding to develop new licensed child care spaces, along with one-time capital funding for child care agencies to address health and safety issues.

The investment (cost) amount in this measure reflects municipal levy funding and provincial (and to some extent federal) funding. It is a gross cost that does not reflect the revenue generated by fees or partial payments from clients.

How much does an "average" child care space cost?

2005 - Annual Child Care Service Cost per Normalized Child Care Space

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	5,012	5,634	4,339	4,441	5,458	5,270	4,150	4,005	5,005	4,867	4,503	4,170	5,980	4,700

Median Line ($4,784)
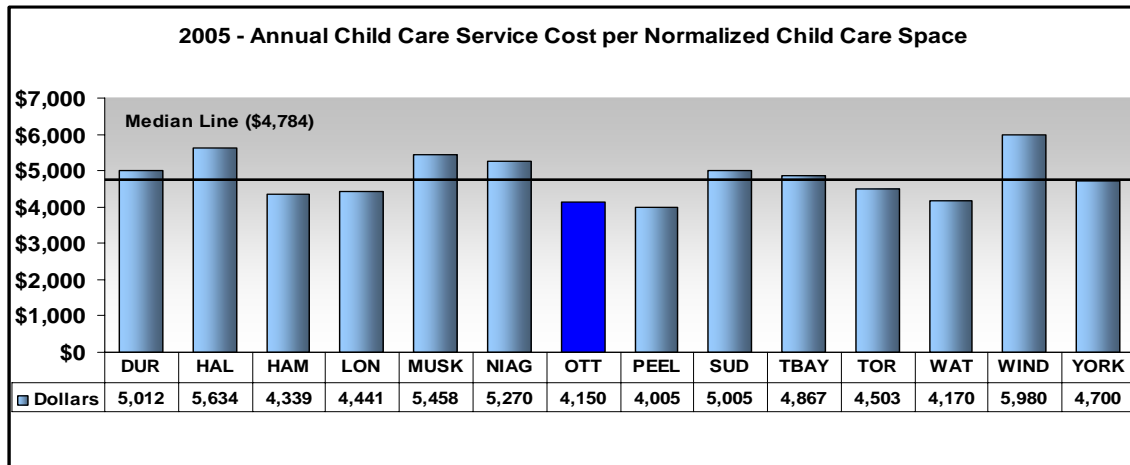
This graph reflects the annual cost of providing subsidized child care per "normalized" space. The lower the bar in the graph, the lower the annual cost to the municipality.

A normalized space takes into consideration the mix of infant, toddler, pre-school, and school-age spaces, the different staffing ratios required (e.g., more staff are needed for younger children than for older ones), and the costs associated with providing care. This measure adjusts for the different staffing ratios by converting them to "a normalized space" for easier comparison.

In Ottawa, the number of infant spaces in group child care programs has been reduced due to the high cost involved. Infant care has been shifted to home child care agencies that can provide it more cost effectively. Francophone schools, where kindergarten is a full-day program, have experienced a significant increase in kindergarten spaces. This has affected the average cost of a child care space by reducing the amount of care required from half-days to before and after school.

What is the City doing to improve child care services?

The City has created a number of measures to improve child care services:

- **Centralized waiting list**: In 2005-2006, a centralized waiting list for parents needing full-fee and subsidized child care was implemented across Ottawa. With the waiting list, parents call just one number to place their children's names on one or many centre waiting lists. Once a child is enrolled in a program, his/her name is removed from the waiting list. This reduces duplication of effort for parents and agencies and allows agencies to fill spaces more quickly. The centralized waiting list also provides valuable, accurate data to the City that supports

effective planning for child care services (e.g., where parents are waiting for care, what type of care they need, and the ages of their children).

- **Income testing:** In all Ontario municipalities beginning January 1, 2007, a simplified income test will replace the current needs test to determine the eligibility of parents for a child care subsidy. This approach will be much less intrusive for parents, and will allow staff to interview more parents in a day. It is anticipated that the move to income testing will result in higher demand for subsidized child care.

- **Automated processes:** The City continues to develop automated tools for child care agencies that receive funding. Web-based reporting of children's attendance has reduced submission times to as little as one day for many agencies and accelerated payment processes to protect the financial viability of child care agencies.

- The City is also developing an automated tool to help parents complete a self-assessment of their eligibility for a fee subsidy. The tool will be available online, and will provide a more accurate record of the number of parents on the centralized waiting list who require subsidized child care.

Culture Services

Performance highlights

- The cost of arts grants per capita is $0.25 above the median

- Initiatives undertaken in 2005 that had a direct impact on the gross culture cost per capita/person and the gross culture cost – arts grants per capita/person include:
  - o Council approval of the Museum Sustainability Plan Report
  - o Development of arts service agreements with six arts organizations

As part of the Ottawa 20/20 growth management plans approved by Council in April 2003, the City strives to develop a creative city rich in heritage and unique in identity.

Ottawa develops strategic and business plans for arts and heritage initiatives and directly delivers arts, heritage, cultural programs and services to residents, including:

- Community arts programs (outreach arts programs to at-risk children and youth, special needs programs, youth arts leadership programs, summer park arts programming)

- Public art programs (exhibitions, circulating civic art collection, site-specific art)

- Instructional arts programs (recreational and training programs, i.e., painting, drama, dance, pottery, etc.)

- Archives programs (e.g., public reference and research, etc.)

- Heritage programs (Museum Day, Heritage Day, commemorations, etc.)

- City-wide events (Doors Open)

Key facts

- 1,400 City-operated exhibitions, performances, instructional programs, and events presented

- 725,000 people attended City cultural programs, events, and visited facilities

- 21 City-owned and City-operated cultural facilities across Ottawa which include:
  - o 2 theatres; one performance space
  - o 3 museums, including Billings Estate Museum
  - o 10 art galleries (seven directly operated, three community-operated)
  - o 1 archive; two instructional art centres, including the Nepean Creative and Visual Arts Centres
  - o 1 artist co-op studio and one multi-disciplinary facility (Arts Court). Various community groups deliver programming at these facilities.

In 2005, the City of Ottawa managed funding investments to 225 non-profit arts and heritage organizations, major festivals, fairs, and events. Its cultural funding program is a cost-effective example of indirect service delivery. By investing in local arts, heritage, and festival organizations, the City relies on not-for-profit partners in the community to deliver cultural programs/services and to operate cultural facilities for the participation of local residents and visitors.

Some of the City of Ottawa's key cultural goals include:

- Augmenting audience participation and artistic activity by increasing access to new and improved cultural venues for the purposes of creation, interpretation, presentation, and conservation

- Promoting the integration of arts into municipal buildings and public spaces to increase and reflect community vibrancy, identity, and pride

- Investing in non-profit cultural organizations to provide arts and heritage programs across the community

- Encouraging the celebration of culture and promoting diversity across the community

- Promoting heritage and local history throughout our local museums and heritage initiatives

How does Ottawa compare?

There are a number of factors that can influence performance results:

Level of municipal government – Where two-tier local government exists, cultural activities may be provided at both tiers, and makes it difficult to compare with single-tier governments. For example, two of the nine municipalities (Halton and Waterloo) that provided culture services measurements are upper-tier. The lower-tier municipalities provide the majority of culture services but their costing information is not included.

"In-kind" services – Responding municipalities may not have reported the value of in-kind services provided to cultural organizations or may not be able to quantify the value of these services.

Municipal policy – Whether a municipality has adopted a cultural policy or plan may affect the way in which programs and services are delivered, how annual data are collected, and the amount of funding invested in the community.

Type and level of service – Services can vary between municipalities. For example, the City of Ottawa is the only municipality that includes an Archives Program in its costing.

Culture services in other municipalities are also delivered within Parks and Recreation, City Clerk's Office, Economic Development, Events Office, etc. Some municipalities included these costs in their totals and others did not.

Toronto directly delivers 30 events and festivals and includes this in their total costing. Ottawa does not directly deliver festivals, fairs, and special events but contributes approximately 3% towards the operating budget of the delivery organizations.

Variation in costing methods – While clear definitions were determined at the outset of this process, interpretation of these definitions varied amongst the municipalities. These variations are being discussed among reporting municipalities and will be addressed in future reporting.

How much does it cost to provide culture services?

2005 - Gross Culture Cost per Capita

Median Line ($13.64)

	HAL	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
☐ Dollars	1.49	19.04	9.45	15.14	2.72	14.23	20.39	6.37	13.64
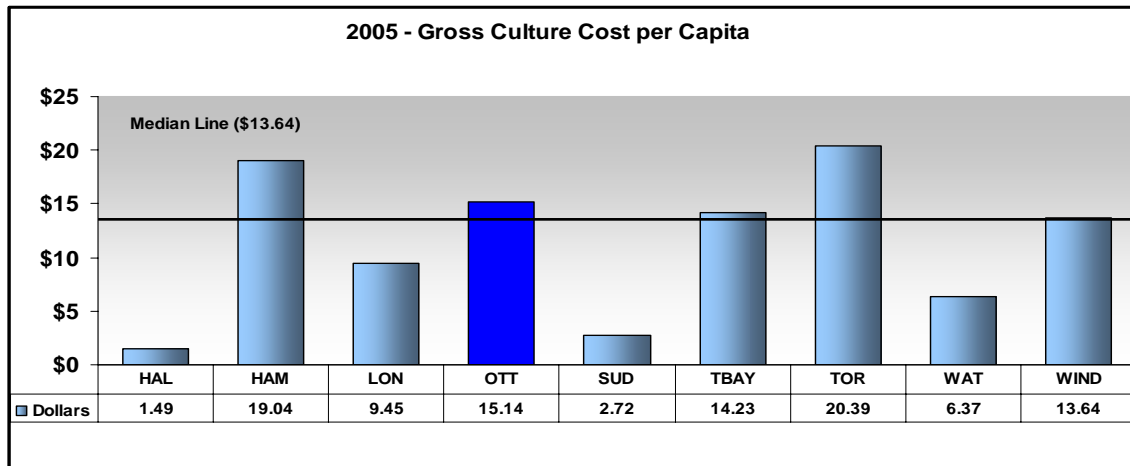
This graph shows the cost per person to operate cultural programs. Ottawa's cost is $1.50 above the median.

The factors included in costs varied among municipalities:

- Some municipalities did not use the indirect cost allocation in each measure.
- In some municipalities, culture is operated as part of other service areas (e.g., Parks and Recreation, Event/Festival Office, Planning), and the cost comparisons for culture were not provided.
- One municipality included the capital costs of public art commissions as well as funding to the convention facilities within gross culture costs.

These variations make it difficult to draw conclusions from the data.

How much does it cost each resident to provide culture through arts grants?

2005 - Gross Culture Cost - Arts Grants per Capita

Median Line ($3.04)

	LON	OTT	SUD	TBAY	TOR	WAT	WIND
Dollars	3.04	3.29	1.58	4.46	6.03	0.62	2.95
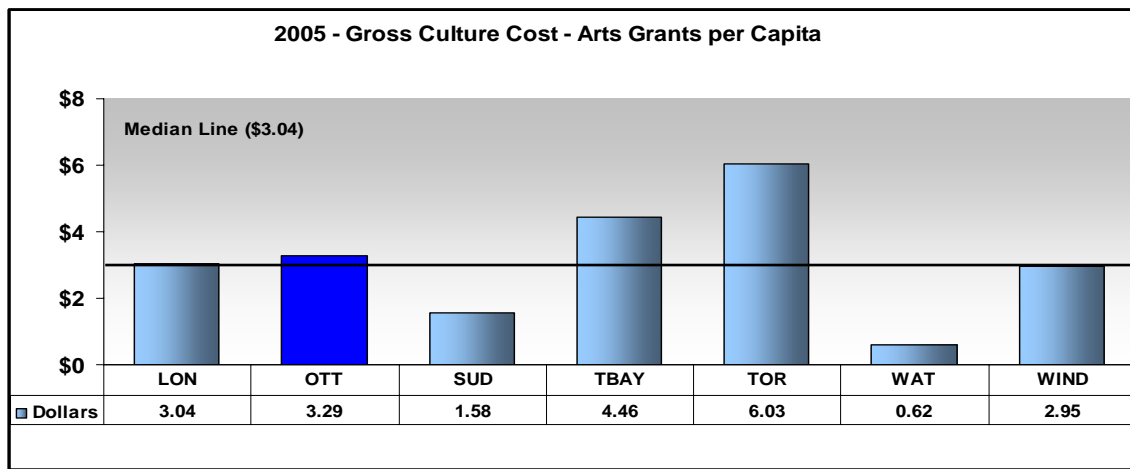
Arts per capita refers to municipal funding awarded to non-profit arts organizations, divided by population, and includes compensation, program costs, and indirect costs. This graph indicates that the cost of arts grants in Ottawa is $0.25 above the median.

The direct municipal investment in arts funding is relative to a city's service delivery model, the size of its arts community, and its funding envelope.

What is the City doing to improve culture services?

The City is undertaking a number of initiatives to improve culture services. These include:

- Increasing investment in arts, festival, and heritage funding per capita
- Committing funding for the development of three cultural facilities
- Planning for the permanent relocation of the Archives Program and the expansion of Arts Court
- Creating a Web-based cultural calendar with partners (NCC, Tourism) to promote local cultural events
- Sharing databases with partners to improve public access to information

Facilities Services

Performance highlights

- The operating cost per square foot of City-managed administration buildings is $8.35 which is just below the OMBI median

- Ottawa City Hall is 100% barrier-free

The City of Ottawa manages property and facilities focusing on service, leadership, and value for money. Facilities services support corporate and community programs by providing property management and professional services, ensuring legislative and operational obligations are met. These services include:

- Aligning facilities and assets to reflect the needs of programs and services throughout the City of Ottawa

- Managing life cycle renewal, ensuring ongoing sustainability of our facilities

- Improving and ensuring physical accessibility

- Maintaining the City's property inventory

- Providing facility and employee security

- Providing design and construction expertise

- Ensuring responsible energy management

Key facts

- Square feet of facilities owned and leased: 12,949,583

- Number of facilities owned by the City: 990

- Average age of facilities: 30 years

- Current replacement value of buildings: $2.1 billion

The City aims to ensure that facilities are designed, constructed, and maintained appropriately to enable the delivery of the numerous and diverse City services. Types of City facilities include:

- Community recreation centres

- Public libraries

- Administrative buildings

- Fire stations

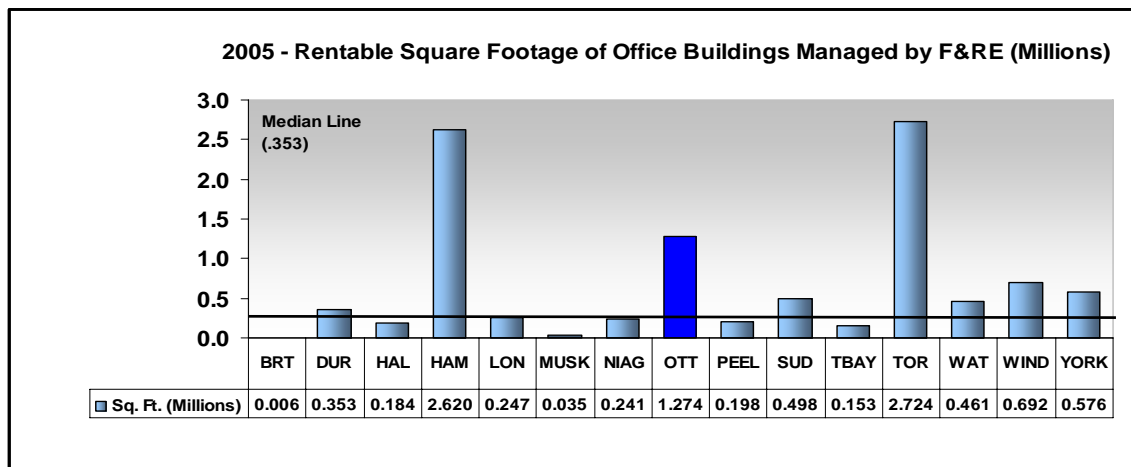- Ice rinks

How does Ottawa compare?

The following graphs provide some key results for facilities services in 2005.

Local performance results are influenced by factors such as:

- The extent to which services for owning, operating, and managing City facilities and real estate are centralized or decentralized

- The size, function, and age of the facilities being managed

Although Ottawa's building inventory and supporting data are very comprehensive, Ottawa's information in the following graphs represents gross square footage not rentable square footage.

How much facility space does the City of Ottawa manage?

2005 - Rentable Square Footage of Office Buildings Managed by F&RE (Millions)

Median Line (.353)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Sq. Ft. (Millions)	0.006	0.353	0.184	2.620	0.247	0.035	0.241	1.274	0.198	0.498	0.153	2.724	0.461	0.692	0.576

This graph shows the amount of rentable facility space directly managed by facilities and real estate services (F & RE) in OMBI municipalities. Rentable space excludes stairways, interior parking space, void spaces (such as above lobbies), and exterior walls (space from external outside wall to interior finished wall). As mentioned previously, the City of Ottawa's result (1,274,060 sq. ft.) is the amount of gross square feet of office building space managed. The amount of rentable square feet, which is more comparable with results of other municipalities, is 761,462.

Ottawa is one of the few municipalities where one group delivers all services for facilities and real estate and has responsibility for all City-owned and leased buildings. As a result of the centralized service delivery model, Ottawa has been able to implement a technology solution that tracks 100% of the municipal real estate inventory and all costs to the facility level. Many decentralized municipalities do not have the same inventory data for facilities being managed in other parts of their organization (i.e., transit, public works, parks and recreation), which could inhibit direct comparison.

How accessible is City Hall?

2005 - Percentage of Facilities Meeting Barrier-Free Guidelines
(Seat of Government Buildings Only)

Median Line (100%)

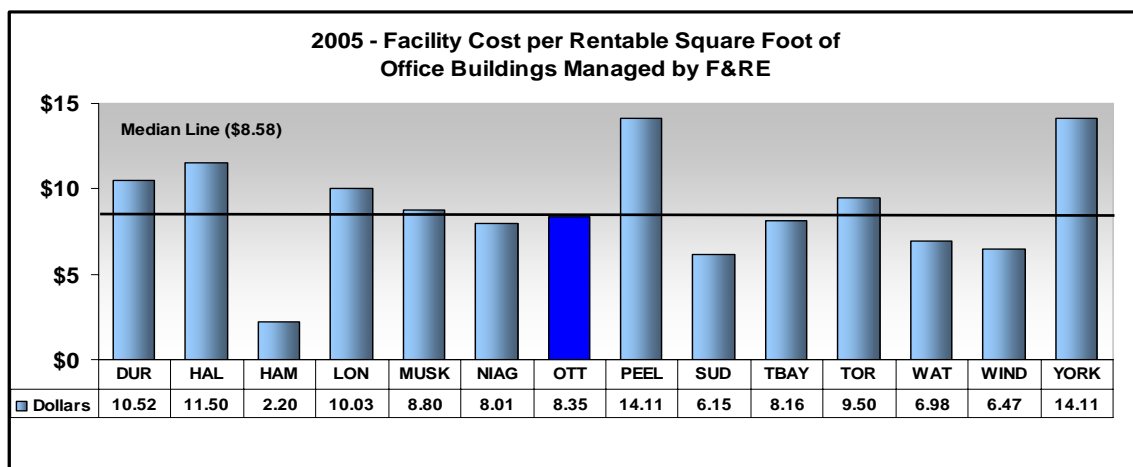|	BRT	DUR	HAL	HAM	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
%	100%	100%	80%	100%	100%	80%	100%	60%	100%	100%	100%	100%	60%	80%
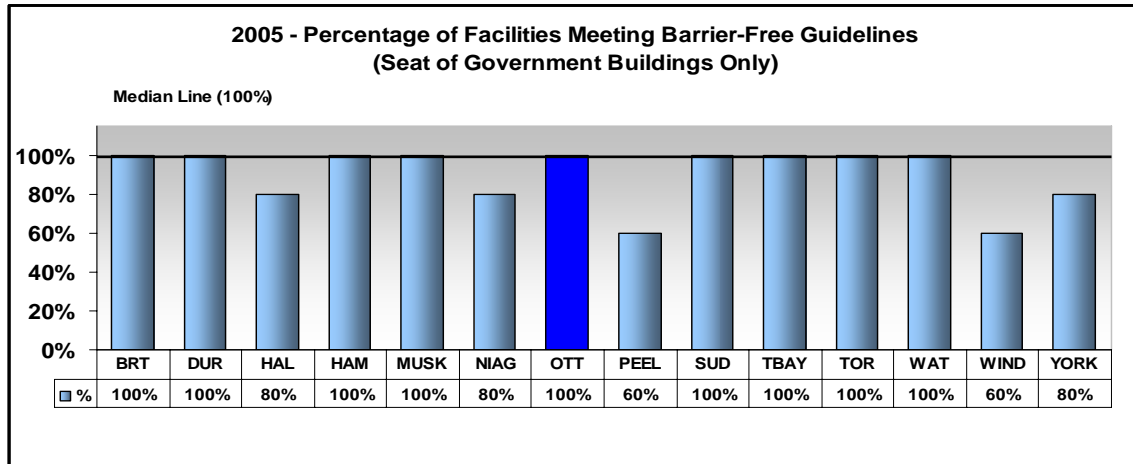
This OMBI measure indicates that out of the 15 participating municipalities, Ottawa is among nine that met OMBI's compliance for Barrier-Free Guidelines. Major City of Ottawa administration facilities fare very well against these criteria.

Ottawa has developed a Building Accessibility Policy that has been endorsed by the City's Accessibility Advisory Committee (AAC). A robust set of accessibility guidelines has been developed to guide barrier-free identification and barrier-removal work.

Ottawa is working to develop standards that will be used to assess and work toward a building accessibility target for different municipal building types. It is recognized that it will take many years to achieve "barrier-free" status in all City facilities; however, the City is working to achieve "accessible" status for its primary-use facilities.

How much does it cost to manage our facilities?

2005 - Facility Cost per Rentable Square Foot of
Office Buildings Managed by F&RE

Median Line ($8.58)

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	10.52	11.50	2.20	10.03	8.80	8.01	8.35	14.11	6.15	8.16	9.50	6.98	6.47	14.11

The graph shows the cost per rentable square foot managed by facilities and real estate services in OMBI municipalities. While this measurement is important when assessing performance, the

calculation was difficult and not all of the participating municipalities were able to calculate their results in the same way.

It is also important to consider the impact of the wide variety of office buildings in participating municipalities ranging in size, age, and usage that can yield very different costs per square foot.

The graph indicates that Ottawa's office building facilities are operated at a cost per square foot that is lower than the reported median value. However, this result is based on gross square footage; the comparable cost per rentable square foot is not included. Ottawa's rentable square footage has since been calculated as 761,462, which will enable the calculation and reporting of the associated cost for 2006. This, in combination with more consistent reporting by all participating municipalities, will mean Ottawa's performance can be assessed more accurately in subsequent reports.

What is the City doing to improve facilities services?

- The City of Ottawa manages a broad range of buildings from long term care facilities to arenas, many of which have different requirements reflecting their intended use. As part of its life cycle renewal program, the City evaluates the condition of these facilities against the varied demands to determine the appropriate levels of support and maintenance required by the type of facility. The City continues to work on this program to identify the ongoing funding needed to ensure the facilities can support our services.

- Ottawa also continues to work to integrate the different aspects of the City's real property policies to provide optimum asset management across the City. This includes balancing preventative maintenance and life cycle renewal with activities such as acquisition and disposal of real estate. This ensures that Ottawa's resources are allocated for the greatest benefit and that efforts are focused on long-term gains.

- The City is proactively assuming the role of developer for City-owned lands. In this role, the City will be able to determine how to use and develop its properties to best reflect the 20/20 vision and maximize the return on investment.

- Ottawa is committed to conservation and the environment. A comprehensive environmental management plan is being developed and will include land remediation. We continue to expand our efforts in recycling and energy conservation within City-managed facilities.

- The City is developing further benchmarking and performance measurements related to its facilities and real estate services.

Fire Services

Performance highlights

Ottawa is below the OMBI median for:

- The number of fire-related injuries

- Operating costs per $1,000 assessment

- Number of residential structural fires with losses

Through its fire services, the City of Ottawa protects the lives, property, and environment of the people who live, work, and visit here. Highly trained service personnel respond to a wide variety of emergency and non-emergency incidents, including fires, motor vehicle accidents, rescues (including water rescues), medical and hazardous material emergencies, fire investigations, fire inspections, and risk assessments. They also conduct public education initiatives.

The City of Ottawa's three main fire protection activities are:

- Public fire safety education

- Application of fire safety standards and enforcement, including thorough fire cause, origin and circumstance evaluations, *Fire Code* compliance investigations, fire inspections, and risk assessments

- Effective emergency response, including fire emergency calls, fire suppression and rescue operations (e.g., water rescue and

Key facts

- Responded to 23,108 incidents in the urban and suburban area: *
  - o 10,112 fire/explosions/alarms
  - o 6,699 medical calls
  - o 3,312 rescues
  - o 2,985 other emergency responses

- 27 full-time urban/suburban fire stations; 16 rural volunteer fire stations

- 98 fire vehicles

- 989 full-time staff, including 868 full-time firefighters; 425 volunteer firefighters

- Conducted 12,248 *Wake Up! Get a Working Smoke Alarm* visits; distributed 3,132 smoke alarms and batteries

*This figure does not include rural statistics because not all OMBI member municipalities have rural volunteer components.
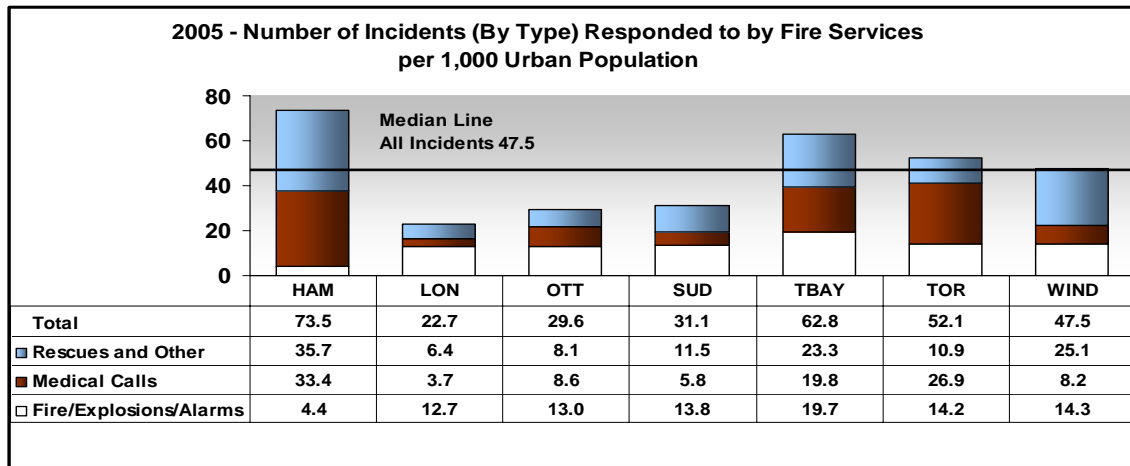
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automobile extrication), and special operations such as responding to hazardous materials calls

The City must meet legislative requirements such as the *Fire Protection and Prevention Act*, and standards including the Ontario Fire Marshal's Municipal Fire Protection Guidelines and the *Occupational Health and Safety Act.*

How does Ottawa compare?

Of the 15 OMBI members, Ottawa is one of seven that provides fire services; the other eight are regional governments that do not provide them. Ottawa also supplies composite fire services – that is, urban full-time and volunteer firefighters. Of the OMBI members providing fire services, only the cities of Hamilton and Sudbury also offer composite services.

How many incidents do fire services respond to?

2005 - Number of Incidents (By Type) Responded to by Fire Services per 1,000 Urban Population

Median Line All Incidents 47.5

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Total	73.5	22.7	29.6	31.1	62.8	52.1	47.5
Rescues and Other	35.7	6.4	8.1	11.5	23.3	10.9	25.1
Medical Calls	33.4	3.7	8.6	5.8	19.8	26.9	8.2
Fire/Explosions/Alarms	4.4	12.7	13.0	13.8	19.7	14.2	14.3

This graph shows the total number of incidents in 2005 to which municipalities responded in the urban and suburban area on a per 1,000 person basis. It includes property fires, explosions and alarms, rescues, medical calls, and other emergency responses or incidents. Factors that influence the figures include:

- Fire service resources are not always allocated uniformly within municipal boundaries. For instance, the way a city is designed (e.g., congested areas, municipal areas, concentrated commercial areas or industrial areas, high-rise occupancies, new developments, high-risk buildings or areas, etc.) affects how fire service resources are allocated based on life and safety risks.

- It is important to note that fire service staffing levels are established to ensure that a minimum number of staff (eg. 4 firefighters on a pumper crew) are assigned to a fire station and ready and able to respond to an emergency incident within an acceptable time frame in each emergency response zone (geographic area). Furthermore, provincial guidelines for municipal fire protection in Ontario have been established to ensure that a minimum of 10 firefighters can be assembled on a fire scene within a 10-minute time frame of having received a call for help in the communications centre. Consequently, staffing levels are established on that basis rather than by call volume. If the call volume increases over time,

staffing levels are not normally augmented unless response times have deteriorated to a point where additional fire stations need to be built. In other words, a minimum staffing level is maintained to provide a very basic level of response. In the event that the call volume increases for a particular response zone, the expectation is that the staffing level will not increase. The volume would have to be handled by the existing staff complement until such time that increasing response times need to be addressed.

- It is also important to note that the Fire Underwriter Survey organization (formerly the Insurers Advisory Organization) sets out the different categories of fire service capabilities in each community. Insurance carriers base their fire insurance premiums on the category established for each specific municipality. If the fire insurance capability is reduced, and a category is lowered, the insurance rates could be impacted by up to 15% per category. This would have a significant negative impact on the property owners in terms of fire insurance premiums paid.

- Geography/layout/natural barriers (i.e., the Greenbelt)

- Quality and type of transportation routes

- Effectiveness of fire prevention and public education programs

- Tiered response protocol agreements between fire, police, and paramedics (i.e., when 9-1-1 staff receive a call, they select, based on the information provided, the predetermined appropriate service(s) to dispatch rather than dispatching all three to each call)

- The daily inflow and outflow of commuters, tourists (particularly in the downtown core), seasonal residents, and attendees at cultural, entertainment, and sporting events

In 2005, the City of Ottawa responded to 29.6 incidents per 1,000 urban residents, well below the OMBI median of 47.49. Significant reallocation of resources to programs focused on fire prevention is believed to have contributed to these positive results. The impact of co-ordinated prevention activities on reducing fire incidents cannot be overstated.

Fire losses will fluctuate and cannot be an accurate measure of effectiveness or efficiency since a single fire can cause significant damage and skew any simple analysis. The number of actual fire incidents reflects the impact of fire reduction programs more accurately. Ultimately, reducing the number of occurrences reduces the risk that lives will be lost.

The number of fire incidents below the median can be attributed to many programs and efforts, which are cumulative in influence:

- The City has reallocated significant resources to fire prevention. Specifically, it encourages a culture of promoting public fire safety that involves firefighters, fire prevention staff, and even administrative staff in delivering the messages created for many of our program goals in their work and private lives.

- Calculated media strategies have been designed and guided by marketing and media professionals.

- The City's firm approach to enforcement and compliance, including ongoing media coverage of the results of fire investigations (an estimated 60% are of undetermined cause) and prosecutions as well as *Fire Code* compliance in buildings requiring retrofit, and other inspection activities.

- Non-traditional delivery of traditional programs has not only raised public fire safety awareness, it has allowed us to partner with many organizations from inside and outside the City (e.g., late-night bar inspections to deal with code compliance). The police, the Alcohol,
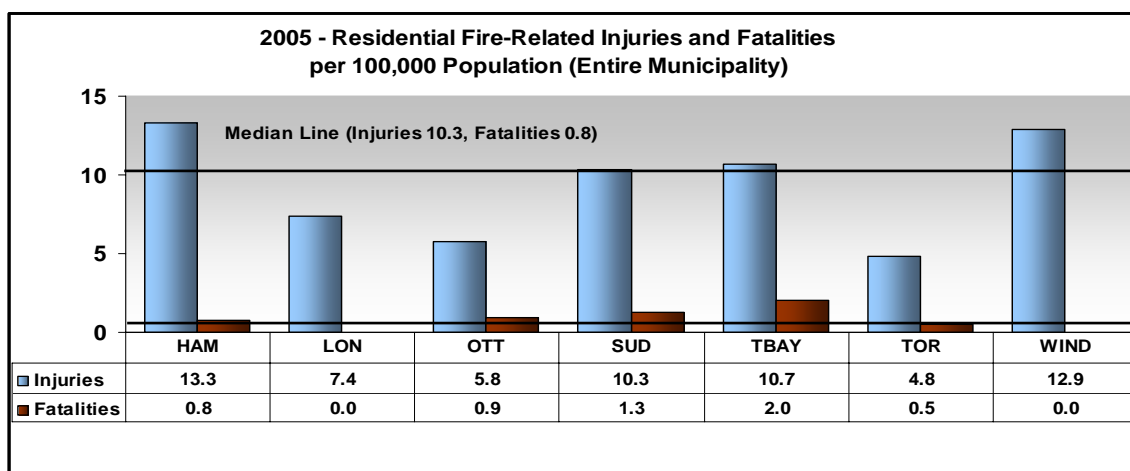
Tobacco and Gaming Commission, and By-law Services have not only gained an appreciation of fire issues but help communicate fire safety messages. Public health nurses also report potential hazards in buildings they may more likely frequent than fire service staff.

- Structured school and other programs targeted to children are now developed with the assistance of educational professionals who know how to deliver messages to youth tailored to their age and maturity.

- Significant empowerment at the neighbourhood level has been realized by directly involving all staff in listening to and interacting with the community to find local solutions to specific challenges.

- Urban renewal and redevelopment helps reduce risk in older, more vulnerable neighbourhoods.

While fires, explosions, and alarms make up 43.8% of the incidents to which the City of Ottawa responds, rescues and other types of incidents accounted for 27.3% of the 2005 total. Ottawa responded to 8.1 rescues and other types of incidents per 1,000 persons. This relatively high number is due to the fact that Ottawa provides water rescue services for two rivers, including rapids and a number of bridges. The City also responded to a higher number of swift water (i.e., rapids) and high-speed motor vehicle accident rescues than other OMBI members with fire services.

Medical calls accounted for 29% of total incidents in 2005. However, at 8.59 calls per 1,000 residents, Ottawa results are consistent with the OMBI median. The number of medical calls to which the City responds is influenced by community demographics and the number of paramedic vehicles on the road. The improved deployment of paramedics and ambulances since 2002 means that the City has had to respond to fewer incidents. Ottawa has the additional benefit of a provincially downloaded central ambulance communications centre and an excellent tiered response protocol for police, fire, and paramedics.

How many injuries and deaths are there from residential fires?

2005 - Residential Fire-Related Injuries and Fatalities per 100,000 Population (Entire Municipality)

Median Line (Injuries 10.3, Fatalities 0.8)

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Injuries	13.3	7.4	5.8	10.3	10.7	4.8	12.9
Fatalities	0.8	0.0	0.9	1.3	2.0	0.5	0.0

This graph shows the number of residential fire-related injuries and deaths (excluding firefighters) per 100,000 persons.

In 2005, the City of Ottawa had 5.8 injuries per 100,000 persons, below the OMBI median of 10.3.

The number of fatalities per 100,000 was 0.9, slightly above the OMBI median.

Factors that influence the number of fires, injuries, and deaths include:

- How the city and its population are dispersed (rural/urban, the types of residential and commercial/industrial zones, surrounding environment) and the degree of risk (e.g., age and concentration of homes or apartments, type of buildings, type of occupancy, etc.) associated with the city's layout/make-up

- The number of working smoke alarms in buildings

- Public fire safety education efforts

How many fires with property losses are occurring?

2005 - Rate of Residential Structural Fires with Property Losses per 1,000 Households (Entire Municipality)

Median Line (1.2)

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Number	1.5	1.0	0.8	1.1	1.7	1.2	1.9
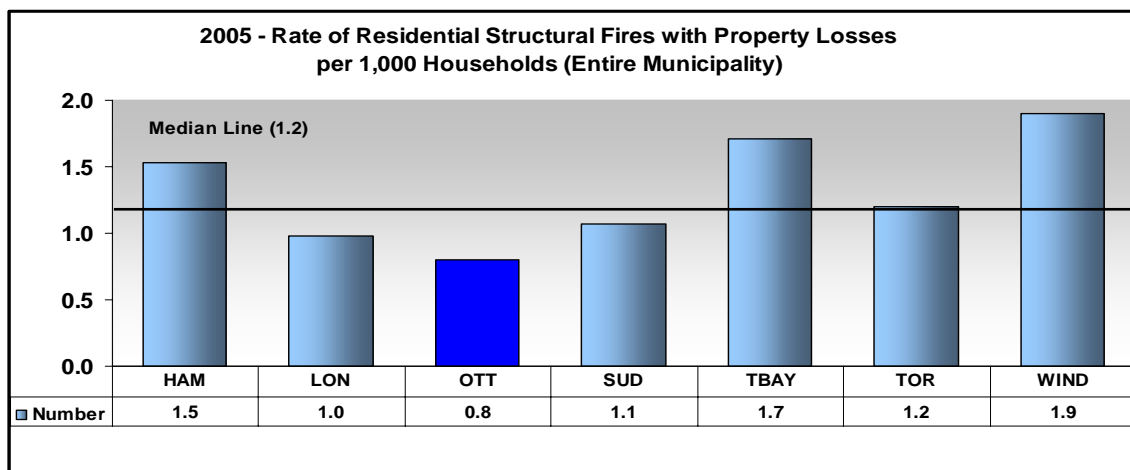
This graph shows the number of residential fires with property losses in 2005, per 1,000 households. Ottawa's result falls below the OMBI median and compares favourably with the two other large municipalities with composite fire services (Hamilton and Greater Sudbury).

Factors that influence the rate of structural fires with losses include:

- How the city and its population are dispersed (rural/urban, the types of residential and commercial/industrial zones, surrounding environment)

- The degree of risk (e.g., age and concentration of homes or apartments, type of buildings, type of occupancy, etc.) associated with the city's layout/make-up

- In an urban setting, the age and density of dwellings (particularly older homes constructed close together on narrow streets) can increase the risks of fire spread

What is the cost of fire services?

2005 - Operating Costs for Fire Services per $1,000 Assessment

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
☐ Dollars	1.39	1.70	1.36	1.96	3.03	1.08	2.27

Median Line ($1.70)
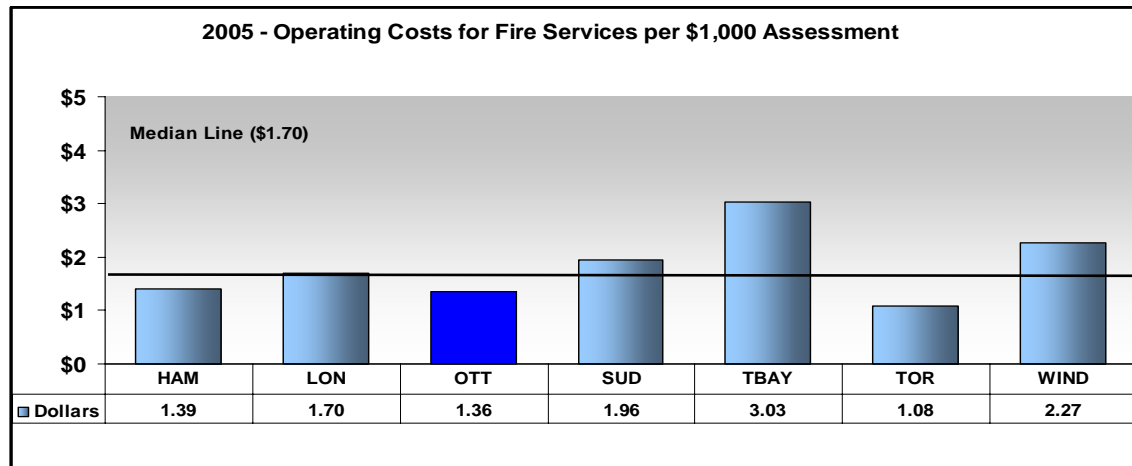
This graph shows the total operating costs for fire services per $1,000 assessment. Assessments are based on the total assessed value of all property types in the municipality.
The fire services functions included in the operating costs are:

- Administration

- Dispatch

- Auxiliary services

- Vehicle and equipment acquisition and maintenance

- Fire suppression (full-time and volunteer)

- Fire stations

- Fire prevention activities

- Fire inspections

- Public education, safety, and training

Key factors influencing operating costs include:

- The size of the municipality – Ottawa covers 2,796 square kilometres (over 100 kilometres from east to west)

- Rising fuel costs

- Type of operations and services provided (e.g., Ottawa operates with a combination of full-time and volunteer firefighters)

- Age of the fleet (fire vehicles) and facilities (fire stations, etc.)

- Service level standards set by the municipal Council

- Compliance with provincial requirements, municipal guidelines, and safety standards

- Collective agreements

- Whether a dedicated Chemical, Biological, Radiological, and Nuclear (CBRN) team is in place

The City of Ottawa's operating costs per $1,000 assessment is $1.36, below the OMBI median of $1.70 and comparable to the two other large municipalities with composite fire services (Hamilton and Greater Sudbury).

Ottawa's cost is higher than Toronto's because Toronto's assessment base is higher (Ottawa has a large rural area with lower land values). The difference in assessment values skews the comparison.

Ottawa spends less than Toronto per capita and per household, but on an assessment basis, it appears to spend more. However, Ottawa's operating costs fall below the median because of delays in settling collective agreements. For example, Hamilton has settled for 2006 but Ottawa has only settled for 2003.

In addition, Ottawa provides a composite service while Toronto uses full-time staff. This must be taken into account in any comparison, that is, because a portion of Ottawa's population receives lower-cost volunteer services. Furthermore, in contrast with other municipalities, Ottawa's full-time complement of firefighters has not increased since 1992.

What is the City doing to improve fire services?

The City of Ottawa is committed to efficient and effective management of its personnel, assets, and delivery of fire emergency services to the community. Some of the initiatives currently underway include:

- Increased emphasis on training for staff

- Continuous review of industry best practices beyond our national borders

- Promoting innovative and non-traditional approaches to program delivery

- Exploring external funding opportunities with partners and stakeholders

The fire management team reviews resource deployment on an ongoing basis. In addition, a comprehensive study of Ottawa's station locations is underway in collaboration with the Office of the Fire Marshal. Recommendations from this study will be reported to committee and Council.

Fleet Services

Performance highlights

- Costs per vehicle km for light, medium, and heavy municipal equipment are below the OMBI median

- Cost per vehicle km for ambulances is below the OMBI median

The City of Ottawa ensures the vehicles used to provide daily City services to the public are safe, reliable, and cost effective. Ottawa's vehicles include transit buses, ambulances, fire trucks, snow removal equipment, solid waste vehicles, as well as road building equipment like graders and park maintenance units, and specialty units like ice resurfacers and turf care units.

Fleet services ensure vehicle-reliant City services meet their commitments to residents by tendering, acquiring, and disposing of vehicles on a timely basis, and maintaining them at optimal operating levels. Adhering to vehicle and equipment safety requirements, managing fuel services, providing driver assessment and training, and ensuring compliance with the provincial Commercial Vehicle Operator Registration system are also key responsibilities involved in managing the City's fleet.

Key facts

- 2,763 vehicles owned and maintained

- 40% are transit vehicles

- 10 maintenance facilities·
  - o 2 provide service 24 hrs/5 days a week
  - o 1 provides service 24 hrs/7 days a week

- 25 city-owned fueling stations

- 30% of municipal maintenance work is contracted out

Costs for fleet services in Ottawa are fully charged back to the branches that use City vehicles. In terms of funding, the City receives a subsidy for approximately one-third of the replacement cost of buses from the Ontario provincial government.

How does Ottawa compare?

In 2005, the City owned and maintained 2,763 vehicles. It also managed the upkeep of 500 police vehicles. Transit vehicles accounted for approximately 40% of the City's fleet, excluding police vehicles. Aside from Ottawa, only one other OMBI municipality reported on transit fleet measures. As a result, transit fleet results are not presented in this section.

Some of the key factors that impact the delivery and cost of fleet services include:

- Number and mix of vehicle types

- Weather conditions

- Specialty equipment such as buses and fire trucks

- Average age of each municipality's fleet and number of hours used

- Types of traffic conditions under which a vehicle is driven

Fleet services is a fairly new area in OMBI. As such, data definitions are still being refined to allow true like-to-like comparisons between municipalities. Some of the key variations include:

- Different vehicle costs captured for the initial purchase-conversion and the equipment

- Some municipalities get chargebacks (i.e., building rents, parts department, etc.) for all internal services (e.g., facilities, purchasing, IT, HR, etc.) while others do not.

- The extent to which fleet services is centralized or decentralized will influence how it maintains and purchases equipment, and maintains records.

- The fleet size and the type of services provided by fleet services (i.e., full life cycle service such as procurement, maintenance, and disposal) coupled with the size and number of maintenance facilities, shifts supported, lease versus owned vehicles, etc.

In light of this, the following are some comparative results for fleet services.

How many municipal vehicles does the City manage?

2005 - Number of Vehicles - Light, Medium, Heavy (Municipal Equipment)

Median for Light (219), Medium (59) and Heavy (69)

	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
☐ Light	117	108	363	220	64	626	219	298	130	1,668	143	270	149
☐ Medium	59	19	92	59	2	191	2	63	29	477	18	69	18
■ Heavy	43	12	181	100		428	63	249	56	968	46	74	23
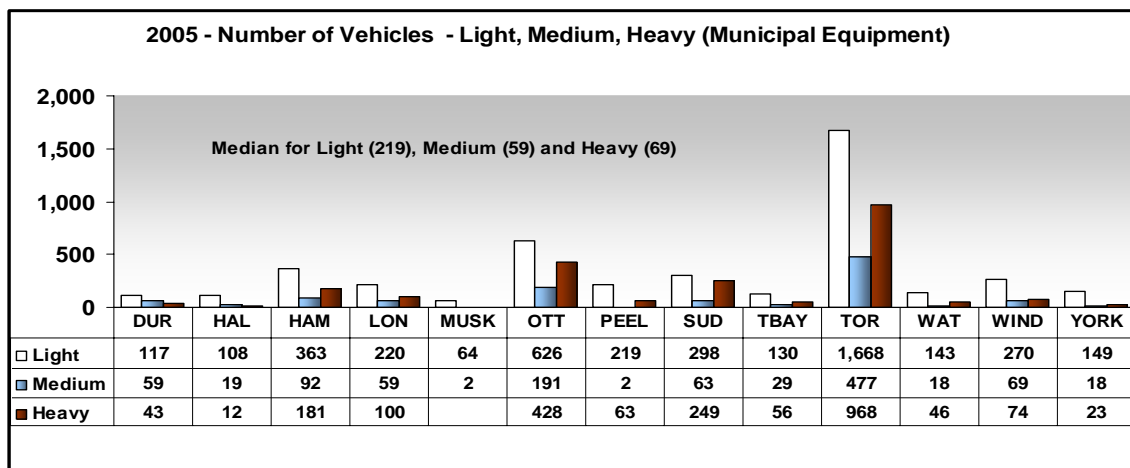
This graph shows the number of municipal equipment vehicles in the three size categories for each municipality. Ottawa has the second highest number of vehicles behind Toronto. A key factor driving the number of vehicles in Ottawa's fleet is its geographical size and population – Ottawa is the second largest municipality in OMBI, covering 2,796 square kilometres.

Municipal equipment vehicles are vehicles used to enable the provision of City services. The three weight categories are:

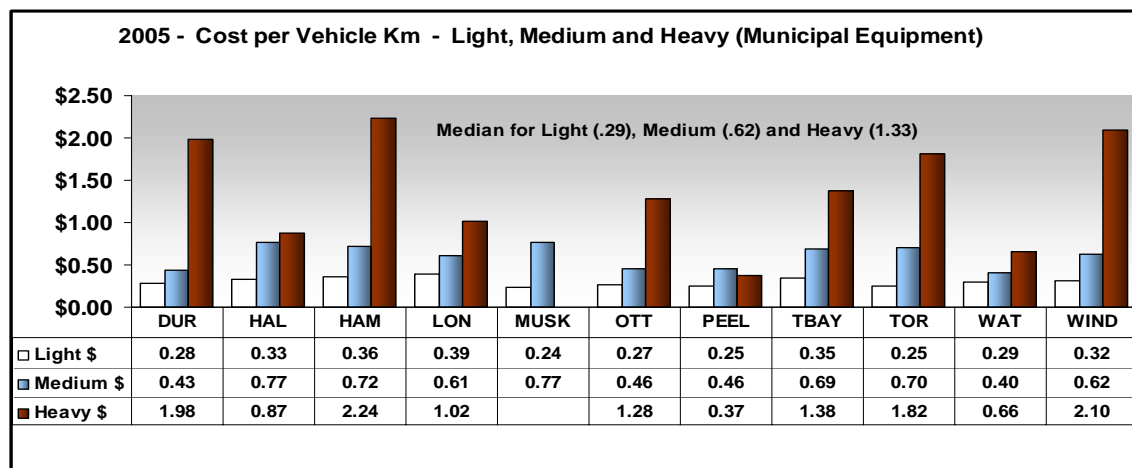- Light vehicles – at less than 4,500 kilograms, these vehicles include regular passenger automobiles, smaller pick-up trucks, and smaller vans. Light vehicles are used by By-law Services, Transit Services, and Ambulance, and include supervisor and security vehicles, as well as pick-up trucks used for road cleaning and forestry work.

- Medium vehicles – at between 4,500 kilograms and 9,000 kilograms, these vehicles include large pick-up trucks and larger-sized vans used to fix overhead and traffic lights.

- Heavy vehicles – at 9,000 kilograms or more, these vehicles include garbage trucks, "spreader" units used primarily to spread salt on the roads in winter, trucks with cranes, dump trucks, and fire trucks (pumpers, aerials, and tankers).

How much does is cost to operate municipal equipment vehicles?

2005 - Cost per Vehicle Km - Light, Medium and Heavy (Municipal Equipment)

Median for Light (.29), Medium (.62) and Heavy (1.33)

	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	TBAY	TOR	WAT	WIND
☐ Light $	0.28	0.33	0.36	0.39	0.24	0.27	0.25	0.35	0.25	0.29	0.32
▣ Medium $	0.43	0.77	0.72	0.61	0.77	0.46	0.46	0.69	0.70	0.40	0.62
■ Heavy $	1.98	0.87	2.24	1.02		1.28	0.37	1.38	1.82	0.66	2.10

This graph shows the average cost per kilometre for running municipal equipment. The cost includes labour, parts, contracted services, and fuel, but excludes depreciation of the equipment, insurance, and indirect costs such as driver training. In 2005, Ottawa's municipal equipment accounted for 14% of the fleet's direct operating cost (excluding police vehicles).

Of the three categories of municipal equipment, the light vehicles class is the most commonly used by the majority of OMBI municipalities with fleet services. It is also the most cost effective.

The variation in the costs for medium and heavy municipal equipment vehicles is due to the various types of vehicles used, and the types of services provided by the municipalities. For instance, unlike some of the OMBI municipalities, Ottawa maintains a fire fleet, which is more expensive to maintain than the average heavy vehicle. Because fire vehicles cost more and do not travel great distances, the cost per vehicle kilometre is greater. Given the variation in the range of vehicles, accurate comparisons for the various vehicle types will only be developed with time.

How many off-road construction vehicles are there?

2005 - Total Number of Vehicles - Off Road Construction

Median Line (78)

	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Number	29	14	553	168	22	367	52	134	220	1,530	78	32	18
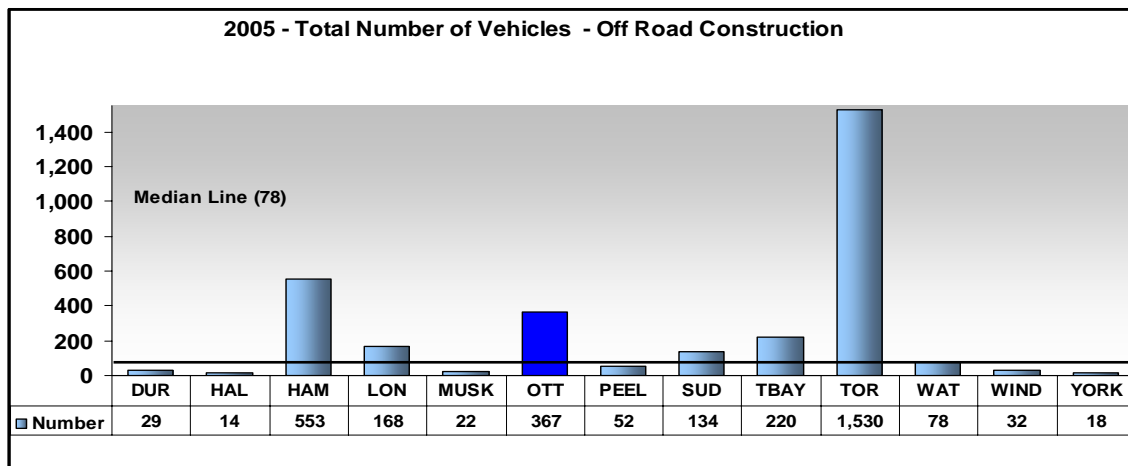
Off-road equipment is also a major class of vehicle within Ottawa's fleet. Off-road equipment includes unlicensed vehicles such as tractor mowers, sidewalk tractors (for sidewalk snow clearing), graders, and front-end loaders (both used for road snow clearing).

This graph shows that Ottawa has more off-road construction vehicles than most OMBI municipalities. Of Ottawa's 367 off-road construction vehicles, 25% are sidewalk tractors, 24% are tractors used for mowing and landscaping, and 20% are self-propelling mowers for lawn maintenance. Again, the number of these types of vehicles is directly related to the size and population of a city.

How much does it cost to operate off-road construction equipment?

2005 - Cost per Vehicle Km - Off-Road Construction

Median Line ($0.41)

	DUR	HAL	LON	MUSK	OTT	PEEL	TBAY	TOR	WAT	WIND
Dollars	0.47	0.41	0.24	0.39	0.41	0.40	0.58	0.49	0.69	0.17
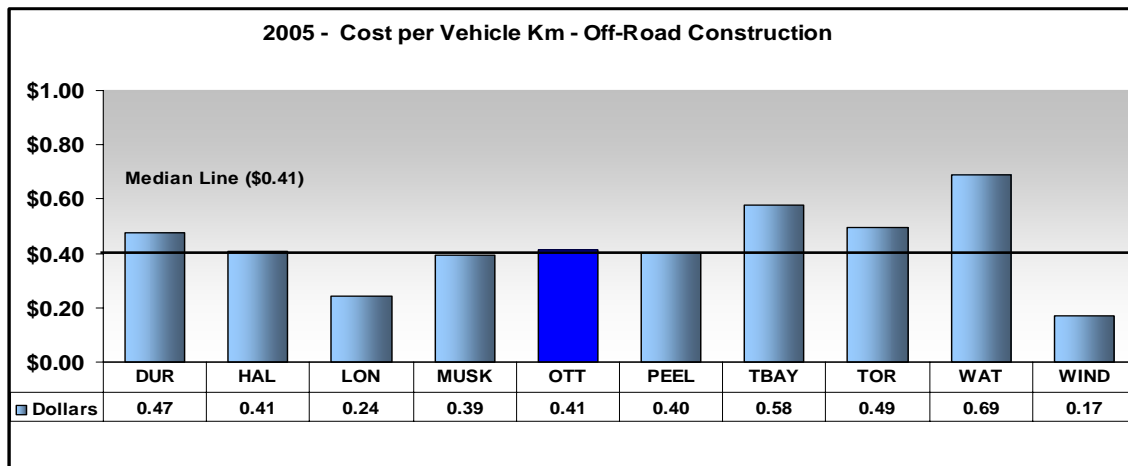
This graph shows the cost to operate off-road construction equipment. Ottawa's operating cost per kilometre is at the median for OMBI municipalities. A key factor that affects the cost of off-road construction vehicles is wear and tear due to the nature of the work involved. For example, snow- and ice-clearing vehicles such as sidewalk tractors are more prone to a higher than average number of failures, and consequently incur higher maintenance costs.

How many ambulances are managed?

2005 - Total Number of Vehicles - Ambulances

Median Line (30)

	DUR	HAL	MUSK	OTT	PEEL	SUD	TOR	WAT
■ Number	35	21	16	62	52	25	149	17
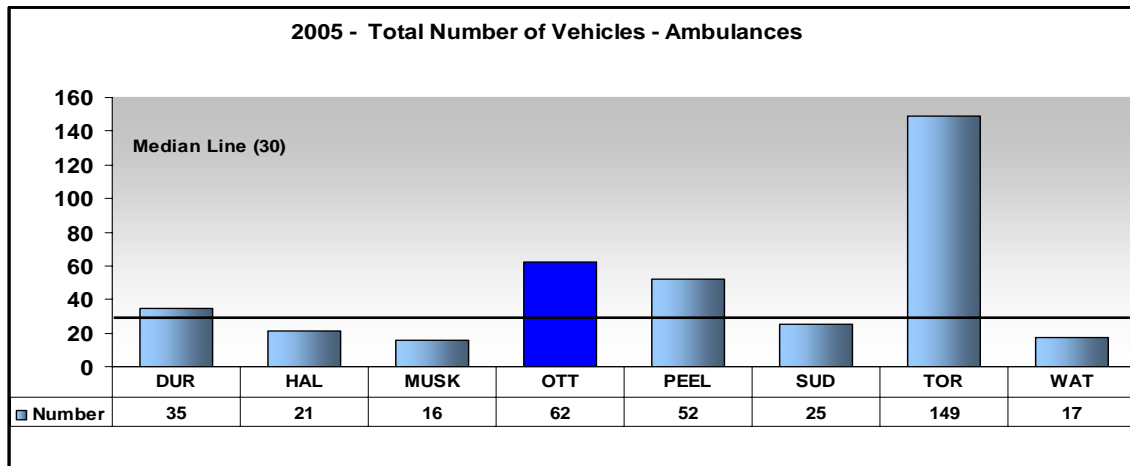
Ottawa has a higher number of ambulances than the OMBI median. This is consistent with Ottawa's larger geographic size and population. The average age of Ottawa's ambulances is three years. An ambulance has a life expectancy of four and half years based on provincial standards. An average ambulance can be driven 45,000 kilometres annually.

How much does it cost to run ambulances?

2005 - Total Cost per Vehicle Km (All in Cost) - Ambulance

Median Line ($0. 50)

	DUR	HAL	MUSK	OTT	PEEL	WAT
■ Dollars	0.54	0.57	0.38	0.47	0.53	0.36
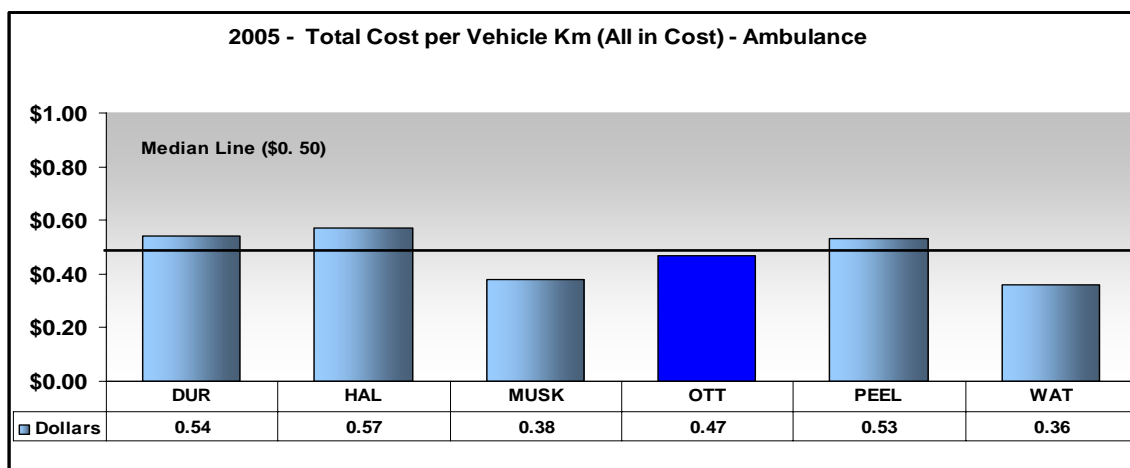
This graph shows that Ottawa's cost of 47 cents per ambulance kilometre is below the OMBI median of 50 cents. The key components in the cost of ambulances include labour, parts, external repairs, and fuel. One factor that is particular to ambulances is the fact that these vehicles need to idle more than other vehicles in the winter because the medications and other equipment they carry must be kept at room temperature. This impacts fuel consumption.

What is the City doing to improve fleet services?

The City of Ottawa has developed a strategic plan for fleet services to focus on its highest priorities. The plan includes:

Continuous improvement – The City is actively involved in the OMBI working group for fleet services, and is leading the Canadian Association of Municipal Fleet Managers (CAMFM) benchmarking initiative.

Warrantee self-audit – In 2005, the City retained SNC-Lavalin to audit how it was managing its processes with respect to vehicle warrantees. The results were very positive. Fleet services in Ottawa is following best practices and is already collecting approximately 90% of the potential warrantees available on new vehicles. Fleet Services is in the process of implementing the recommendations from the final report

Fleet garage efficiency, capacity, and concept of operations – In 2007, the City will be working with KPMG to build a long-term, sustainable 10-year plan for growing the City's fleet maintenance garages. This plan will examine:

- Garage size

- Staff shift opportunities

- Specialized work as in air conditioning and body repair

- Optimal split of work to be done internally versus externally

- Needs of clients and the unique maintenance requirements associated with Ottawa's diverse fleet

Fleet services audit – Ottawa's Auditor General has undertaken a review of all fleet services in 2006. The outcome of the review is expected to be made available to the City Manager by the end of 2006. The recommendations will be woven into the strategic plan for fleet services and help shape the future of this service at the City of Ottawa.

Move to single Fleet Management Information System (FMIS) – The City is in the process of moving to a single fleet management information system that will include information on all municipal vehicles and buses. As part of this upgrade, all processes across transit and municipal maintenance areas are being reviewed to determine synergies available by consolidating under one FMIS. The fleet management information system will allow the City to obtain and analyze detailed information required to manage a complex fleet.

Hostels Services

Performance highlights

- Number of beds in shelters per 100,000 people is slightly above the OMBI median for large urban centres

- Average length of stay in emergency shelters is at the OMBI median

- The supply of shelters is well balanced with the need for them

The City of Ottawa provides funding to community agencies that help homeless people and people at risk of becoming homeless. This collaboration has developed into a system of services focused on preventing homelessness and helping people find and keep permanent housing.

Emergency shelters or hostels are an essential part of this service system. Although in recent years the emphasis of the service system has shifted from crisis management to preventing homelessness, families and individuals still can become homeless for many reasons.

Key facts

- 964 contracted shelter beds in 2005

- 2 City-operated shelters for families with children

- 8 community-based shelters

- Overflow moved into motels as needed

The City of Ottawa subsidizes approximately 1,000 shelter spaces in two City-operated family shelters, eight community shelters, and overflow facilities as needed. The agencies that operate these shelters provide a range of services including meals, shelter, and case management. Case management ensures that all clients are assessed and referred to the social and health services they need. Each shelter has a housing support worker to help clients find long-term housing and settle into the community.

There are many stakeholders in Ottawa's service system for people who are homeless or at risk of being homeless, including community agencies and all three levels of government – municipal, provincial, and federal. The City plays a number of important roles that range from direct service delivery to the funding and facilitation of community initiatives.

How does Ottawa compare?

The following are some comparative results for hostels services.

How many beds are available to people who need emergency shelter?

2005 - Average Nightly Number Emergency Shelter Beds Available per 100,000 Population

Median Line (32.8)

	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK
Beds	23.2	5.9	64.6	87.2	25.6	110.9	24.3	35.4	154.8	31.9	33.6	6.8
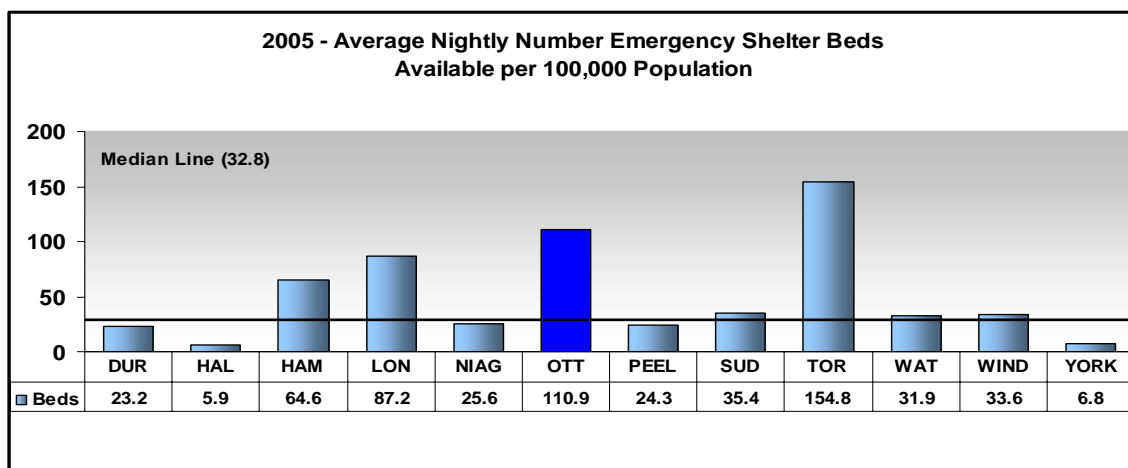
This graph shows the number of emergency shelter beds the City provides per 100,000 persons. Each municipality determines the number of beds it needs to provide safe shelter for homeless individuals and families. Ottawa's number reflects our ability to meet demand. The need for shelter tends to be higher in cities such as Hamilton, London, Toronto, and Ottawa because there are higher levels of social and economic disparity.

How well is the demand for emergency shelter being met?

2005 - Average Nightly Bed Occupancy Rate of Emergency Shelters

Median Line (81.2%)

	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK
%	61.2%	75.0%	79.6%	93.3%	68.6%	91.7%	67.6%	85.9%	90.8%	95.5%	54.9%	82.7%
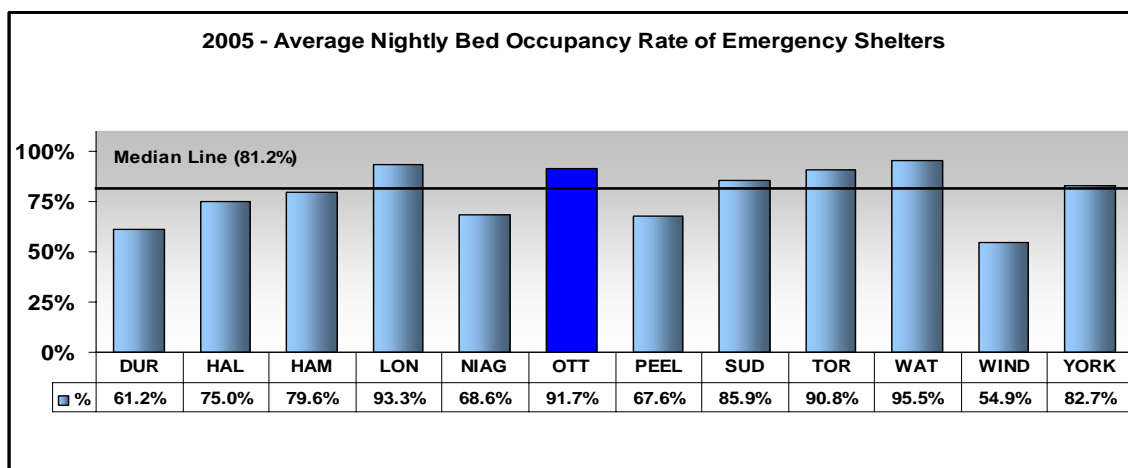
The average nightly occupancy rate for emergency shelter beds is an indicator of how well a municipality is meeting demand. Ottawa's rate indicates that it is successfully balancing supply of shelter beds with the demand for them. The supply of shelter beds does not exceed the demand nor are people forced to sleep on the street. Although the City continues working to reduce the need for emergency shelter, it is close to full capacity. As circumstances require, the City takes steps to obtain overflow accommodations in local motels when demand exceeds 100% capacity.

How long does a client stay in an emergency shelter?

2005 - Average Length of Stay per Admission to Emergency Shelters

Median Line (9.1)

	DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TOR	WAT	WIND	YORK
Days	11.6	0.1	6.5	11.6	8.2	9.9	7.9	8.1	15.0	15.9	5.3	12.0
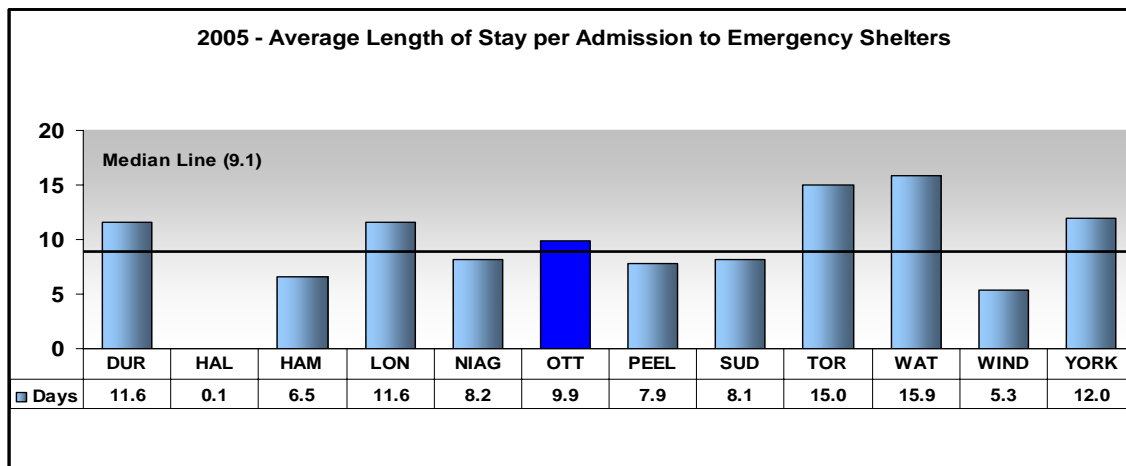
Clients can stay in the Ottawa shelters as long as they are working with support workers to find appropriate housing. Municipalities such as Toronto and Waterloo have also adopted this approach to helping people find long-term housing. This stabilizes the homeless population instead of having them move from shelter to shelter because of arbitrary limits on length of stay.

The main reason for long stays is the lack of supportive housing that combines shelter with on-site support (e.g., mental health services) for people who cannot live independently. This gap is being addressed with several new initiatives, including the creation of new supportive housing in Ottawa.

What is the City doing to improve hostels services?

The City is undertaking a number of key initiatives to improve hostels services:

- To administer the shelter system more effectively, the City has developed emergency shelter standards for consistent service delivery across the shelter system. The City has been working with agencies on plans to ensure that shelter operations meet these standards.

- The City is also promoting better communication, co-ordination, and collaboration among service system partners to address the need for effective housing support services. Housing support services are crucial to preventing homelessness and ensuring that long-term housing solutions are found with supports appropriate to each household's needs. These services are funded primarily through the provincial Ministry of Community and Social Services, with temporary supplemental funding from the federal Supporting Community Partnerships Initiative (SCPI).

The main challenge is that funding for crucial support services is limited and federal homelessness funding under SCPI is slated to end in March 2007 with a net loss of more than $2 million. Improved co-ordination and collaboration among partners will improve service delivery capacity in the community. However, more sustained funding is required, particularly from the Ontario Ministry of Health and Long-term Care, for increased mental health and addiction services that are essential to preventing homelessness.

Library Services

Performance highlights

- Second highest collection turnover of reporting OMBI municipalities at a rate of 4.1 times per item

- Cost per use is at the median for the reporting OMBI municipalities

- Steady increase in circulation of materials across the library system

In Ontario, public libraries are created by municipal by-laws and governed by public library boards, as outlined in the *Public Libraries Act*. The Ottawa Public Library (OPL) Board consists of 14 trustees: six councillors and eight members of the public.

After each municipal election, City Council appoints the library board trustees to serve a four-year term. It is the Board's mission to nurture the love of reading and the pursuit of knowledge. People use the resources of the Ottawa Public Library to read, think, learn, interpret, imagine, and connect with each other and the world.

Key facts

- 33 branches and two bookmobiles

- 24/7 Web access to library services

- Serving the largest geographical area of any reporting libraries

- Supporting early-childhood and adult literacy through programs, materials, and outreach

How does Ottawa compare?

The following graphs provide some key results for 2005.

The following factors may influence the results:

- Differences in service levels established by library boards and municipal councils that affect the size, number, and location of branches

- Expenditures on collections and the mix of formats and languages supported

- The specialization of facilities such as reference and research libraries with rare or special collections
- Specialized services such as bookmobiles, home library service, and literacy programs
- Population size and density, which impacts the number of branches but does not determine their size or hours of operation

In light of this, the following are some comparative results for library services.

How many times were libraries used?

2005 - Number of Library Uses per Capita

Median Line Total Uses (23.2)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
Total	16.4	24.6	27.6	22.6	23.4	23.2	32.9	12.3	17.8
■ Non-Electronic	13.1	19.4	22.1	18.5	18.3	18.6	21.9	10.9	13.8
■ Electronic	3.3	5.2	5.5	4.0	5.1	4.6	11.0	1.4	4.0
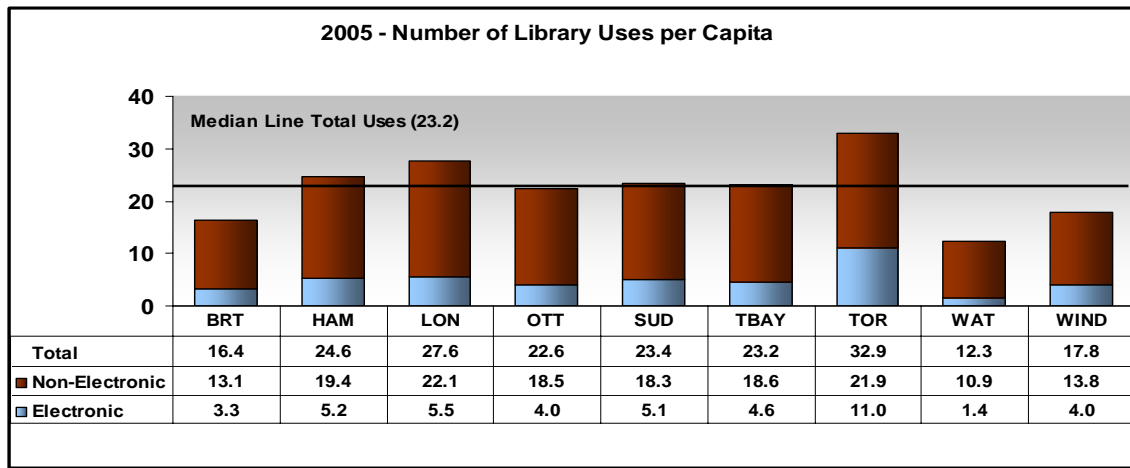
In 2005, the total annual number of uses for the Ottawa Public Library was 19,543,903. This number comprises total circulation, program attendance, computer workstation sessions in the library, library visits (both physical and via the Internet), reference transactions (both physical and via the Internet), and use of information databases inside and outside the library.

Annual library usage per person/capita for Ottawa is at the median for OMBI members. One factor influencing overall library use may be access to alternative sources of information and entertainment. According to the *2005 Canadian Internet Use Survey*, more Ottawans have access to the Internet at home and at work than the residents in other municipalities.[1]

Statistics Canada, http://www.statcan.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=4432&lang=en&db=IMDB&dbg=f&adm=8&dis=2

How many holdings do libraries have?

2005 - Number of Library Holdings per Capita

Median Line (3.2)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
Holdings	2.1	3.6	2.9	2.9	3.8	3.2	4.0	3.2	2.9
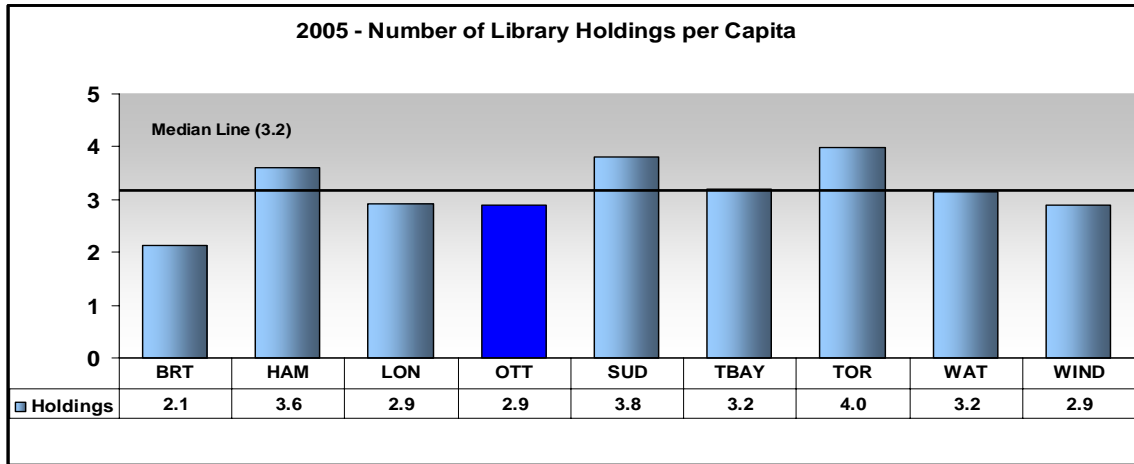
In 2005, the Ottawa Public Library held 2,504,206 documents in its collection, or 2.89 documents per capita. Among OMBI municipalities, the number of holdings was second only to the Toronto Public Library.

How many times is each item borrowed from a library?

2005 - Number of Times in Year Circulating Items are Borrowed (Turnover)

Median Line (3.0)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
Turnover	2.6	4.0	3.5	4.1	1.9	3.0	4.7	2.2	2.3
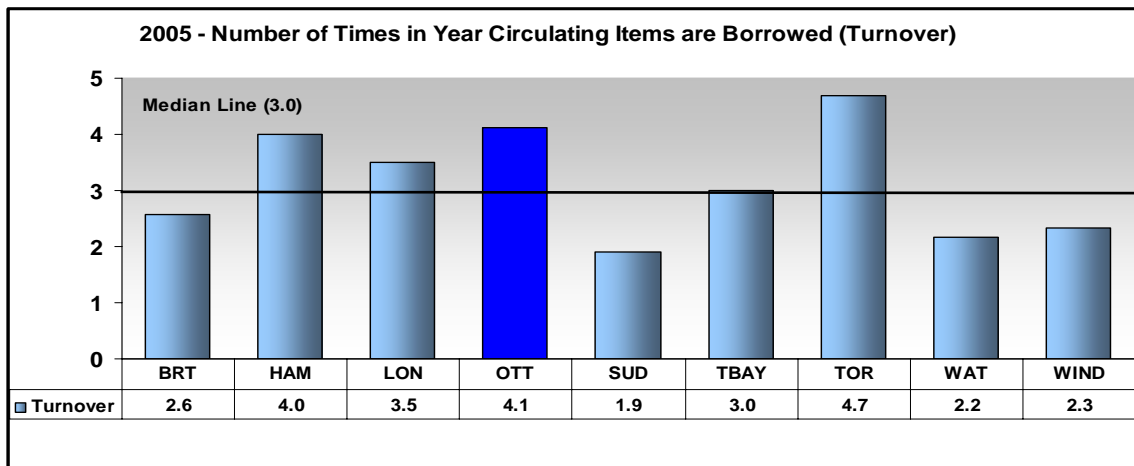
Turnover shows the demand for a library's collection and the popularity of its materials. In 2005, the Ottawa Public Library turnover rate was higher than in all other municipalities except Toronto. While some items in the collection may not be borrowed in a year, others items are borrowed multiple times.

How many hours are all library branches open?

2005 - Annual Number of Library Service Hours per Capita

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
□ Hours	0.24	0.09	0.11	0.09	0.20	0.10	0.09	0.23	0.13
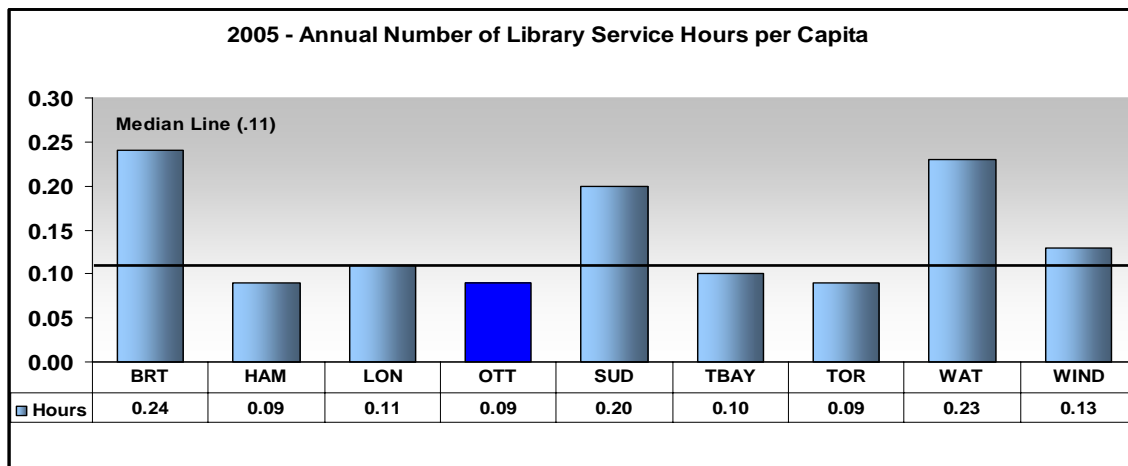
The number of hours that the City of Ottawa can offer library service to the public is limited by funding constraints. In Ottawa, the annual number of service hours per capita is below the median, but it is in line with the number of service hours offered in several other municipalities, notably Toronto and Hamilton. The hours offered by the OPL bookmobiles and the size of library branches are not considered in the calculation of per capita service hours.

How much does it cost for each library use?

2005 - Cost per Library Use

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND
□ Dollars	2.14	1.95	1.71	1.97	1.83	2.04	1.73	2.70	2.27
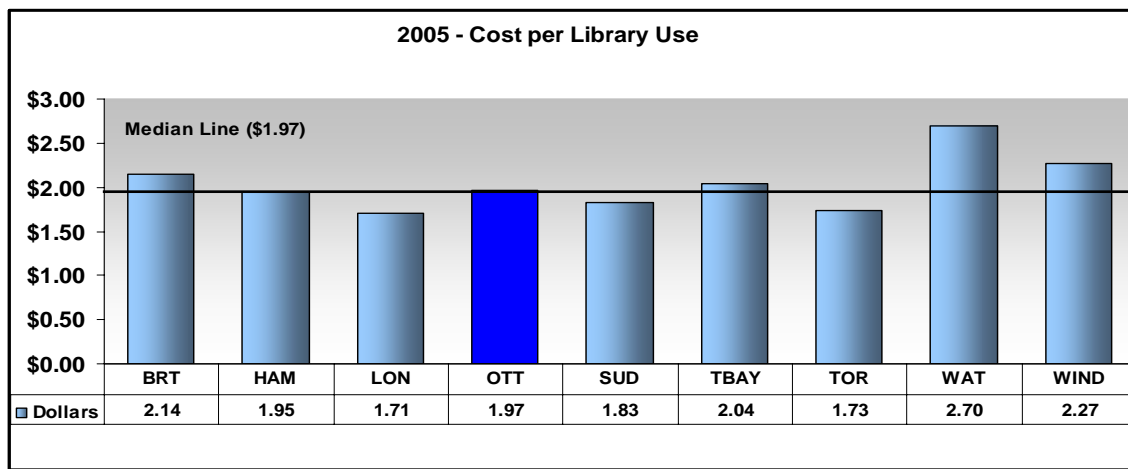
The Ottawa Public Library's cost per use is higher than in London, Toronto, Sudbury, and Hamilton. In 2005, this was attributable to the one-time four-point nine million dollar payout from the 2005 compensation budget for legislated job evaluation and pay equity adjustments, including retroactivity. Toronto and Hamilton are also required to conduct job evaluation programs as a result of their municipal amalgamations; however, neither municipality has completed this process.

What is the City doing to improve library services?

The City of Ottawa has targeted four areas for strategic development:

- Preserving and maintaining public space by renewing existing library facilities and planning for future growth, including a new Central Library

- Implementing a continuous improvement agenda with special focus on three areas of library service:
    o Borrower services
    o Collection development
    o Technical services

- Continuing to build upon the literacy and learning strategic initiative to promote reading for children, adults (especially new Canadians), and seniors

- Targeting specific sectors of the population to increase their library usage:
    o Business
    o New Canadians
    o Persons with disabilities

Long Term Care Services

Performance highlights

- The City of Ottawa provides 15% of the total long term care beds in the community, below the OMBI median of 18.2; 85% are provided by the charitable, not-for-profit, and private sectors

- 95% of long term care home residents and their families are satisfied with their homes

- Ottawa's long term care beds serve 10.3% of the population over 75, consistent with the OMBI median of 10.2%. This also meets the provincial standard.

The City of Ottawa provides a range of care and services to clients in long term care homes and in the community. They are designed to promote the health, well-being, safety, and independence of its clients (seniors with physical frailty and dementia). Long term care home services are available to Ottawa's English- and French-speaking populations.

Ottawa has a mix of municipal, not-for-profit, and private sector long term care homes that have evolved to respond to the needs of the city. The City owns and operates four not-for-profit homes, which are directly accountable to City Council:

- Centre d'accueil Champlain in Vanier serves French-speaking seniors

- Garry J. Armstrong Home in central Ottawa offers bilingual service

- Peter D. Clark Home and Carleton Lodge in Ottawa operate predominately in English

Key facts

- Population over the age of 75 in Ottawa is 45,770

- Ottawa has 28 long term care homes four of which are City-operated

- Ottawa has a total of 4,698 long term care beds (municipal, charitable, and privately operated)

- Total number of municipally operated long term care beds is 711

- In 2005, Ottawa provided 20,658 bed days and 599 community program days per 100,000 persons

These homes provide comfortable, safe, and secure environments for people who are no longer able to live independently in their own homes. They offer 24-hour supervision, onsite nursing, and personal care, as well as a wide range of support services and programs to support the physical, emotional, and spiritual well-being of residents.

Quality and compassionate care is provided by a multi-disciplinary team that includes:

Registered nurses	Social workers
Registered practical nurses	Therapists
Personal support workers	Dieticians
Doctors	Housekeeping, laundry, and dietary staff

In addition to operating four long term care homes, Ottawa also provides community outreach programs to residents who prefer to live with minimal assistance in their own homes. These programs focus on wellness and prevention to help clients stay independent for as long as possible. Two of the four City-operated homes provide Meals on Wheels and Adult Day Centre programs. A telephone reassurance program for senior francophones (Télé-bonjour) is offered through the Centre d'accueil Champlain. The homes have also built important and effective partnerships with community groups, churches, specialized services, hospitals, and educational institutions.

Funding responsibilities for long term care services are shared by the Ontario Ministry of Health and Long-term Care, residents, and the City of Ottawa. The provincial government sets resident fees. Persons with limited income are eligible for a subsidy.

Long term care homes are managed in accordance with the regulations of the *Homes for the Aged and Rest Homes Act*, the standards of the Canadian Council of Health Service Accreditation (CCHSA), and the policies of the City of Ottawa and the Ontario Ministry of Health and Long-term Care.

The City of Ottawa demonstrates its commitment to continuous improvement and to providing high-quality services to clients by participating in the CCHSA accreditation program. The City-operated long term care homes have achieved the three-year CCHSA award.

How does Ottawa compare?

In addition to demographics and health status of Ottawa residents, these factors may influence provincial results:

- The municipal mix of facility resident days and equivalent community days

- Staffing levels, and the ratio of registered versus non- registered staff and the case mix index (CMI)

- Differences between single- and upper–tier municipalities in the levels of support and programming provided to seniors based on Council decisions

- Price variables beyond municipal control (e.g., provincially controlled factors such as the arbitration process and pay equity legislation)

- Ministry of Health and Long-term Care policies such as reducing funds if occupancy levels fall below 97%. Municipalities in the process of redeveloping their facilities often fall below the 97% target. In addition, municipalities that are temporarily over-bedded will not receive full funding.

- Municipal and district homes in northern communities hold a significant proportion of the long term care beds provided in the area. Without municipal participation, some areas of the province would have limited access to long term care services.

- Occupancy requirements vary depending on program area

- Lack of economies of scale for small northern and rural homes adversely affect per diem costs, as there are fewer beds to share fixed overhead and operating costs

- Community programs provide a range of different services with significantly different cost structures

In light of these factors, the following are some comparative results for long term care services.

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

2005 - Percentage of Population over 75 that can be Served from all Long Term Care Beds in each Muncipality

Median Line (10.2%)

%	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
	12.9%	10.2%	12.2%	8.5%	12.2%	9.8%	10.3%	9.7%	11.1%	13.2%	4.9%	11.6%	9.7%	9.8%

Minimum Provincial Standard: Municipalities should provide service to 10% of the population over 75 years of age.
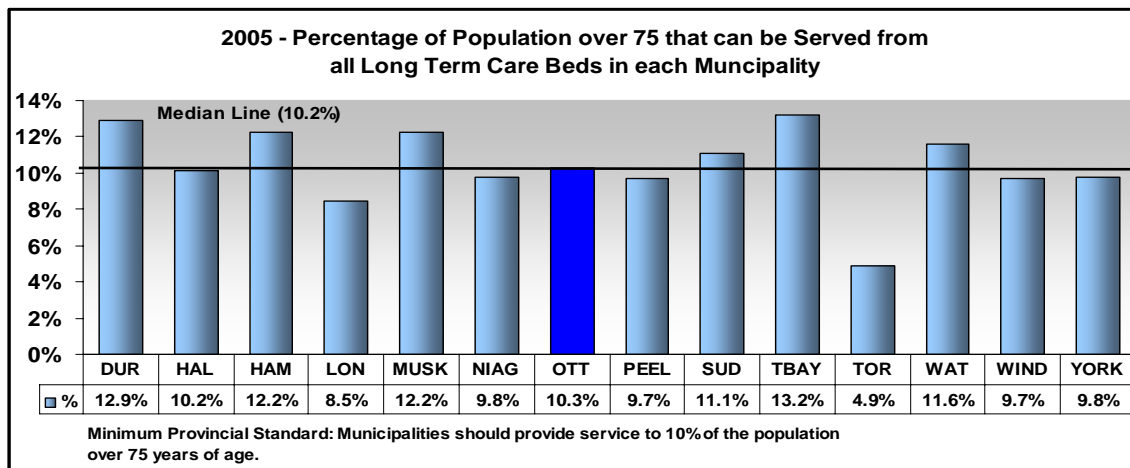
This graph shows the ability of the City of Ottawa to provide long term care beds to residents over the age of 75. This includes all facility bed days available within the City - municipal, charitable, and for-profit. The population information was obtained from Statistics Canada data and is valid as of December 31, 2005.

The demand for long term care beds is influenced by:

- The age of the population in a municipality

- The availability of alternate community programs and services

- The proximity of clients' family and friends

The level of support and types of programming provided to seniors in the community can also affect the provision of long term care beds, including the availability of hospital beds, supportive housing, and community support programs.

Ottawa's total pool of long term care beds can meet the needs of 10.3% of the population over 75. This equates to 100 beds per 1,000 persons over the age of 75 in the community, is consistent with the OMBI median (10.2%), and meets the minimum provincial standard of 10%.

Who provides long term care beds?

2005 - Municipal Beds and Non-Municipal Beds as a Percentage of Total Beds in the Community

Median Line Municipal Bed 18%

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Non-Municipal Beds	71%	76%	89%	87%	69%	73%	85%	86%	68%	59%	83%	90%	81%	93%
Municipal Beds	29%	24%	11%	13%	31%	28%	15%	14%	32%	41%	17%	10%	19%	7%
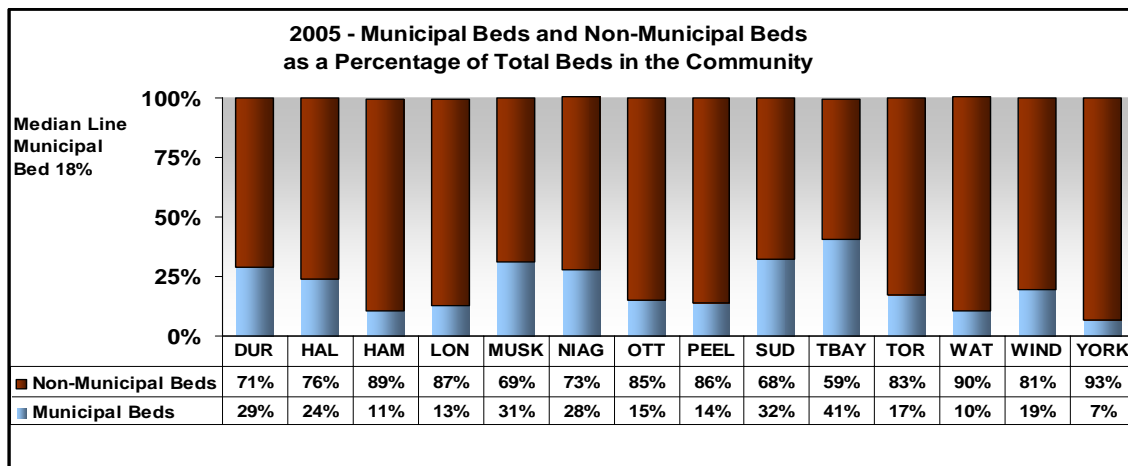
This graph compares the number of beds the municipality offers with the number offered by the not-for-profit and private sectors. The City of Ottawa provides 711 beds, or 15% of the total long term care beds in the municipality. This result is below the OMBI median of 18%. This result reflects previous decisions about the service delivery model and legislated variances mandated over time to meet the needs of Ottawa residents.

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

2005 - Long Term Care Facility Cost (CMI adjusted) per Long Term Care Municipal Facility Bed Day

Median Line ($174)

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	185	154	190	175	122	141	183	181	151	167	160	180	190	173

Source: MOH Annual Report (Unaudited)
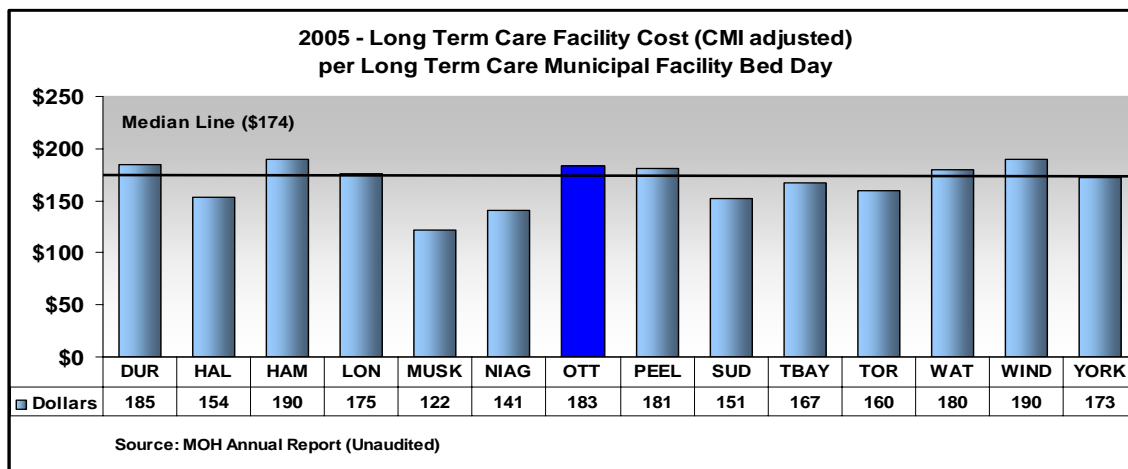
This graph shows the cost of operating a municipal long term care home in each municipality for one day.

To calculate a bed day, the number of long term care beds is multiplied by the number of days in the year in which beds are available for occupancy. To improve the comparability of results, the cost is adjusted by the case mix index (CMI), a numerical factor that reflects the intensity of care residents require in a particular home.

City of Ottawa-operated homes provided 257,750 bed days in 2005. At $183 per bed day, costs to provide one long term care bed each day in Ottawa are above the OMBI median of $174. Ottawa's municipally run homes have a higher percentage of residents with Alzheimer disease and other high need requirements than community, not-for-profit, and private sector homes.

Are long term care clients satisfied?

2005 - Resident Satisfaction in Municipal Homes

Median Line (95%)

%	DUR	HAL	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
%	96%	94%	79%	84%	95%	95%	91%	97%	98%	97%	98%	95%

Note: Residents in Hamilton and Niagara were not surveyed in 2005.
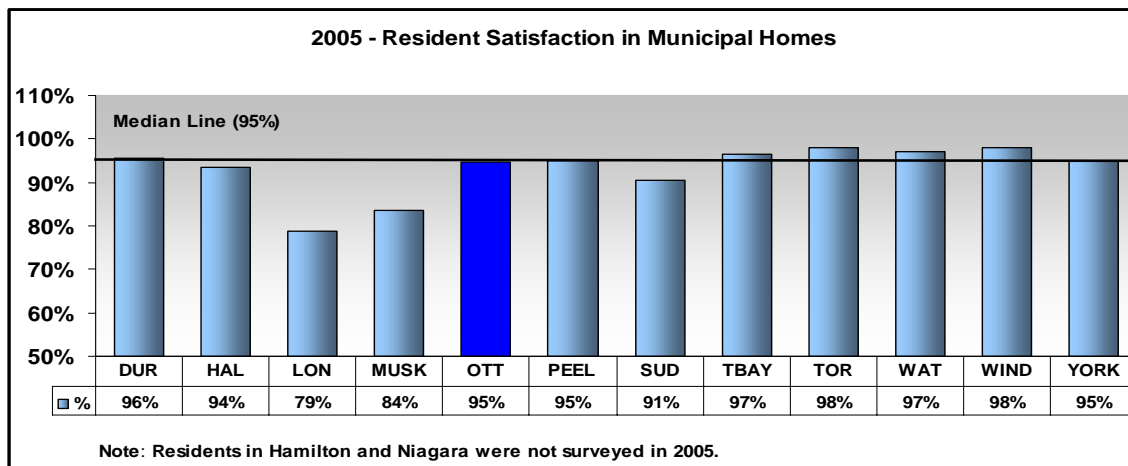
This graph shows the percentage of surveyed long term care clients and their families who are satisfied with municipal long term care homes as a place to live. The higher the bar, the more satisfied clients.

Residents and their families are surveyed annually to ensure their needs are being met. Satisfaction rates may be affected by how complaints are handled and reported in the home, and the relationship between staff and families/residents.

Results for the City of Ottawa show that residents have a high level of satisfaction with their facility as a place to live.

What is the City doing to improve long term care services?

The City is doing a number of things to improve long term care services. They include:

- Ottawa's population is growing and aging. The senior population will rise sharply as the baby boom generation reaches retirement age, placing pressure on long term care services. Ottawa will need to work with community partners to design and deliver a range of programs and services to meet the evolving needs of residents and the community.

- The City's long term care homes use 48 quality indicators to measure their clinical and operational performance accurately, and to obtain a clear picture of their strengths and opportunities for improvement.

- City of Ottawa-operated homes also participate in an external accreditation program that helps demonstrate transparency and accountability to residents, community, and other stakeholders.

- In addition, the City is undertaking an analysis to understand where duplication and gaps may exist in internally and externally delivered services.

- The City is also focusing on building awareness among seniors about the services it provides.

- Long term care homes operated by the City of Ottawa have initiated a Learning and Growth Plan. Part of this plan focuses on ensuring employees have the proper tools and skills to understand and effectively care for residents as their needs change.

- Home Advisory committees, chaired by City councillors and consisting of community representatives, long term care services representatives, and partners in care, provide guidance and direction to the City-operated homes.

Parking Services

Performance highlights

- On-street parking spaces account for 60% of City-managed parking spaces compared to under 46% for other OMBI municipalities

- At $1,797, the average annual revenue collected per parking space in Ottawa is above the OMBI median

The City of Ottawa provides parking services to support the viability of businesses, services, and tourism destinations, and the needs of residents and visitors, while also ensuring safe traffic flow.

Parking services provided directly by the City include:

- Management of on-street parking meters

- Operation of several municipal parking facilities

- Maintenance and collection of the O-Train ticket dispensers

- Maintenance of parking meters and equipment

- Collection of parking revenues

- Management of the Tour Bus Parking Program

Key facts

- 6,259 paid parking spaces

- 13 off-street parking lots

- 3,773 on-street parking meters and 2,486 off-street parking spaces

- On-street parking spaces account for 60% of City-managed parking spaces

- On-street parking rate is $0.25 for six minutes or $2.50 per hour

Enforcement of parking by-laws also plays an important role in ensuring safety and fair access to parking.

Concentrated in the central core of Ottawa, municipally operated parking lots offer long- and short-term parking while select lots offer monthly parking. Payment options for on- and off-street municipal parking spaces include parking cards, coins, bills, and major credit cards.

Adequate parking is of great importance to Ottawa's businesses and institutions and guarantees their accessibility to customers, employees, and visitors who travel by automobile, whether by need or by choice.

To ensure a balanced parking system, the interests of employers, institutions, residents, and tourism destinations are considered while keeping in mind the need to manage land use and encourage the use of public transit.

How does Ottawa compare?

Some of the factors that influence municipal parking services include:

- Use of variable-rate pricing structures

- Availability of public transit

- Proximity and number of alternatives such as free public parking and private lots

- Municipal policy

- Demand for parking

In light of these factors, the following are some comparative results for parking services.

How many of the parking spaces in Ottawa are managed by the City?

**2005 - Number of Total, On-Street and Off-Street
Paid Parking Spaces Managed per 100,000 Population**

Median for Total (1,445), On Street (487) and Off Street (838)

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
☐ Total	1,325	923	723	1,516	3,411	1,445	2,036
☐ On Street	487	430	436	261	1,267	659	677
■ Off Street	838	493	287	1,255	2,144	787	1,359
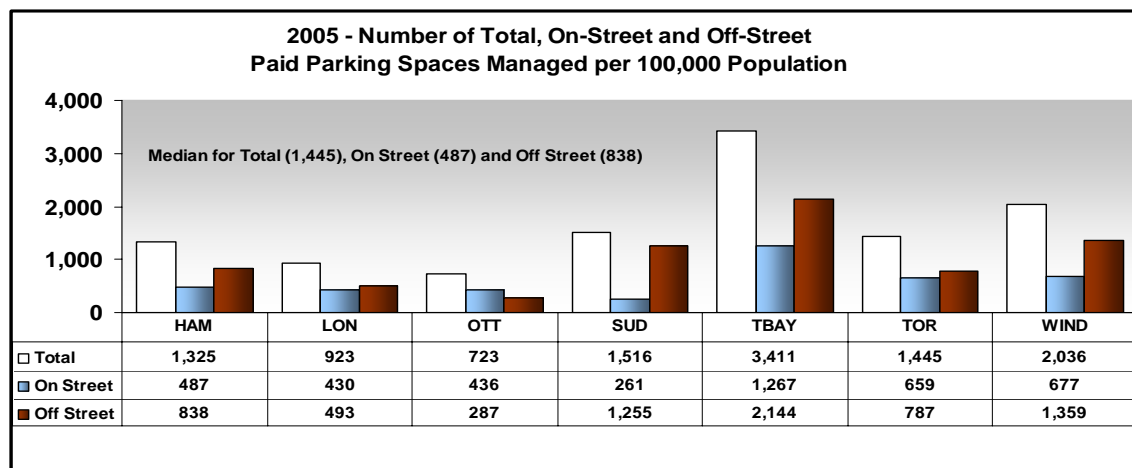
This graph shows the number of paid parking spaces managed by each OMBI municipality per 100,000 persons. It shows the number of parking spaces on the street and those that are off the street (in parking lots or garages).

Ottawa manages 723 paid parking spaces per 100,000 persons. The number of on-street parking spaces per 100,000 persons is close to the median. The number of off-street parking spaces is lower than the median. This is an important contributor to Ottawa's success in achieving the key transportation objectives and land use goals set out in the City's Transportation Master Plan and Official Plan. Ottawa is the only reporting OMBI municipality where the number of on-street parking spaces is greater than the number of off-street parking spaces. This further demonstrates the City's commitment to its objectives. In 2005, on-street parking spaces made up 60% of the parking spaces managed by the City.

How much does is cost to manage municipal paid parking spaces?

2005 - Parking Services Cost per Paid Parking Space Managed

Median Line ($547)

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
☐ Dollars	655	447	1,149	458	328	2,050	547
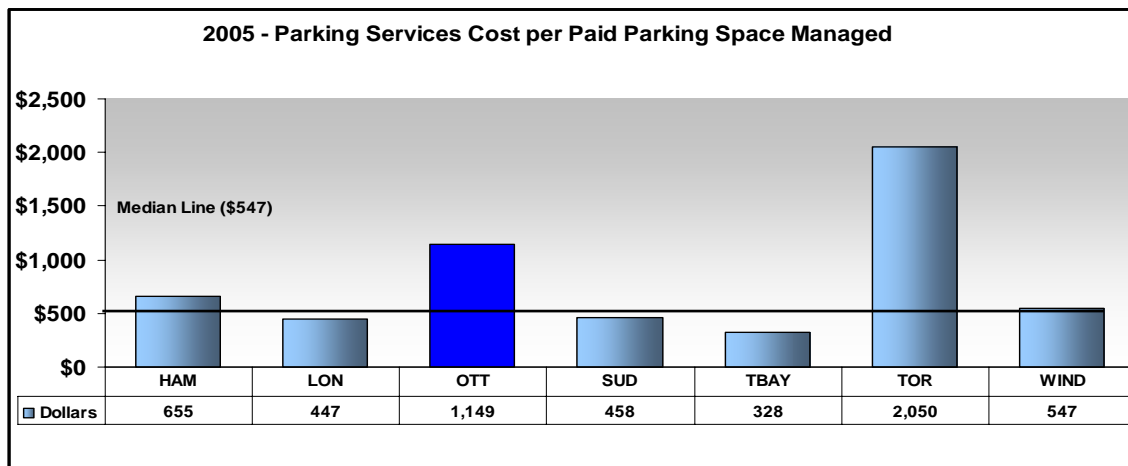
This graph illustrates the average parking services cost for each paid parking space managed by the various municipalities. This cost includes property-related costs, snow removal, parking equipment maintenance, and, in some cases, charges related to enforcement of parking regulations and program support.

Ottawa's cost per paid parking space is above the OMBI median of $547. It is important to note when comparing the results that not all municipalities were able to isolate and include enforcement costs and other program-support costs related to parking. Ottawa's cost includes enforcement costs, which contribute to a higher cost per paid parking space relative to the median. Enforcement costs at municipal parking spaces make up approximately 20% of Ottawa's parking-related costs. Enforcement resulted in approximately 79,000 parking tickets being issued in 2005, the majority (88%) for the expiry of time at parking meters.

How much money is collected per parking space?

2005 - Gross Parking Revenue (Parking Fees) Collected per Paid Parking Space

Median Line ($723)

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
☐ Dollars	709	723	1,797	524	382	2,354	758
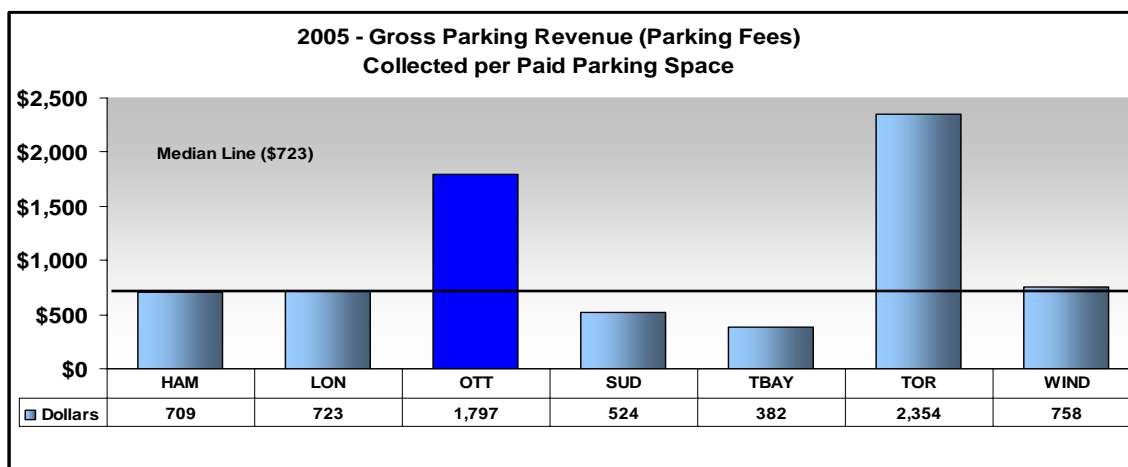
This graph shows the average revenue collected from parking fees for each paid parking space. It does not include money collected from fines.

Among the OMBI reporting municipalities, Ottawa had the second highest gross revenue per parking space after Toronto. This higher revenue is due to the concentration of municipal parking spaces in the central area and along busy commercial strips where demand and parking rates are higher. The City operates very few parking spaces outside the central area where parking rates are lower.

What is the average hourly rate for municipal parking spaces?

2005 - Average Hourly Rate for On-Street Parking

Median Line ($1.00)

☐ Dollars	HAM	LON	OTT	SUD	TBAY	WIND
	0.61	1.25	2.50	1.00	1.00	1.00

Note: Toronto data not available
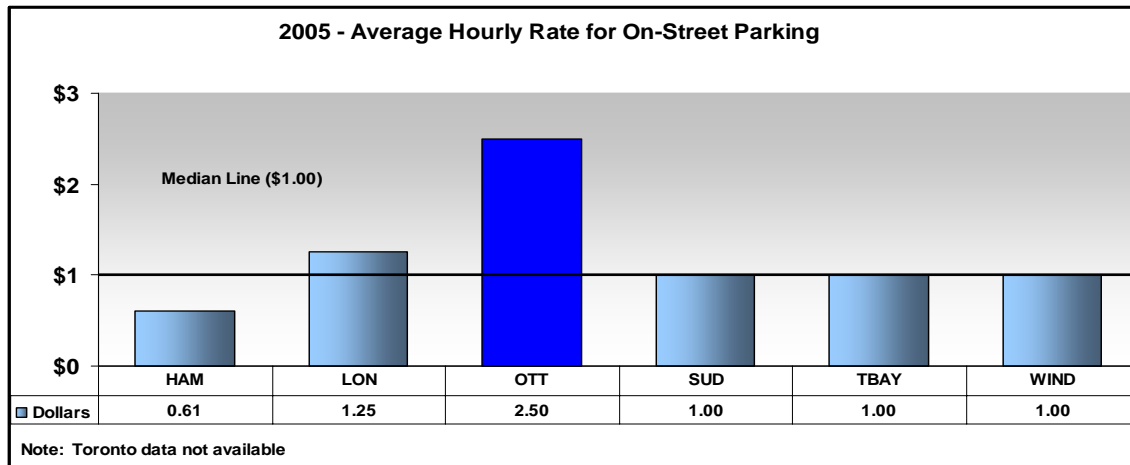
The average hourly rate for on-street municipal parking is influenced by factors such as:

- Demand for parking

- Number of parking spaces available in a given location

- Availability of alternatives such as free public parking and private lots

The graph illustrates that Ottawa's average hourly parking rate is higher than those in the other OMBI municipalities. This is consistent with the concentration of Ottawa on-street parking spaces in the central business area. Ottawa's on-street parking rate is $0.25 for 6 minutes or $2.50 per hour. This is in line with the rates charged in similar areas of Toronto. While data for Toronto are not provided in the graph above, the Toronto Parking Authority's Web site indicates that the cost for parking in Toronto's inner core commercial area is $3.00 per hour, and that it is $2.00 per hour in Toronto's outer core commercial area.

The City's on-street parking rate is an important contributor to achieving the key transportation objectives and land use goals set out in the City's Transportation Master Plan and Official Plan. All Ottawa on-street metered parking spaces are either one or two hours in duration. Off-street rates are lower than on-street rates to encourage the use of off-street lots for time periods that exceed the maximum for on-street parking.

What is the City doing to improve parking services?

The City is undertaking a number of key initiatives to improve parking services. These include:

- Providing an assessment of the various sponsorship and partnership opportunities, and working with the corporate and public sector to enhance the parking program

- Providing strategic marketing guidance, advice, and marketing recommendations to better promote the parking program in support of local businesses, institutions, tourism, and the general public

- Expanding the Tour Bus Parking Program by supplying parking spaces for tour buses at key tourist destinations

- Exploring advances in the wireless credit card-accessible solar pay-and-display meters to increase service levels to the public and reduce program operation costs

- Centralizing key processes to find efficiencies in cash handling

- Introducing GPS (Global Positioning System) technology to enhance staff security and optimize collection routes

- Updating parking studies in key areas to better assess and forecast the parking needs of business areas

- Exploring other payment options at all on-street parking meters and other automated parking equipment to provide more flexibility to the public and reduce operating costs

Parks Services

Performance highlights

- Ottawa has 11 hectares of open space per 1,000 persons. The OMBI median is 5.2 hectares per 1,000 persons.

- Costs for parks per person is below the OMBI median

The City of Ottawa's open space and leisure lands are for the enjoyment of the public and serve the recreation and leisure needs of the whole community. Parks and leisure lands such as sports fields and multi-use pathways, natural, and other lands make up the green space in the urban area of the city.

Ottawa distinguishes itself from many other large cities with its abundance of parks, rivers, woodlands, and rolling countryside. Its natural surroundings contribute significantly to the high quality of life offered to all citizens. The green spaces are the legacy of decisions that visionary community builders made in the past.

New public parks, sports fields, and multi-use pathways are provided through public acquisition and

Key facts

- More than 850 parks within City boundaries

- Maintains 2,853 hectares of parkland

- 6, 648 hectares of natural parkland

- 9,501 hectares of open space

- 234 km of trails or 0.27 km of trails per 1,000 persons

through parkland dedication required under the *Planning Act* at the time of development. In addition to municipal lands the City owns and maintains, there are more than 20,000 hectares of federal lands in Ottawa within the National Capital Greenbelt. This includes parks, parkways, and recreational trails. National monuments and other high-profile buildings also provide green spaces and spaces for public gatherings. The federal government and the conservation authorities own and maintain woodlands and other lands that bring nature into the city.

All levels of government and several public agencies within the City also own vacant lands that may not be developed for recreational use but are rarely restricted to the public. These lands, such as property associated with infrastructure (Airport Parkway, provincially owned hydro corridors, storm water management lands), landscaped lands, and the grounds of major institutions are intended for other purposes, but contribute to visual green space and to the amount of land available for future public use. For example, the City uses sports facilities on

school sites and secures agreements for walking, cycling or other recreation opportunities on some provincially owned hydro corridors and federally owned land.

How does Ottawa compare?

One factor that influences the City of Ottawa's results is the large amount of National Capital Commission (NCC) land, which is not controlled by the municipality.

In light of this, the following are some comparative results for parks services.

How much parkland and open space does the City of Ottawa have?

2005 - Hectares of Maintained Parkland and Open Space per 1,000 Population

Median Parkland (3.0), Open Space (5.2)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Parkland (hectares)	2.8	2.4	1.8	3.3	4.2	5.4	1.6	3.4
Open Space (hectares)	2.9	3.5	5.6	11.0	4.8	16.2	2.7	5.7
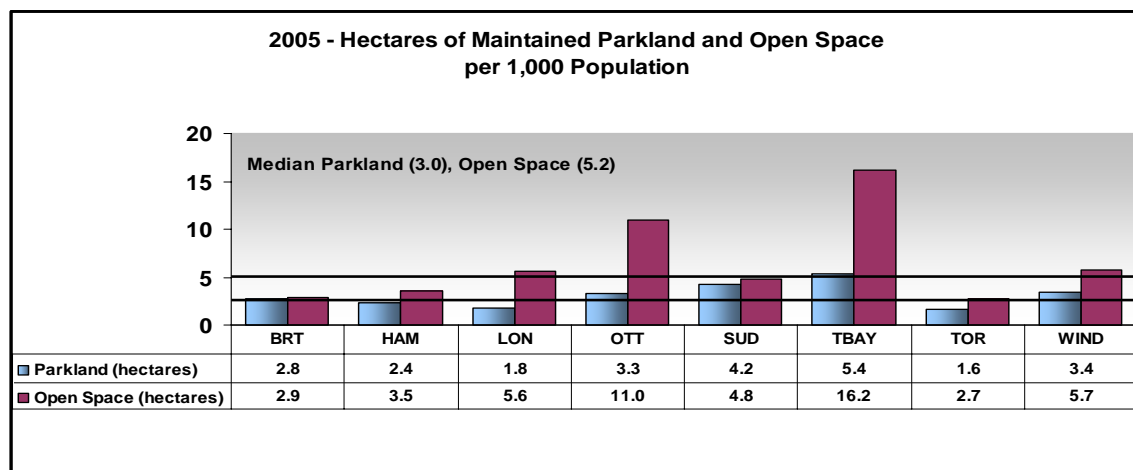
This graph shows the number of hectares of parkland and open space the OMBI municipalities maintain per 1,000 residents.

Hectares of open space and natural parkland include property for which the municipality is financially responsible and that is maintained and made available for public use. These lands can also be owned by the municipality or school boards (if there is a reciprocal agreement in place), or leased from other third parties (through a formal lease agreement) as long as they are available for public use.

The following factors influence results:

- Different service standards established by municipal councils for maintained parkland

- Establishment of new parks may be more difficult in developed areas of urban municipalities than in rural areas

The City of Ottawa has 3.3 hectares of maintained parkland per 1,000 persons, above the OMBI median of 3.0. This is a reflection of the City of Ottawa's emphasis on green space. With 11.0 hectares of open space per 1,000 persons, Ottawa is well above the OMBI median of 5.2 hectares per 1,000 persons. This is attributed to the large amount of National Capital Commission land and land associated with the Experimental Farm.

How many trails does Ottawa have?

2005 - Km of Trails per 1,000 Persons

	HAM	LON	OTT	SUD	TBAY	TOR	WIND
☐ Km	0.10	0.34	0.27	1.00	0.33	0.08	0.41

Median Line (0.33)
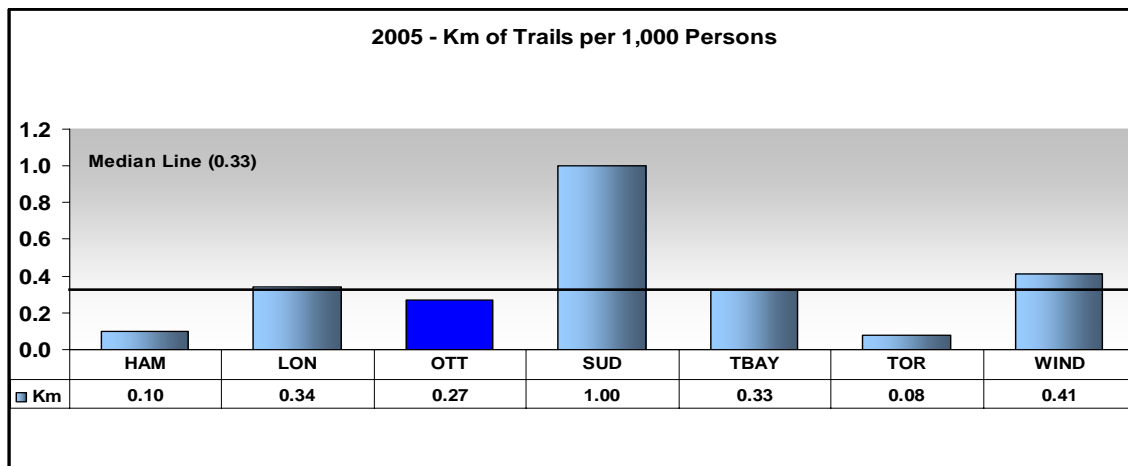
This graph shows the number of kilometres of trails per 1,000 residents. The higher the bar in the graph, the more trails per person in the municipality. The results include the length of all trails (in kilometres) that fall under municipal responsibility. It also includes leased trails – with a formal lease agreement – that are managed by the municipality and made available for public use. Trails may support a range of non-motorized and motorized recreational uses such as walking, hiking, bicycling, riding/equestrian, and snowmobiling.

Several factors influence the availability of trails in a municipality:

- The quality of trails may vary significantly (e.g., paved or unpaved, maintained, or natural)

- It is more difficult to establish new trails in developed urban areas

- Some trail systems do not allow motorized use; however, some municipalities have trails intended for motorized use (such as snowmobiles) included in their results

The City of Ottawa has .27 kilometre of trails per 1,000 persons, below the OMBI median of .33 kilometre per person. OMBI results are affected by the City of Sudbury, which includes snowmobile trails in its results. Snowmobile trails in Ottawa are on private land and not included in the calculation.

What does it cost to maintain our parks?

2005 - Cost of Parks per Person

Median Line ($31.57)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Dollars	29.13	28.18	19.74	28.27	34.01	54.99	41.66	47.32
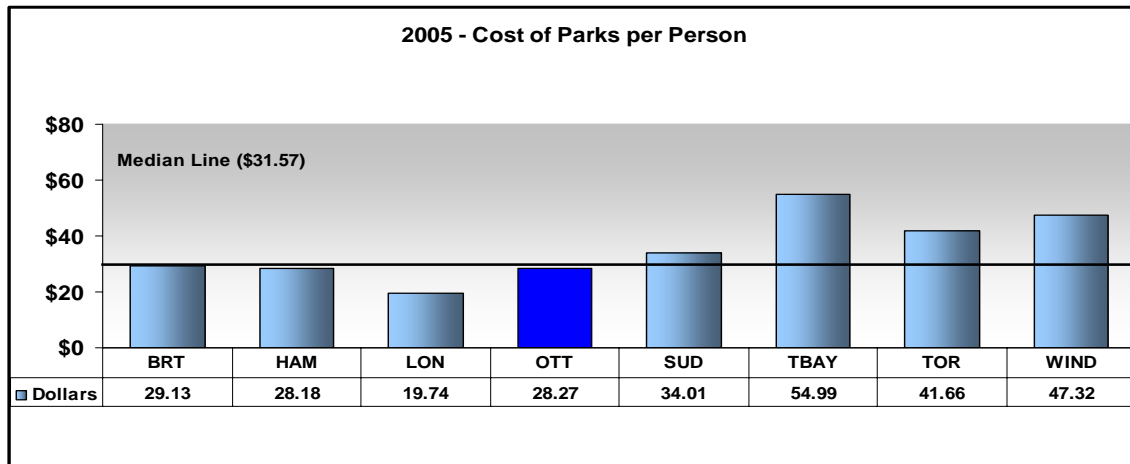
This graph shows the cost per person to maintain parks. Costs are influenced by the following factors:

- Differences in the mix of maintained and natural parkland in a municipality – maintained parks can include a number of amenities and usually involve turf maintenance programs, all of which typically cost more per hectare than maintaining forests or other natural areas

- Different maintenance standards for parks established by municipal councils

The cost of parks per person in the City of Ottawa is $28.27, below the OMBI median of $31.57.

What is the City doing to improve parks services?

The requirements for green space and opportunities to provide it to residents will continue to evolve as the City of Ottawa grows and changes. City Council approved the *Green Space Master Plan – Strategies for Ottawa's Urban Green Spaces* on August 23, 2006. The plan expresses the City's vision for green space in urban Ottawa and establishes policies to achieve it.

Several initiatives have the potential to contribute to the city's green space land:

- The evaluation of all natural spaces in the urban area will serve as a basis for a strategy to secure priority sites through acquisition and other means

- A shortfall in large sports fields has been identified and a strategy has been developed to create more sites through partnerships.

- An update of the City's Parkland Dedication By-law is pending. The new by-law will standardize the way the parkland dedication is determined and will establish criteria for the use of cash taken in lieu of the land dedication.

Planning Services

Performance highlights

- Received 212 development applications per 100,000 persons, above the OMBI median of 182

- 85% of development applications met *Planning Act* timeframes compared to an OMBI median of 89%

- Settlement area grew by 0.4% over 2004, above the OMBI median of 0.1%

The City of Ottawa manages the growth and physical form of the city through its planning processes. Planning is the management of land and resources to ensure a healthy community – economically, socially, and environmentally. Good planning contributes to orderly development and the choice of appropriate locations for homes, shops, parks, offices, and factories, supported by a network of roads, water mains, sewers, and transit. In addition, planning protects the community's environment and historical areas and provides residents and visitors with a unique sense of place.

Development activities can include changes in how land is used, controlling features on the development site, or the creation of a parcel of land. To conduct planning or development activities, a development application must be submitted to the City for approval. City staff review and process the development applications within the framework of provincial legislation, Council-approved policies, and by-laws. They also take into consideration the community, urban design, and transportation planning perspective.

Key facts

- Received a total of 1,837 development applications

- 24 Official Plan amendment applications

- 67 Zoning By-law amendment applications

- 43 subdivision plans

- 25 condominium plans

- 558 minor variances (i.e., granted by the Committee of Adjustment to allow use of a property in a way that does not fully comply with the requirements of the Zoning By-law)

- 582 consents (i.e., authorized separation of land to form two or more new adjoining properties, required for the sale, mortgage or lease for more than 21 years of a newly created parcel of land)

Development applications must be submitted to the City whenever property development plans require one or more of the following:

- Amendments to the City of Ottawa's Official Plan

- Amendments to a Zoning By-law

- Site plan approvals

- Submission of plans of subdivision or condominium

- Lifting of holding zone provisions – a holding zone is used in conjunction with a zoning designation when the proposed land use is considered inappropriate for development at a certain time or until the applicant has met certain requirements. Landowners can apply to have these holding zones lifted to proceed with development.

- Part-lot control – a provision of the *Planning Act* that regulates the transfer or sale of part of a lot within a registered plan of subdivision

- Zoning By-law variances

The Province of Ontario, through the *Planning Act* and the *Municipal Act*, determines how the development review process should be undertaken, and how land uses may be controlled and by whom. The *Planning Act* governs most development applications while the *Municipal Act* governs matters such as street openings and closings.

The *Planning Act* mandates that Ontario cities create Official Plans – a city's overall master planning document. The Zoning By-law is a companion document and key tool in the implementation of the Official Plan. The City of Ottawa's Planning and Environment Committee and Agriculture and Rural Affairs Committee ensure the City's Official Plan is enforced. These committees also review development applications and policy matters related to planning and development of property within Ottawa.

How does Ottawa compare?

The following factors affect planning services results and comparability among municipalities:

- Type and mix of application

- Level of municipal governance (i.e., single-tier versus two-tier)

- Planning costs associated with application types may include more than the costs of the development application process (e.g., the cost of Official Plan preparation and policy development, indirect cost allocations)

- Complexity of the application in terms of scope and magnitude

- Differing organizational structures among municipalities introduce challenges in capturing measures for the full range of planning services, particularly when some review and commenting functions occur in several different departments

- Average time to process a given type of application, and the cost of doing so, is affected by municipal Council's decisions regarding the opportunities for public participation in the planning process

In light of these factors, the following are comparative results for planning services.

What is the change in the size of the settlement area since 2004?

2005 - Percent Change in Size of Settlement Area
Relative to Base Year of 2004

Median Line (.1%)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TOR	WAT	WIN	YORK
% Change	0.0%	0.0%	0.0%	2.2%	0.3%	0.4%	0.1%	0.4%	5.4%	0.0%	0.0%	-0.2%	0.0%	0.3%
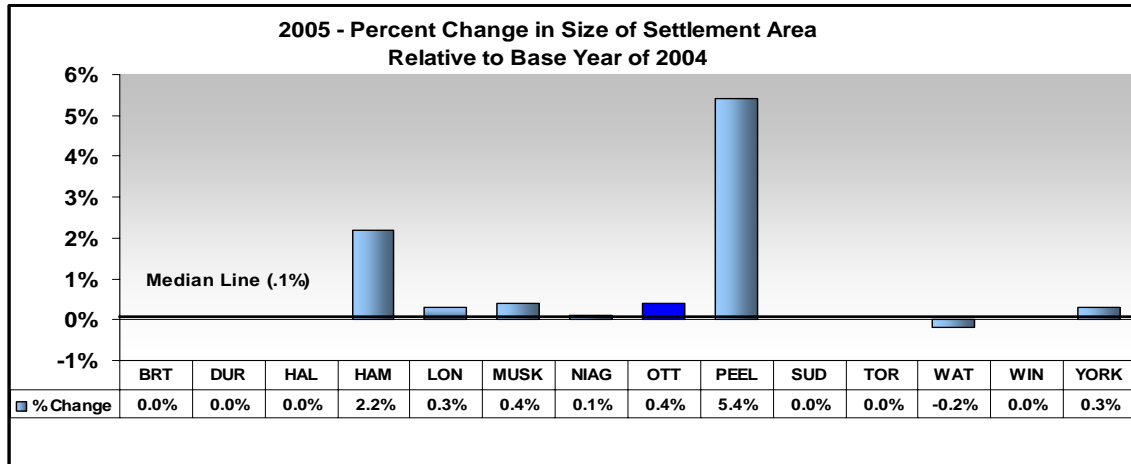
The settlement area is the boundary of the urban area and villages as defined in the municipality's official plan.

This graph shows the percentage change in the size of the settlement areas designated in a municipality, relative to 2004.

As a result of Ontario Municipal Board decisions, and/or Council-approved official plan amendments, the City of Ottawa experienced a 0.4% change to the size of the settlement area, relative to 2004, above the OMBI median of 0.1%.

How many development applications does the City receive?

2005 - Number of Development Applications Received per 100,000 Population

Median Line (182)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Number	767	106	275	201	182	15	218	212	159	238	135	155	161	200	71
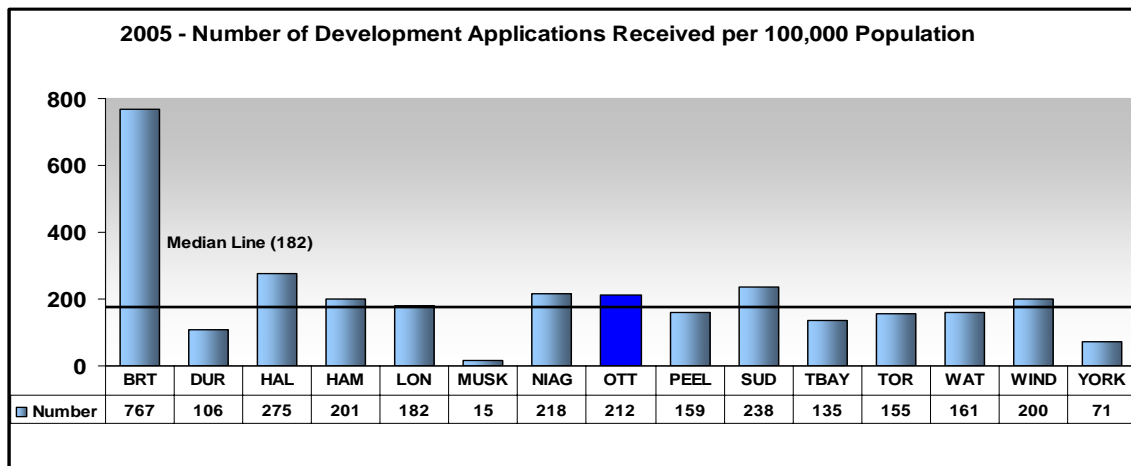
The number of development applications received is a measure of economic activity within the municipality.

This graph shows the number of development applications received per 100,000 persons. Applications include: Official Plan amendments; Zoning By-law amendments; subdivision and

condominium plans; minor variances; consents; part-lot control; site plan approvals; and, other applications. The higher the bar in the graph, the greater the number of applications received.

In 2005, the City of Ottawa received a total of 1,837 development applications, or 212 development applications per 100,000 persons. This result is consistent with most other municipalities.

What percentage of development applications meet *Planning Act* timeframes?

2005 - Percentage of Development Applications Meeting Planning Act Timeframes

	BRT	HAM	OTT	SUD	TBAY	WIND
%	97.9%	84.8%	85.0%	97.3%	59.7%	94.9%

Median Line (89.9%)
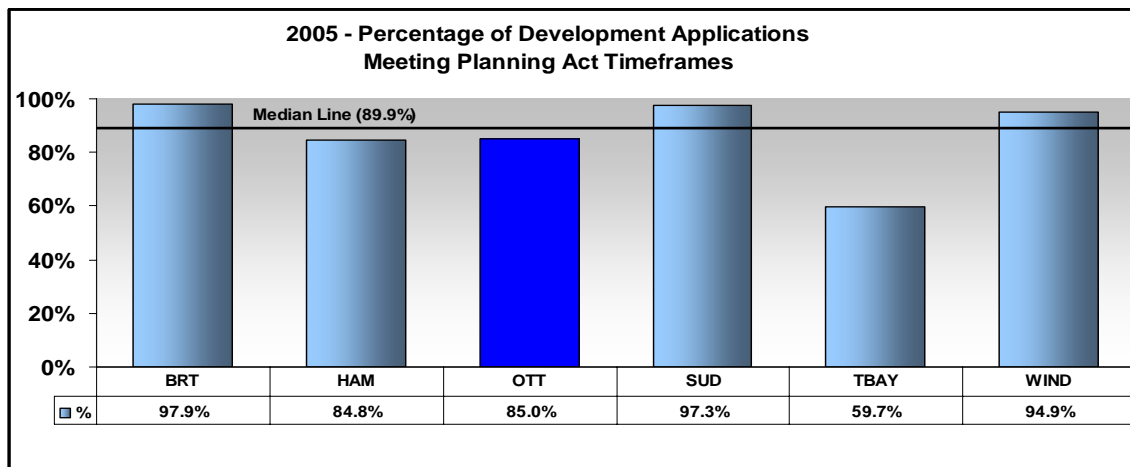
This graph shows the percentage of the total development applications that met *Planning Act* timeframes. The higher the bar in the graph, the greater the number of applications meeting *Planning Act* timeframes.

The City of Ottawa results for this measure are affected by two main factors:

- Infrastructure review – the engineering review of roads, sewer, water and stormwater details related to development applications – is included in the planning process. Not all municipalities include a review of the infrastructure as part of the planning process.

- Ottawa's Council-approved Public Notification and Consultation Policy is more extensive than legislative requirements. As a consequence, some of the processing timelines are longer than those defined by the *Planning Act*.

Following amalgamation in January 2001, the City of Ottawa approved a new development review process. The policy was designed, in part, to encourage more pre-consultation with community organizations and to improve the community's understanding of and involvement in the development process in general. Notification and consultation are an integral part of the development application process for Official Plan and Zoning By-law amendments, subdivision plans, and major site plan control applications. In fact, most of the steps prior to the application being considered by staff, or Committee and City Council involve some aspect of public notification or consultation.

Despite these differences, the City of Ottawa processes development applications within *Planning Act* timeframes 85% of the time. This is close to the OMBI median of 89.9%.

What is the City doing to improve planning services?

Two new planning and development initiatives support the City's commitment to continuous improvement:

- The City has drafted a comprehensive new Zoning By-law to implement policies included in the Official Plan and to harmonize the 36 zoning by-laws inherited from the former municipalities. This initiative will improve the efficiency with which zoning information is provided to the public, the consistency of interpretation, and the compatibility with other municipal regulations. Public hearings on the new Zoning By-law are scheduled for April 2007 followed by Council consideration in June.

- In November 2004, City Council approved the On Time Review initiative aimed at improving timelines for the development review process. The premise of On Time Review is to identify early the date at which a decision will be made, either through a report to the Planning and Environment Committee/Agriculture and Rural Affairs Committee, or a delegated authority decision by staff. The City will continue to work to achieve the targets established by the On Time Review initiative.

Police Services

Performance highlights

- Police response time to Priority 1 emergency calls (urgent/crimes in progress/life-threatening situations) is 2% faster than in 2004 (average time of 8.9 minutes)

- Net cost per person/capita is $190

- Ottawa has one of the lowest crime rates among large urban cities in Canada, and has experienced a 7.5% drop in violent crimes in 2005 relative to 2004

Under the *Police Services Act*, the City is responsible for the provision of effective police services that satisfy the needs of its communities. The Ottawa Police Services Board oversees governance.

Under Provincial Adequacy Standards, police services are mandated to provide at a minimum:

- Crime prevention

- Law enforcement

- Victims' assistance

- Public order maintenance

- Emergency response services

Key facts

- Responds to over 365,000 calls for police service from the public

- Core crime prevention programs include:
  - Neighbourhood Watch
  - Home security inspections
  - Child Print
  - Operation Identification
  - Business crime prevention
  - Crime Stoppers

The City of Ottawa's Police Service is structured to create and implement strategies, policies, and business models that meet the needs and priorities of our residential and business communities. Between 2004 and 2006, there was a strong focus on community-based partnerships in addressing two key short-term priorities:

- Road safety and traffic enforcement through the Integrated Road Safety Plan (enforcement, education, and engineering)

- Youth issues (prevention, Youth at Risk, early intervention, diversion, education and awareness, and the *Youth Criminal Justice Act*)

How does Ottawa compare?

Some of the key issues that affect policing in the City of Ottawa include:

- City size, geography, and changing demographics

- Multi-level policing jurisdictions and partner agencies (RCMP, OPP, Sûreté du Québec, Gatineau Police, and Military Police)

- Ottawa's role as the national capital and within the international community (embassies, diplomatic missions)

- Differing policing issues and requirements of downtown, suburban, and rural communities

- Increasing complexity of legislative framework and criminal justice system

- Technological impacts on the business of policing, and the commission and detection of crime

A variety of factors influence calls for police services as well as operational demands and overall workload. Staffing levels and requirements can change due to:

- The daily inflow and outflow of commuters and tourists

- Attendees at cultural, entertainment, and sporting events

- Seasonal residents (e.g., post-secondary students) that require police services and are not captured in population-based measures

- Additional police staff required to provide services at facilities such as airports

In light of this, the following are some comparative results for police services.

How many police officers and civilian staff protect our city?

2005 - Number of Total Police Staff (Officers and Civilians) per 100,000 Population

	OPP			Municipal Service											
	BRT	CAL	MUSK		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Total	156.6	107.1	157.2		175.1	164.2	196.7	206.9	215.5	192.0	201.5	215.1	260.0	269.5	178.6	267.0	179.8

Median Line (156.6) — OPP
Median Line (201.5) — Municipal Service
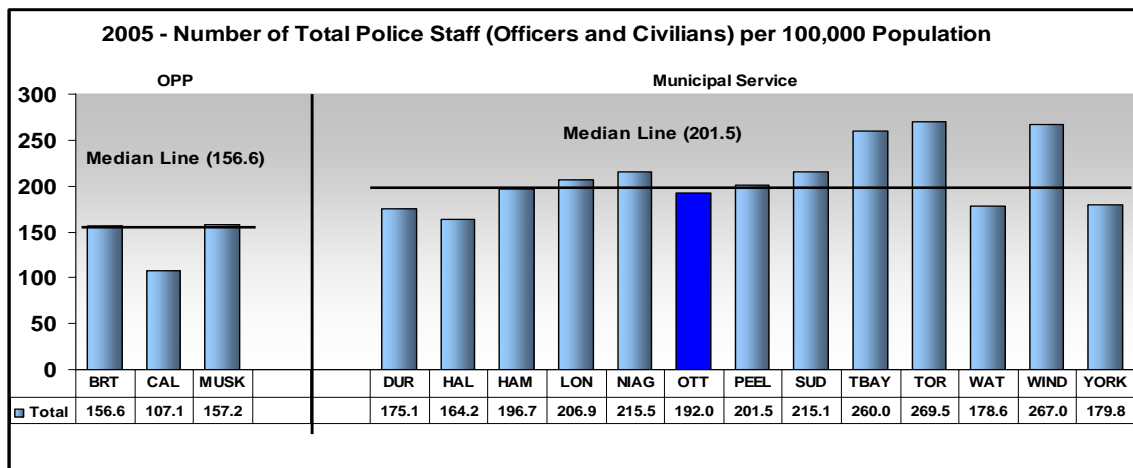
This graph compares the number of police and civilian staff per 100,000 persons in each municipality, with Ottawa falling just below the median.

In 2005, Ottawa had 1,251 police officers and 511 police support (civilian) members serving the community. Ottawa has one of the most "civilized" police services in Canada, allowing officers to focus on front-line emergency response and investigative duties.

What are the crime rates?

2005 - Reported Number of Violent, Property and Total (Non-Traffic) Criminal Code Offences per 100,000 Population

	OPP				Municipal Service											
Median Total Offenses (5,051)				Median Total Offenses (5,976)												
	BRT	CAL	MUSK		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
☐ Violent	633	391	764		635	451	866	812	743	621	483	766	1,284	973	539	816	434
☐ Property	3,997	1,190	2,516		2,284	1,955	3,511	4,656	4,152	3,144	2,035	3,328	4,181	2,879	3,253	4,919	1,872
■ Total	5,051	2,573	5,596		4,831	3,727	6,299	8,600	6,187	5,602	3,837	5,976	9,021	7,068	5,296	9,261	3,285

Crime rates are used to measure the extent and nature of reported criminal activity in a municipality. This graph compares the rates of reported violent crime, property crime, and overall crime in 2005 per 100,000 persons. It excludes *Criminal Code* driving offences such as impaired driving or criminal negligence causing death. Unreported crime is not captured in this measurement.

Many factors may influence overall crime rates, including:

- The public's willingness to report crimes

- Changes in legislation and policies

- The impact of police enforcement practices and special operations

- Demographic, social, and economic changes

In 2005, the total number of reported *Criminal Code* offences (excluding traffic) in Ottawa was 48,495, resulting in a crime rate of 5,602 incidents per 100,000 persons. Ottawa remains one of the safest cities in Canada, with an overall crime rate below that of other major urban centres.

How have crime rates changed in the past year?

2005 - Percentage Change in Annual Rate of Reported Violent, Property and Total (Non-Traffic) Code Incidents per 100,000 Population (Percent Change is 2005 over 2004)

OPP — OPP Median: Total Incidents Down 20.3%

Municipal Service — Municipal Service Median: Total Incidents Down 6.5%

	BRT	CAL	MUSK		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Violent	21.5%	-26.2%	-9.0%		2.1%	1.6%	-1.4%	5.3%	-0.1%	-7.5%	0.6%	0.7%	-4.4%	5.1%	-7.1%	-5.7%	-0.2%
Property	-3.8%	-48.5%	-25.3%		-6.6%	-3.8%	-3.6%	1.4%	-2.3%	1.3%	-9.3%	-8.5%	-5.8%	-0.5%	-4.9%	-20.2%	-16.3%
Overall Total	-10.7%	-20.3%	-20.3%		-9.2%	-7.6%	-2.4%	4.5%	-14.8%	0.5%	-5.6%	-5.0%	-6.5%	-0.7%	-6.6%	-16.4%	-15.5%

This graph shows whether each municipality's crime rate has increased or declined from 2004. Bars below the line (negative percentages) show decreasing crime rates. Crime rates can be used to see if there have been changes in criminal activity over time. Trends are easier to identify when crime rates are examined over a longer period of time (five to 10 years).

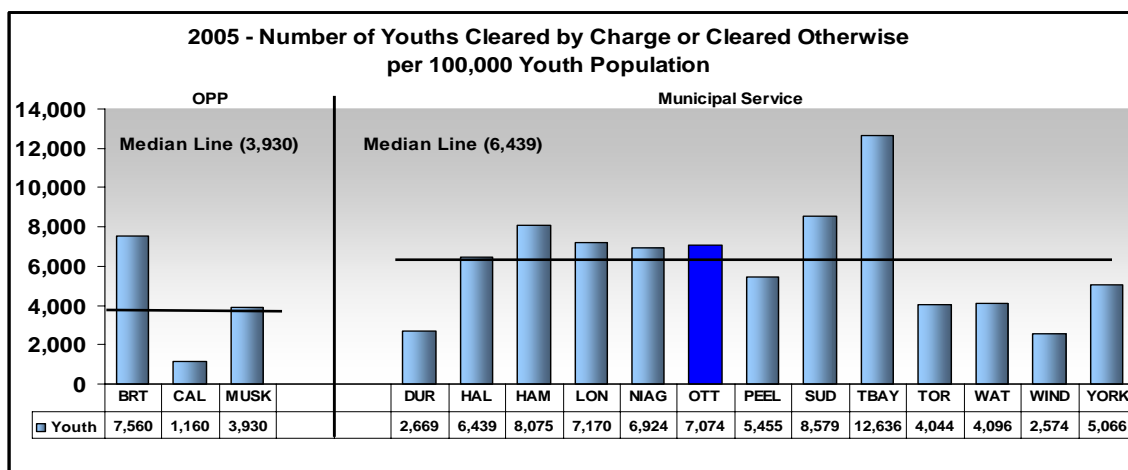The violent crime rate in Ottawa dropped 7.5% in 2005 relative to 2004. The overall crime rate increased only marginally (less than 1%) during the same period due to increases in property crimes and other *Criminal Code* offences such as bail violations, counterfeit currency, and mischief/vandalism. Ottawa remains one of the safest cities in Canada, with an overall crime rate below that of other major urban centres.

What is the youth crime rate in each municipality?

2005 - Number of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population

OPP — Median Line (3,930)

Municipal Service — Median Line (6,439)

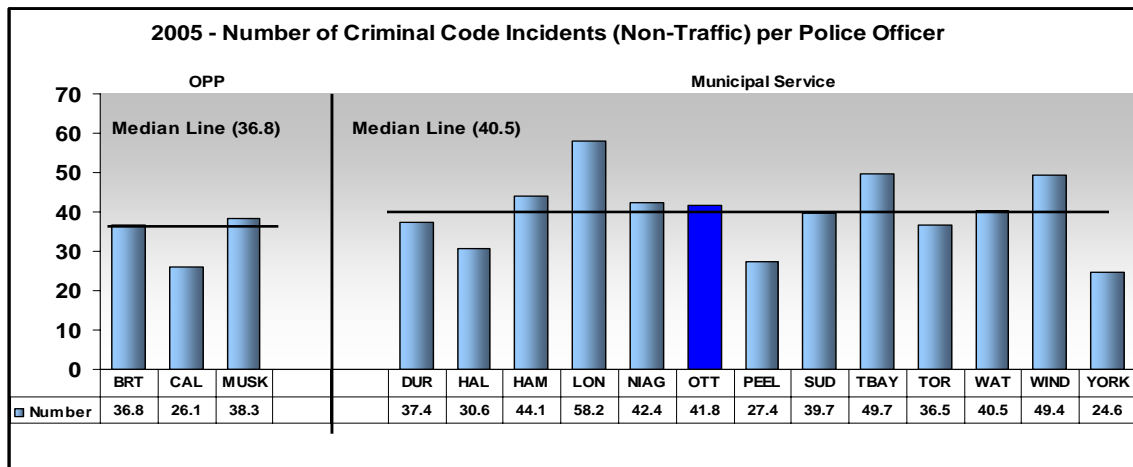|	BRT	CAL	MUSK		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Youth	7,560	1,160	3,930		2,669	6,439	8,075	7,170	6,924	7,074	5,455	8,579	12,636	4,044	4,096	2,574	5,066

This graph compares how many youths (aged 12-17) committed criminal offences per 100,000 youths in 2005. It represents those who were apprehended, arrested, and charged (cleared by charge), or those who were issued a warning or caution without a criminal charge (cleared otherwise). The graph does not include the number of youths who committed crimes but were not

apprehended or arrested, and therefore does not reflect the total number of crimes committed by youths in each municipality.

The City of Ottawa's approach to youth issues encompasses strategic initiatives, partnerships, and programs aimed at prevention, early detection, and intervention for youths at risk or in conflict with the law. Nevertheless, some 2,135 youths were charged with various Criminal Code offences in 2005, while a further 2,675 youths were diverted to extra-judicial measures.

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

How many *Criminal Code* incidents are there per police officer?

2005 - Number of Criminal Code Incidents (Non-Traffic) per Police Officer

	OPP				Municipal Service											
	BRT	CAL	MUSK		DUR	HAL	HAM	LON	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Number	36.8	26.1	38.3		37.4	30.6	44.1	58.2	42.4	41.8	27.4	39.7	49.7	36.5	40.5	49.4	24.6

Median Line (36.8) — OPP
Median Line (40.5) — Municipal Service

This graph compares the number of reported *Criminal Code* incidents per police officer in 2005. It does not include numbers for civilian staff. The measure provides an indication of an officer's workload but it does not capture all of the reactive aspects of policing such as traffic and drug enforcement, nor does it incorporate proactive policing activities such as crime prevention or assistance to crime victims. The existence of specialized units or the use of different organizational models are among other factors that can also affect the results.

On average in 2005, each police officer in Ottawa handled nearly 42 *Criminal Code* offences, just over the median for the Ontario police agencies surveyed. However, this does not reflect the number of calls for service from the public that police handle each year, nor does it reflect on-duty traffic stops, street checks, and other patrol activities.

What is the City doing to improve police services?

Ongoing investment in policing services through the City's Strategic Staffing Initiative (SSI) is delivering the following positive results:

- An increase in traffic enforcement resources and education to address traffic and road safety, the community's number one concern

- Efficiencies and re-engineering to maintain staffing in neighbourhoods, and reduce officer court-time costs and overtime

- Innovation through electronic ticketing, "greening the fleet," and anticipating resource and diversity requirements by becoming the Employer of Choice for All

The City of Ottawa's partnership with its police service means a strong presence in public safety and security together with its paramedic, fire and by-law services. It also allows the Ottawa Police Service to be a model of integrated policing with its national capital area partners – RCMP, OPP, Sûreté du Québec, Gatineau Police, Canadian Border Services, and the Military Police.

Provincial Offences Administration Courts Services

Performance highlights

- Ottawa's Provincial Offences Act (POA) Program has the highest number of charges filed and the lowest associated cost per charge of all OMBI municipalities

- Ottawa POA is well below the OMBI average for actual court hours per capita

The City of Ottawa administers three types of infractions under the *Provincial Offences Act* of Ontario:

- Part I – Infractions result in a Certificate of Offence (ticket) and have a set fine associated with them (e.g., infractions under the *Highway Traffic Act*, such as speeding tickets)

- Part II – Parking infractions

- Part III – Infractions involve a summons to court. They are more serious offences without a set fine and can involve incarceration.

POA Court Services provides full administration, case management, and financial reconciliation for all infraction types, including parking tickets, pursuant to the *Provincial Offences Act* of Ontario. It is the City of Ottawa's responsibility to provide effective delivery of all court-related services. This is part of its Corporate Plan commitment to be a responsible city. Most services are offered at the City's primary court facility at 100 Constellation Crescent. In addition, parking tickets may be paid at any of the City's client service centres, on the Web, or by mail or phone.

Key facts

- Provides court services pursuant to the statutes of Ontario and operates under a Memorandum of Understanding with the Ministry of the Attorney General

- Over 16,000 matters scheduled for adjudication

- 1,438 hours of adjudication time

- The Ottawa POA processed:
  o More than 124,000 tickets
  o More than 353,000 parking offences
  o More than 4,100 Part III offences (offences that involve a summons to court)
  o More than 55,000 traffic offences enforced to Ministry of Transportation of Ontario for plate denial (i.e., part of a process to resolve outstanding fines and other issues by denying plate stickers)
  o More than 15,500 First Attendance Facility reviews for parking infractions
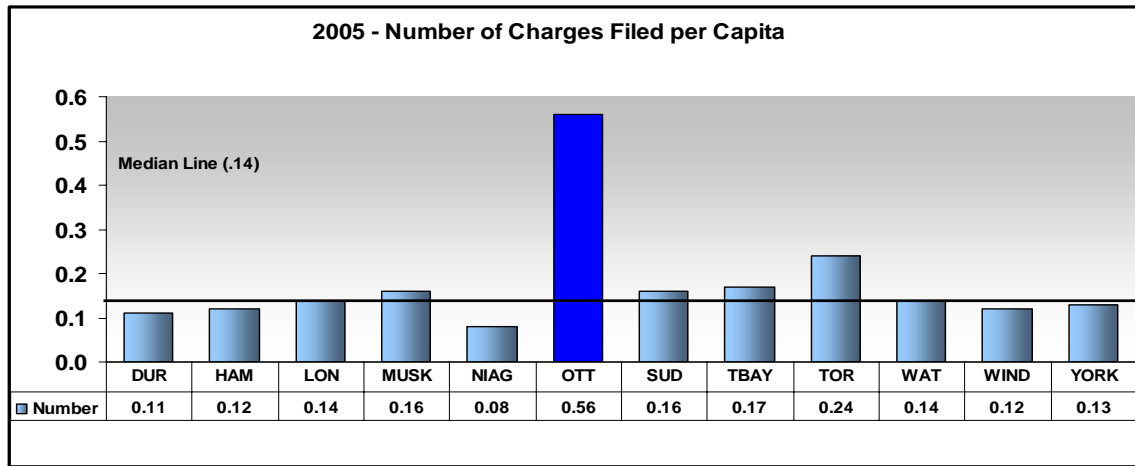
The City's Provincial Offences Administration (POA) Courts Services offers a First Attendance Facility service for some infractions. This is an alternative process through which the charge is reviewed with the defendant outside the courtroom to facilitate a negotiated resolution and to reduce the number of cases brought to trial. The regular course of action would be adjudication – the pleading of a case in front of a Justice of the Peace.

How does Ottawa compare?

The City of Ottawa is seen as a leader in efficient management and delivery of POA courts services. For example, it promotes automation through initiatives such as bar coding tickets and has developed strong relationships with its enforcement agencies.

The following are some comparative results for POA Courts Services.

How many charges are being processed?

2005 - Number of Charges Filed per Capita

Median Line (.14)

	DUR	HAM	LON	MUSK	NIAG	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
☐ Number	0.11	0.12	0.14	0.16	0.08	0.56	0.16	0.17	0.24	0.14	0.12	0.13

Ottawa dealt with 482,148 filed charges in 2005. This amounted to 0.56 charges per person/capita, higher than any other OMBI municipality.

This comparatively high rate of charges results from the fact that Ottawa provides a comprehensive administration system for all offence types issued under the *Provincial Offences Act*. By contrast, POA courts in other municipalities only deal with Part II matters (parking infractions) requiring adjudication-related services and use of a second administrative structure for processing and case management.

How many hours of court time are available to process trials?

2005 - Number of Actual Hours of Court Time per Capita

Median Line (.0037)

	DUR	HAM	LON	MUSK	NIAG	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
☐ Hours	0.0034	0.0025	0.0032	0.0057	0.0023	0.0017	0.0053	0.0050	0.0056	0.0029	0.0051	0.0040
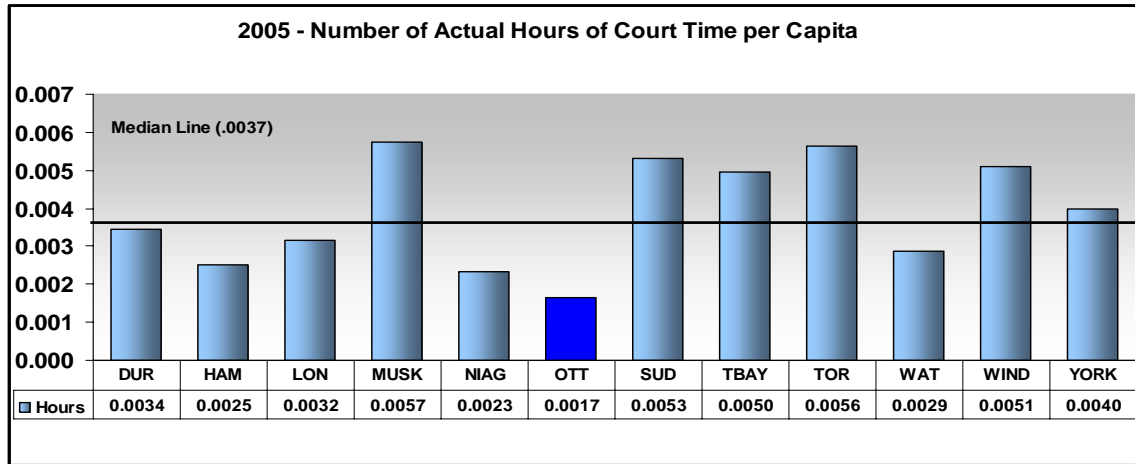
Despite reporting the highest number of charges filed per person/capita, Ottawa reported the lowest number of actual hours of court time per person/capita.

This means the City needs the Ministry of the Attorney General to provide Ottawa with more Justices of the Peace. This has been communicated to the Province and improvements were made in 2006. Further improvements are anticipated for 2007.

How long does it take to get a court date?

2005 - Average Time to Trial for Part I Offences (Days)

Median Line (166)

	DUR	HAM	LON	MUSK	NIAG	OTT	SUD	TBAY	TOR	WAT	YORK
☐ Days	191	201	102	127	180	131	166	60	241	150	208
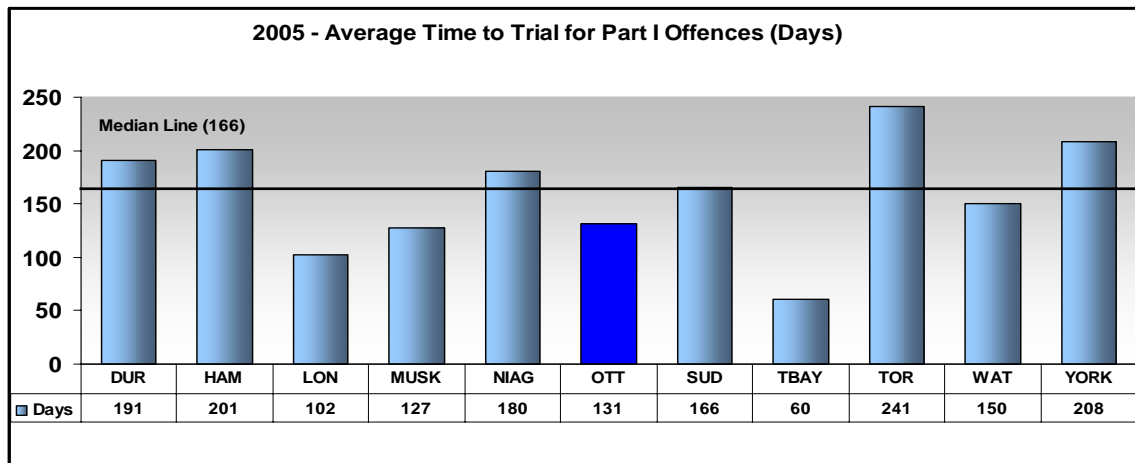
This graph shows the length of time it takes to get a court date for Part I (ticket) offences. This demonstrates the efficiency of the courts' administration function. Although Ottawa reports the highest number of infractions and the lowest number of court hours, it has the fourth shortest waiting period for Part I offences.

Despite having few adjudicators, Ottawa has processed charges and scheduled court time effectively to achieve a result that is better than the provincial average.

How much does it cost to operate POA Courts Services?

2005 - Cost of POA Services per Charge Filed

Median Line ($54)

	DUR	HAM	LON	MUSK	NIAG	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	65	47	61	29	119	11	64	66	52	43	56	52
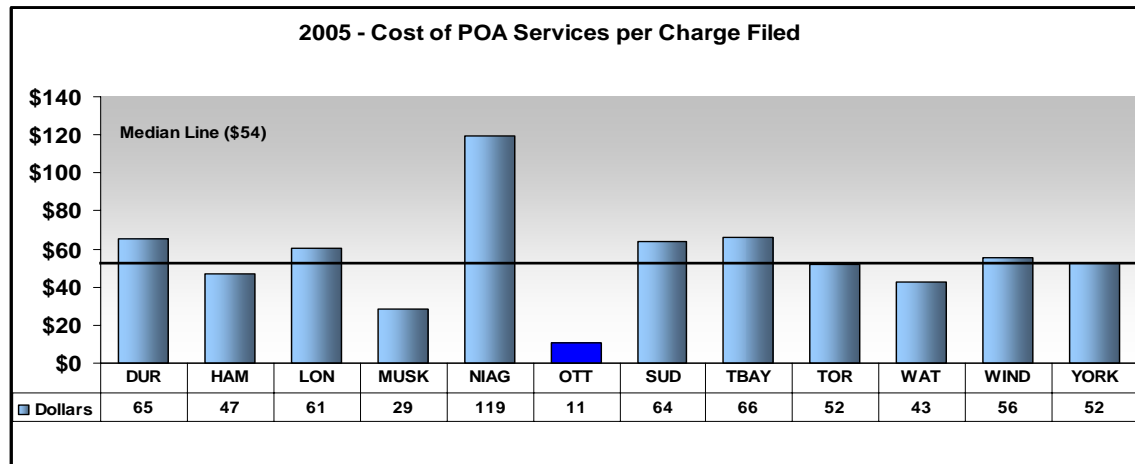
The City of Ottawa makes efficient use of POA courts' operating funds. The high volume of charges in Ottawa means that our courts' administration can achieve economies of scale (i.e., the higher the volume of charges, the greater opportunity to provide services more efficiently) that other municipalities cannot match at this time. Even when Part II matters are removed from the measure to allow equitable comparison to other municipalities, the City reports an average POA processing cost for Part I and III matters that is the lowest per transaction in Ontario – about $37 below the provincial average.

Using revenue as a measure, in 2005, Ottawa recovered 56.69% of the value of defaulted fines sent to collections, an improvement on 2004's rate of recovery of 51.91%. The provincial Auditor recently reported that Ottawa has the best collection rate in the province for old (pre-2002) fines. The upward trend in the overall collection rate continues in 2006.

What is the City doing to improve POA courts services?

The City continues to be a leader in POA courts services and continues to undertake a number of initiatives to improve. These include:

- Ottawa POA Courts Services is developing e-protocols with the Ministry of the Attorney General and Ottawa Police Services. This will allow offence data captured at the point of issuance, whether on the road or at the station, to be sent to the Integrated Court of Ontario Network. The new process is slated to become the desired standard for the Ministry of the Attorney General and municipal jurisdictions planning to move to newer technologies.

- The City is also requesting additional Justices of the Peace from the Ministry of Attorney General to deal with growing service demands and to enable a First Attendance Facility process for Part I matters.

- The City also plans to implement digital recording of court sessions in anticipation of legislation that allows video conferencing to provide evidence.

- Ottawa's financial control over POA matters appealed to higher courts is regarded as best practice. The City is assisting the Ministry of the Attorney General in revising the necessary policies and procedures in support of a province-wide implementation.

Road Services

Performance highlights ·

- Ottawa's operating cost per lane km of paved road is $1,211, below the OMBI median of $1,362

- Ottawa's operating costs for winter maintenance per lane km is $4,224, above the OMBI median of $2,652

Ottawa's transportation system affects the economic vitality of the city and the quality of life of residents. Road services play a significant role in building and maintaining a transportation network that meets the community's needs and ensures safe and efficient movement for drivers, cyclists, and pedestrians.

Ottawa's road network includes roads, the Transitway, bridges, and sidewalks. In addition to constructing and repairing infrastructure, road services include clearing the transportation network of snow or debris to ensure that it is safe and convenient to use.

Key facts

- 5,400 km of roadways
- 1,580 km of sidewalks
- 60 km of Transitway

In developing and maintaining its roads, the City of Ottawa must consider public expectations, traffic volume, budgetary constraints, and best practices in risk management.

How does Ottawa compare?
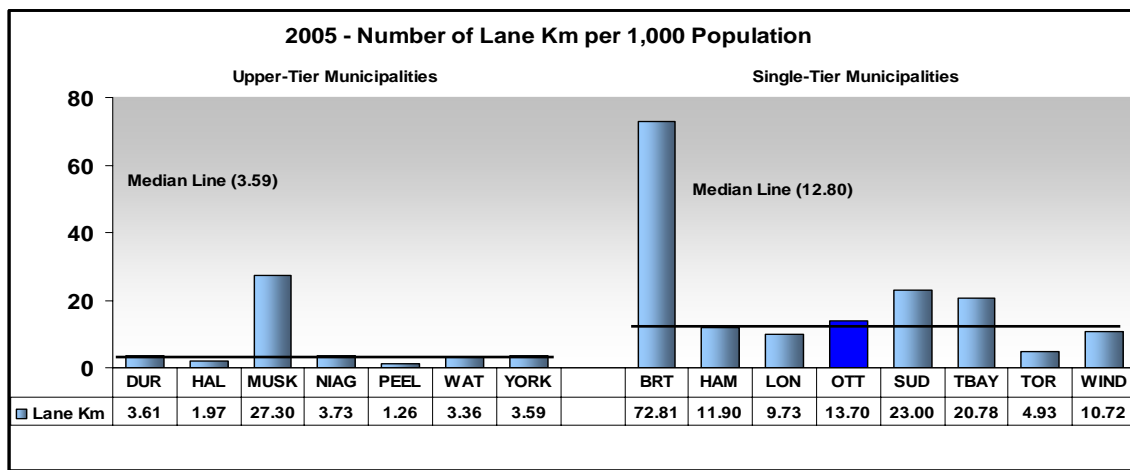
Various factors impact the composition and costs associated with maintaining the road network in a municipality. Some of these include:

- Geographic size and location of the municipality
- Weather patterns (i.e., winter conditions)
- Volume of traffic travelling on the roads – more volume accelerates deterioration
- Service level standards
- Urban and rural mix
- Age of infrastructure

The mix of roads under a municipality's responsibility is also a factor. Single-tier municipalities (cities/counties) are responsible for maintaining all types of roads, including arterial, collector, and local roads, and in some cases, expressways. Upper-tier governments (regional government/districts) are not responsible for maintenance of local roads. To help the reader compare the results for OMBI municipalities with similar responsibilities, some of the graphs have been grouped by level of municipal government.

In light of these factors, the following are some comparative results for road services.

What is the size of the road network?

2005 - Number of Lane Km per 1,000 Population

Upper-Tier Municipalities   Single-Tier Municipalities

Median Line (3.59)   Median Line (12.80)

	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Lane Km	3.61	1.97	27.30	3.73	1.26	3.36	3.59		72.81	11.90	9.73	13.70	23.00	20.78	4.93	10.72

This graph shows the size of the road network in each municipality relative to its population. A lane kilometre is a continuous lane of road that conveys traffic in one direction, for example, a 100-kilometre road with two lanes equals 200 lane kilometres. At 13.7 lane kilometres per 1,000 persons, Ottawa is in the middle range among the single-tier municipalities. Major factors influencing the size of Ottawa's network include the city's large geographic size and its population.

What is the volume of traffic on our main roads?

2005 - Vehicle Km Travelled per Lane Km (Major Roads) (000's)

Median Line (1,505)

	BRT	DUR	HAL	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Km (000's)	652	1,429	1,956	1,671	102	1,274	1,485	1,334	1,014	1,534	2,286	1,525	1,959	1,811

Note: Hamilton data not available.
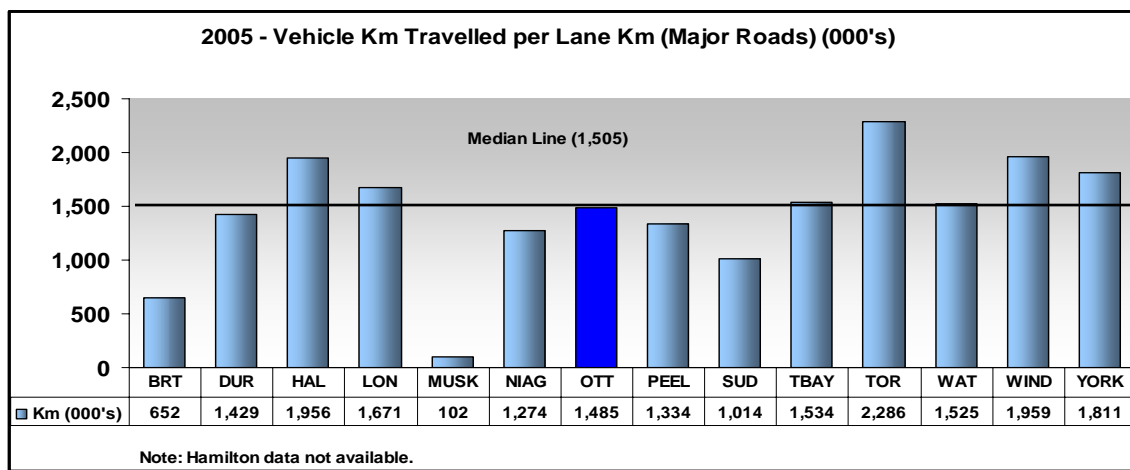
This graph compares the volume of traffic on the roads in the OMBI municipalities. It shows the number of times (in thousands) that a vehicle travels over each lane kilometre of road. Ottawa is near the median, indicating that half the municipalities have relatively more traffic per lane kilometre while the other half has less. The large rural component of Ottawa's geography has an impact on the result as it contributes to an increased number of lane kilometres. Generally, this measure is also affected by the size of the network and the average commuting distance for residents.

What does it cost to maintain our roads?

2005 - Operating Costs for Paved (Hard Top) / Unpaved (Loose Top) Roads per Lane Km

Upper-Tier Municipalities   Single-Tier Municipalities

Median ($968 Paved, $4,778 Unpaved)   Median ($1,362 Paved, $1,965 Unpaved)

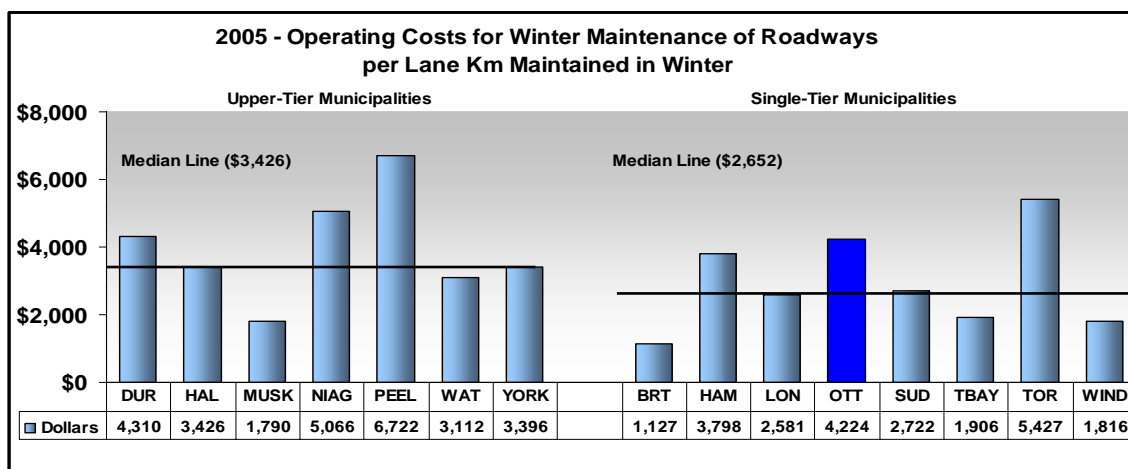|	DUR	HAL	MUSK	NIAG	PEEL	YORK		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
■ Paved $	1,615	839	2,550	652	524	1,097		1,152	2,296	1,513	1,211	2,346	647	4,254	903
■ Unpaved $					4,778			1,965	4,334	6,145	1,581	3,506	1,747		336
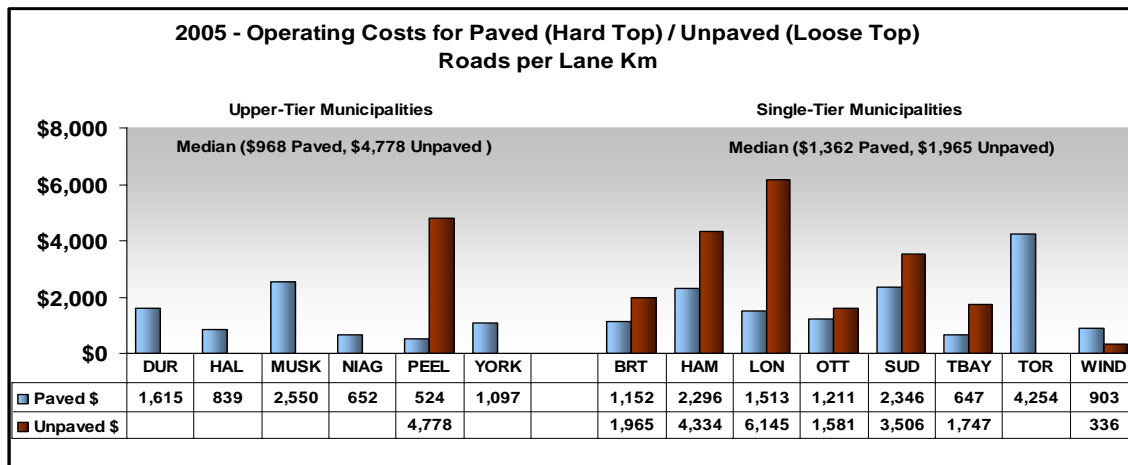
This graph shows the operating costs for maintaining paved and unpaved roads in the OMBI municipalities. The cost is shown per lane kilometre. Operating costs are for surface maintenance such as sealing cracks or patching sections. They do not include costs for major repairs, winter maintenance, streetlights, and street cleaning.

Factors that influence operating costs include traffic volume, the condition of the road, and service levels. Ottawa's operating costs for both paved and unpaved roads are lower than the median among single-tier municipalities. Note that Ottawa's operating costs for gravel roads do not include the cost for gravel resurfacing. With this cost included, Ottawa's operating cost for unpaved roads in 2005 would be $2,088 per lane kilometre, which would put the City above the OMBI median of $1,965 for unpaved roads.

The graph also shows that maintenance costs for unpaved roads are generally higher across the various municipalities than the cost of unpaved roads. The reason for this is that this measure does not include overall life cycle costs. Rather, it only includes certain operating costs.

What does it cost to clear our roads in winter?

2005 - Operating Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter

Upper-Tier Municipalities | Single-Tier Municipalities

Median Line ($3,426) | Median Line ($2,652)

	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Dollars	4,310	3,426	1,790	5,066	6,722	3,112	3,396		1,127	3,798	2,581	4,224	2,722	1,906	5,427	1,816

This graph compares the cost of winter road maintenance in each municipality. Winter control costs include snow plowing, snow removal, ice control, combination plowing/salting/sanding, ice sanding, snow fencing, spring clean-up, winter drainage, winter patrol, winter standby and administration. Winter road maintenance does not include the cost of clearing sidewalks or parking lots.

Factors that affect winter road maintenance costs include:

- The severity of the weather
- The types of roads that are maintained
- The service level standards that each municipality has for various activities, such as clearing snow and salting roads.

Each municipality has different combinations of factors that affect its costs.

At $4224 per lane km, Ottawa's winter operating cost for winter maintenance of roads is above the median of $2652. A number of factors contribute to Ottawa's winter operating costs. Relative to most other reporting municipalities:

- Snow removal forms a significant portion of the cost in Ottawa. Ottawa removes a large amount of snow due to high levels of snowfall and cold temperatures, and engages in proactive measures to prevent ice accumulation on the road network during freezing rain events.

- In late 2004, a series of severe winter events left Ottawa streets in icy conditions for a prolonged period of time. The impact on maintenance activities and response extended into 2005. Ottawa's residential streets, which have snow packed maintenance standards, were particularly heavily iced during these events. Correcting such conditions required extensive use of equipment and material, which increased costs correspondingly. As a result, proactive measures were increased in 2005 so that roads and sidewalks could be returned to an acceptable condition within a reasonable time. Extreme and icy conditions are becoming more common in Ottawa and, in response, $4.5 million was added to the 2006 Operating Budget for winter road and sidewalk maintenance in order to provide supplementary measures to respond to extreme weather conditions.
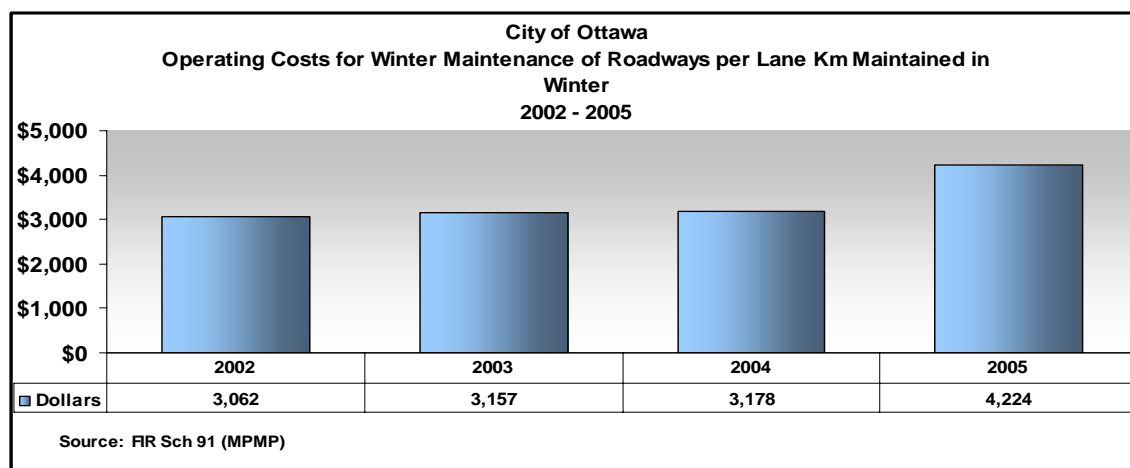
- Ottawa performs wind-blown snow control operations in rural areas consisting of the installation of snow fencing and purchase of corn windrows. Other single tier municipalities without a significant rural network may not perform these activities to the same extent.

- Ottawa's geographical location places it in a zone of more severe winter weather conditions as indicated by its high level of winter precipitation relative some OMBI municipalities. Ottawa had one of the highest levels of precipitation as shown in the table below.

- Ottawa is also in a zone of increasing winter freeze/thaw cycles and freezing rain. The table below shows a mean winter temperature near the freezing mark and the highest amount of winter rain. Both freeze/thaw and freezing rain conditions increase winter maintenance costs since ice build-up on roads and sidewalks require more intensive and costly response and treatment. The City is adapting to these climate change induced conditions through the acquisition and application of new equipment and technologies.

Municipality	Winter Precipitation (cm)			Mean Temperature (°C)	OMBI Cost / lkm
	Snowfall (1)	Rainfall (2)	Total Precipitation		
HAM	218.4	38.1	256.5	0.5	$3,798
OTT	196.2	40.2	236.4	-1.5	$4,224
WIND	255.9	28.5	284.4	2.8	$1,816
TOR	162.6	33.0	195.6	1.2	$5,427
SUD	173.3	26.0	199.3	-3.5	$2,722

Source: Environment Canada

Notes: 1. Snowfall includes all frozen precipitation such as snow and ice pellets
         2. Rainfall include all liquid precipitation such as rain and freezing rain.

How have costs for clearing roads in the winter changed over time?

City of Ottawa
Operating Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter
2002 - 2005

	2002	2003	2004	2005
Dollars	3,062	3,157	3,178	4,224

Source: FIR Sch 91 (MPMP)

This graph shows how winter maintenance costs per lane kilometre in Ottawa remained fairly steady between 2002 and 2004 and then increased by 32% in 2005, subsequent to a number of extreme weather events. In addition, a review of the City's road inventory resulted in a reduction in the number of lane kilometres officially reported. This artificially increased the costs relative to published results from previous years.

What is the overall condition of the roads?

2005 - Percentage of Paved Lane Km Where the Condition is Rated as Good to Very Good

Upper-Tier Municipalities — Median Line (64%)

Single-Tier Municipalities — Median Line (56%)

	DUR	HAL	MUSK	NIAG	PEEL	WAT	YORK		BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
%	36%	71%	33%	64%	89%	51%	81%		55%	58%	57%	79%	53%	13%	89%	41%
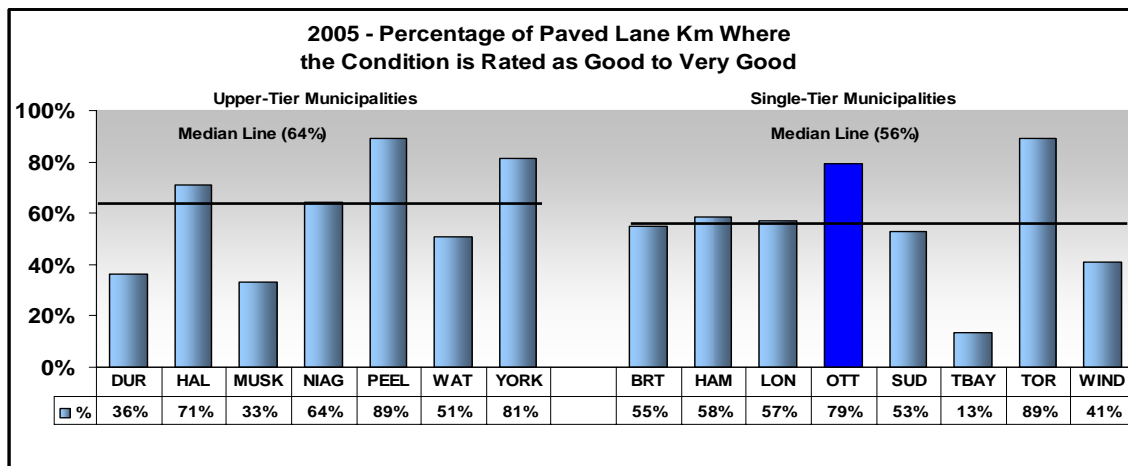
Paved roads are the roads with asphalt, concrete or composite pavement surfaces. It is difficult to draw a comparison with other municipalities as not all municipalities use the same rating method to determine which roads are in good to very good condition.

In the case of Ottawa, the graph indicates that 20% of the road network needs resurfacing or reconstruction. This is not to suggest that the balance of the road network is not in need of some level of repair, but that it has not reached a threshold where resurfacing or reconstruction is warranted.

Some of the key factors that affect the condition of the road include the types of roads in the municipality (whether they are local, arterial or collector roads), traffic volume, level of maintenance, and the severity of weather conditions such as freeze/thaw cycles.

What is the City doing to improve road services?

The City is currently working to improve:

- The overall delivery of its road surface maintenance and emergency activities
- Monitoring and maintenance programs that extend the life of the roads and sidewalks

Improvement projects include the review of:

- The financial accountability and management framework
- The operational planning methods and procedures
- The organizational structure for road surface maintenance and emergency activities

Social Assistance Services

Performance highlights

- Monthly social assistance case load is above the OMBI median

- Administrative costs per case are below the OMBI median

- The City of Ottawa's social assistance response time is 4.5 days, well below the OMBI median of 7.5 days

The City of Ottawa provides individuals and families with temporary employment and financial benefits and services. Social assistance may be their only source of income or it may supplement other sources of income such as support payments or earnings.

Ottawa's social assistance program is made up of three key components:

- Basic financial assistance and benefits to Ontario Works recipients, which includes:
  o Shelter allowance and basic needs
  o Emergency assistance
  o Drug card
  o Glasses and dental services for children

- Essential health and social supports benefits to Ontario Works and Ontario Disability Support Program clients, as well as eligible low-income applicants

- Employment assistance, including services and benefits to Ontario Works and Ontario Disability Support Program clients, to help them:
  o Overcome barriers to becoming employed
  o Gain part-time/full-time employment
  o Stay employed

Key facts

- Monthly social assistance case load - 18,302

- Examples of monthly Ontario Works rate for shelter and basic needs (Dec. 2005):
  o Single $536
  o One parent, one child $987

The delivery of social assistance is mandated through provincial legislation. The Province shares from 50 to 80% of the funding, depending on the program or service provided, and provides province-wide technology to issue payment and manage information.
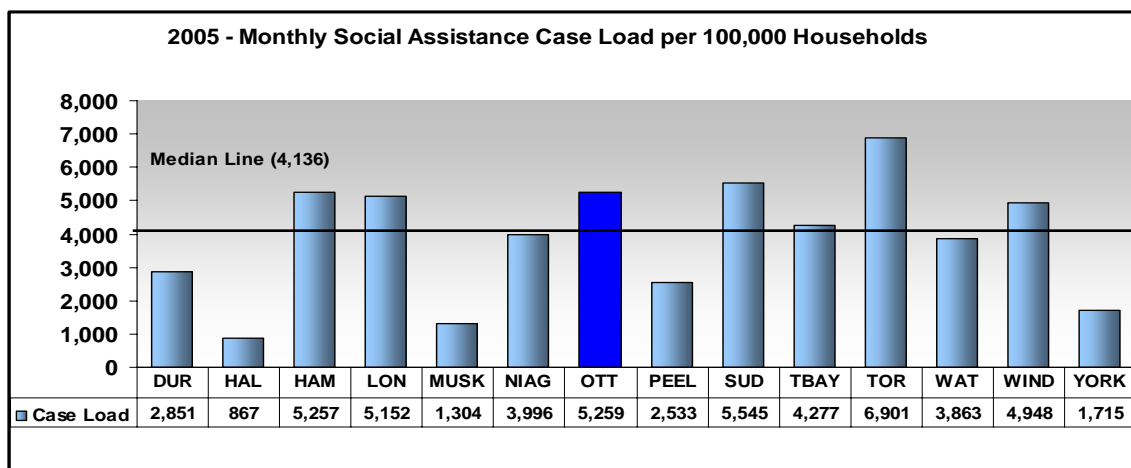
How does Ottawa compare?

Variations in results among municipalities can result from differences in:

- Local economic conditions

- Client demographics: education levels, age, employability

- Case load turnover

- Type of case (single versus family)

- Urban/suburban versus rural

- Cultural make-up

- Immigration trends

- Migration patterns

- Infrastructure

- Labour costs

In the following graphs, a case can represent one individual, or all members of a family receiving social assistance.

How many people are receiving social assistance?

2005 - Monthly Social Assistance Case Load per 100,000 Households

Median Line (4,136)

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
☐ Case Load	2,851	867	5,257	5,152	1,304	3,996	5,259	2,533	5,545	4,277	6,901	3,863	4,948	1,715

This graph shows the number of cases receiving social assistance in each municipality per 100,000 households.
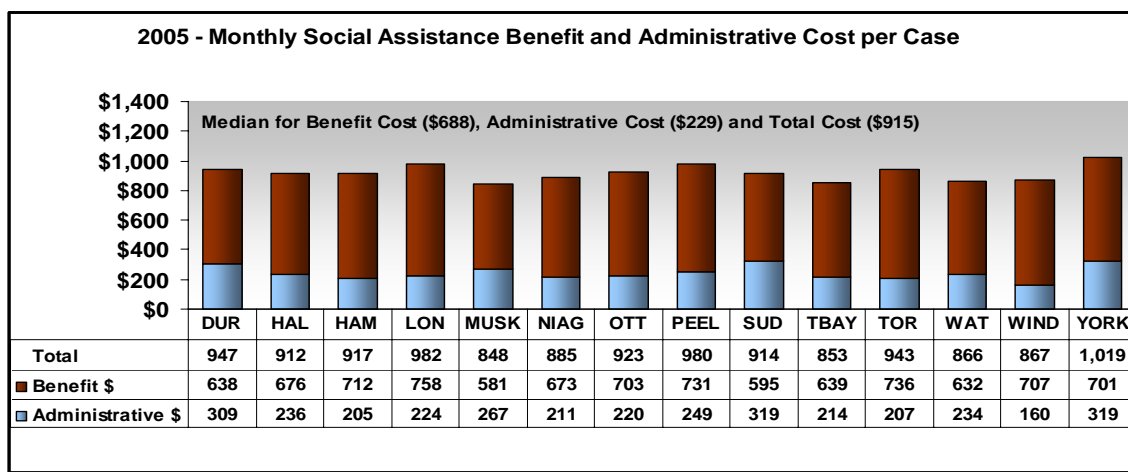
Larger, urban municipalities tend to have higher case loads per capita due to a higher proportion of clients who face complex issues that pose service delivery challenges. The challenges faced by clients in larger municipalities include:

- Varied literacy and education levels

- Physical and mental health issues

- Limited English or French language skills

The City of Ottawa's case load is comparable to the case load levels of other large, urban centres.

It is important to note that the case load trend in Ottawa is downward with 9.3% of the population on social assistance in 2000, compared to the current level of 6.6%. Since 2002, the City's case load has decreased by 4% while the provincial case load has increased by 4%. This favourable trend can be attributed to the City's stable economy as well as the City's focus on employment opportunities.

How much does it cost to provide social assistance services?

2005 - Monthly Social Assistance Benefit and Administrative Cost per Case

Median for Benefit Cost ($688), Administrative Cost ($229) and Total Cost ($915)

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Total	947	912	917	982	848	885	923	980	914	853	943	866	867	1,019
■ Benefit $	638	676	712	758	581	673	703	731	595	639	736	632	707	701
□ Administrative $	309	236	205	224	267	211	220	249	319	214	207	234	160	319

This graph shows the average monthly cost per social assistance case.
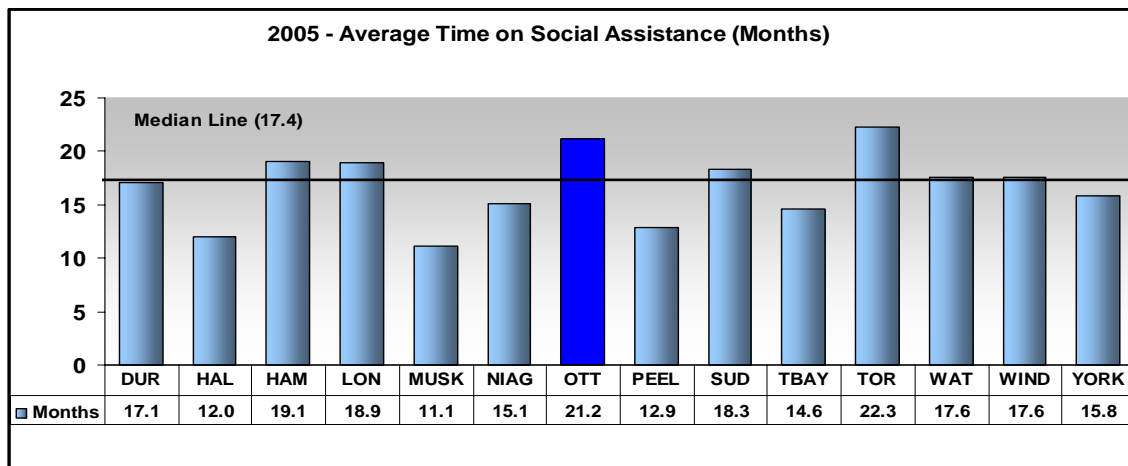
The cost per case has two components:

- Benefits costs – representing the amount of benefits paid to social assistance clients through the various City programs and services. The Province and City Council mandate eligibility criteria and benefits amounts.

- Administration costs – representing the cost to deliver and administer the programs/services

The Province shares from 50 to 80% of the funding, depending on the program or service provided.

Ottawa is above the median for benefits cost. This is influenced by factors such as family type and size (families with children versus singles) and the types of services they need. Ottawa provides standard essential health and social support services to Ontario Works and Ontario Disability Support Program clients, and to low-income people based on demonstrated need and eligibility.

Ottawa is below the median for administrative costs. In 2000, Ottawa began integrating its service delivery model to offer one point of service to clients and achieve economies of scale in program delivery and administration.

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

2005 - Average Time on Social Assistance (Months)

Median Line (17.4)

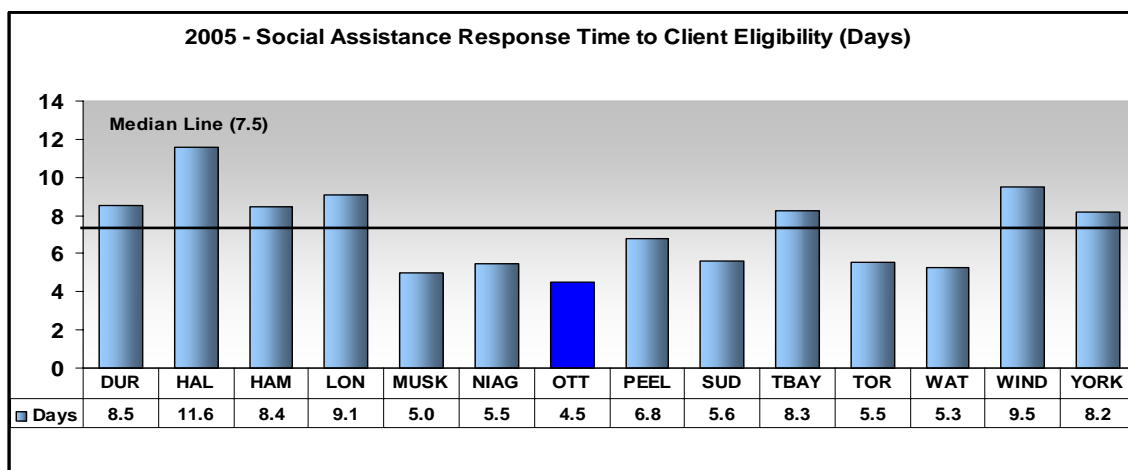|	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Months	17.1	12.0	19.1	18.9	11.1	15.1	21.2	12.9	18.3	14.6	22.3	17.6	17.6	15.8

This graph measures the average number of months that clients receive social assistance. People on social assistance are actively seeking and gaining employment and other sources of income, often remaining on assistance for less than 12 months.

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

- Larger urban municipalities tend to have longer periods of time on assistance. Ottawa has the second longest time on assistance, while Toronto has the longest.

- In Ottawa, the majority (52%) of clients are on social assistance for less than a year. Each year approximately 17,000 cases are closed. This is a higher number than the ongoing case load.

City of Ottawa staff are reviewing longer-than-average cases and will introduce measures to improve this situation.

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

2005 - Social Assistance Response Time to Client Eligibility (Days)

Median Line (7.5)

	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Days	8.5	11.6	8.4	9.1	5.0	5.5	4.5	6.8	5.6	8.3	5.5	5.3	9.5	8.2

This graph shows how long it takes for a client to find out if they are eligible to receive social assistance – from the time they first call to when it is determined they are eligible.

Factors that affect turnaround include how the city delivers services, how long it takes for the client to provide the necessary information, and the availability of interpreters when English or French is not the first language.

The provincial service standard for response time is four days. The City of Ottawa response time is 4.5 days, the lowest among the OMBI municipalities, and well below the OMBI median of 7.5 days. This result is directly attributable to the City's commitment to addressing applicant needs as quickly as possible, recognizing that applicants are often in crisis at the time of their call. Also, since assuming responsibility for intake from the Province in June 2005, the City has developed clear protocols to maintain the four-day goal and ensure responsive service.

What is the City doing to improve social assistance services?

The City is committed to reducing dependence on social assistance and, in turn, reducing costs and contributing to the overall well-being of the community. This can be achieved by assisting clients effectively in their pursuit of other sources of income such as employment, support payments, and Ontario Disability Support Program benefits.

To this end, the Province has introduced new rules that require employable clients to:

- Overcome their barriers to employment (e.g., complete Grade 12, obtain work experience through a community or work placement)
- Gain part-time/full-time employment
- Stay employed

The Province has also mandated the City to provide programs and services that support clients in achieving the employment outcomes listed above. The City has implemented services and programs based on the needs of the client group, such as:

- Employment opportunities (paid and unpaid)
- Visible minority youth employment strategy
- Addiction services
- Job retention services
- E-learning
- Mental health supports

Ottawa is partnering with employers, community agencies, and other levels of government to effectively and efficiently offer services to address the needs of people receiving social assistance.

Solid Waste Management Services

Performance highlights

- Collection costs per tonne are 19% lower than the OMBI median of $77

- Disposal costs are 16% lower than the median of $37 for the OMBI municipalities using a local landfill

- Solid waste diversion rate is below the OMBI median of 37%

- Diversion costs per tonne are 3% higher than the OMBI median of $126

The City of Ottawa manages solid waste from all residential households and some small non-residential establishments through a combination of public and public/private partnerships under various contracts. In 2005, the major components of the residential solid waste program consisted of collection, processing, landfill operations, and marketing.

The City of Ottawa encourages the diversion of solid waste from landfill sites. Diverting waste benefits the environment and municipal taxpayers by reducing greenhouse gases, reducing demands for natural resources, generating revenue from waste, and maximizing landfill capacity, thereby deferring costs from the construction and operation of additional landfill capacity.

Key facts

- Residential solid waste makes up approximately 31.5% of Ottawa's solid waste

- The City has five local landfills

- The two landfills managed by the City receive 23% of landfill waste in Ottawa

- The City manages solid waste for all residents and directly services 15% of households through managed competition for curb pick-up

The first target for the City is to achieve 40% waste diversion by 2007. It will do this with solid waste programs that reinforce reducing, reusing, and recycling, and will focus on changing residents' purchasing habits to avoid unnecessary waste at the source. The second target is to achieve at least 60% diversion by the end of 2008, with city-wide implementation of a residential source-separated organics program.

The City of Ottawa's solid waste diversion programs include:

- Blue box (glass, metal, and plastic)

- Black box (paper and cardboard)

- Household hazardous waste

- "Take It Back" – a voluntary stewardship program in which items such as oil, tires, computers, and other used products are returned to the manufacturers

- Composting (leaf and yard waste)

- Compost Plus (food waste composting – in pilot stage)

- Composting support for residential households that perform and use their own composting
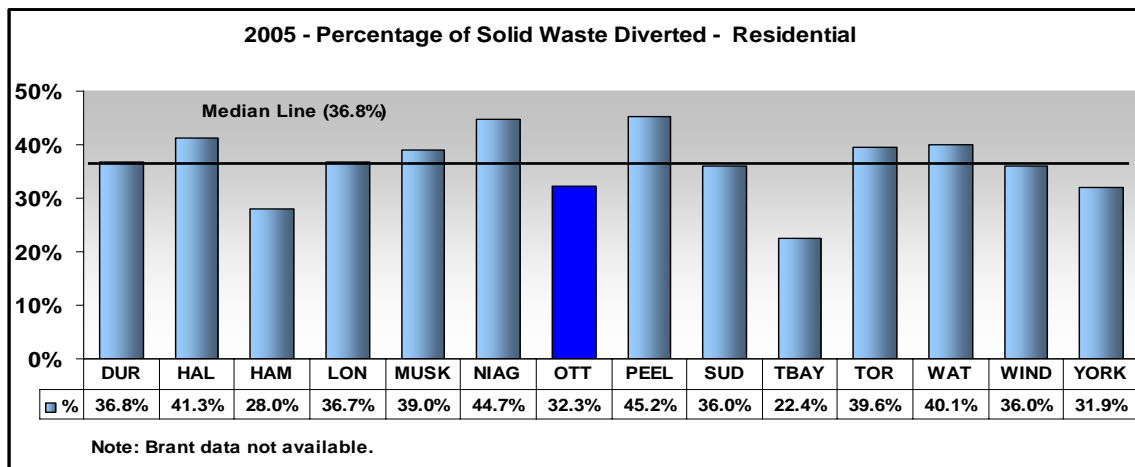
How does Ottawa compare?

Key issues that have an impact on the management of solid waste in Ottawa include:

- Geographic size of the city

- Design of programs for collecting, disposing, and diverting solid waste (such as the frequency of collection)

- Mix of multi-residential and single homes – a greater number of multi-residential establishments creates a greater challenge for encouraging recycling

- Targets for increasing diversion rates

- Reduced availability of landfill space

Following are comparative results for solid waste management services.

How much residential garbage is being diverted away from landfill sites?

2005 - Percentage of Solid Waste Diverted - Residential

Median Line (36.8%)

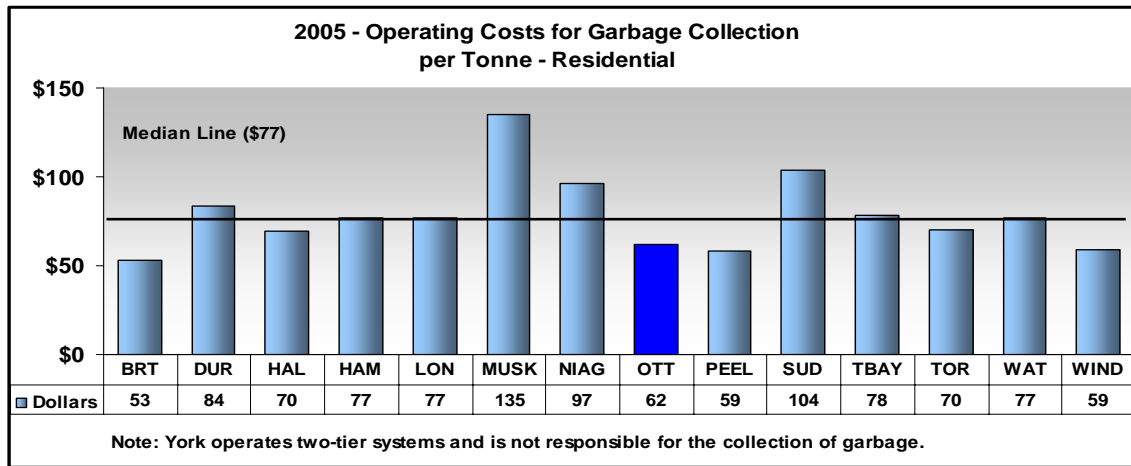|	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
%	36.8%	41.3%	28.0%	36.7%	39.0%	44.7%	32.3%	45.2%	36.0%	22.4%	39.6%	40.1%	36.0%	31.9%

Note: Brant data not available.

In 2005, the City collected 310,879 tonnes of solid waste from residential households – an average of 890 kilograms per household. Of this, 32.3% was diverted, largely through recycling

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and composting of leaf and yard waste. Recycling represents about two-thirds of the diverted materials with leaf and yard waste representing the remaining third.
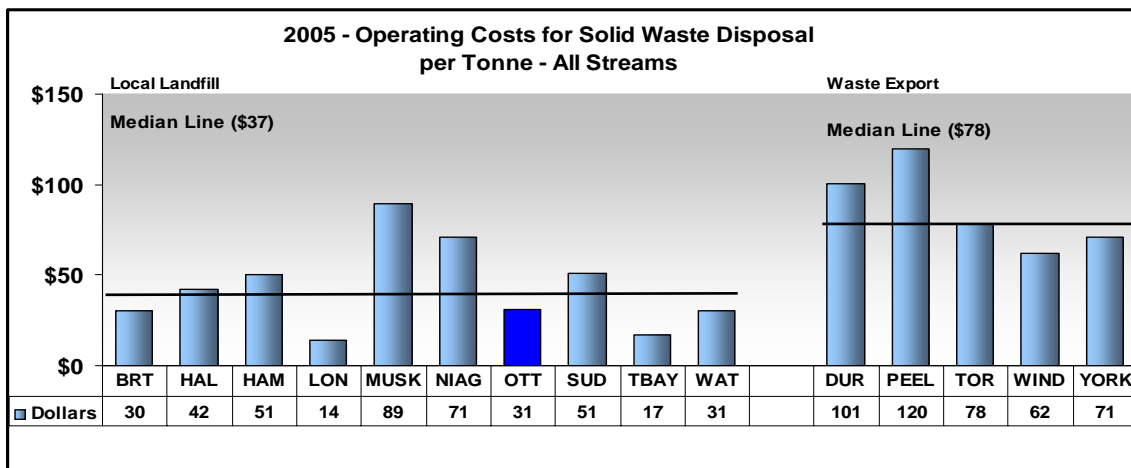
This graph compares the percentage of residential garbage that was diverted from landfill sites in 2005. The higher the bar, the more garbage was recycled or kept out of the landfill site. Ottawa's diversion rate was similar to the municipalities of Hamilton and York. However, Ottawa is falling behind these and other municipalities as they roll out source-separated organics collection programs. An increase in Ottawa's diversion rate will come primarily from the expansion of the organics collection pilot program to a full citywide program in late 2008.

How much does it cost to collect residential garbage?

2005 - Operating Costs for Garbage Collection per Tonne - Residential

Median Line ($77)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND
Dollars	53	84	70	77	77	135	97	62	59	104	78	70	77	59

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

This graph shows how much it costs to collect one tonne of garbage. The cost does not include the cost for picking up recyclable materials. The City of Ottawa's operating cost per tonne for collecting residential garbage in 2005 was below the median for OMBI municipalities. This can be attributed to a managed competition approach that allows the City and private sector providers to bid against each other for collection zones. This approach has been in place since 1999.

How much does garbage disposal cost?

2005 - Operating Costs for Solid Waste Disposal per Tonne - All Streams

Local Landfill

Median Line ($37)

Waste Export

Median Line ($78)

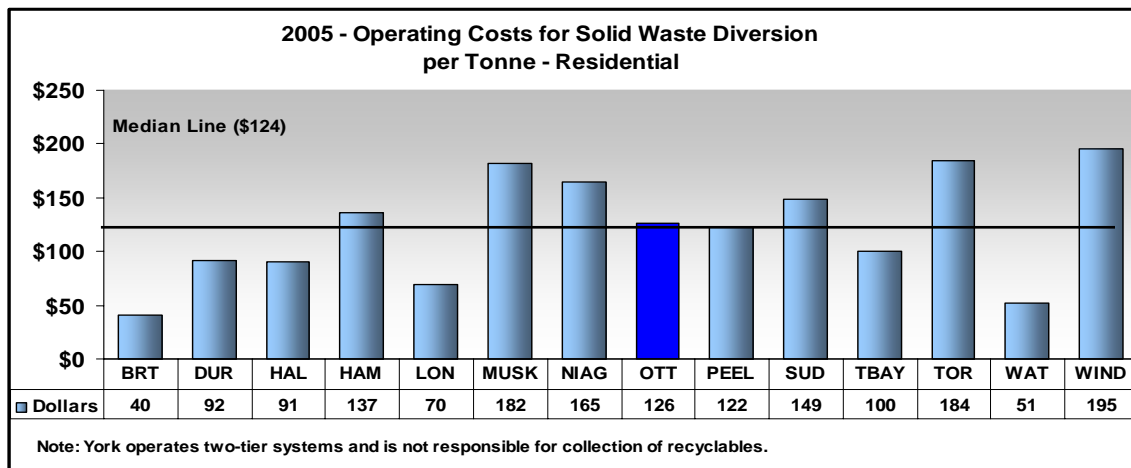|	BRT	HAL	HAM	LON	MUSK	NIAG	OTT	SUD	TBAY	WAT		DUR	PEEL	TOR	WIND	YORK
Dollars	30	42	51	14	89	71	31	51	17	31		101	120	78	62	71

As the graph indicates, the median cost per tonne for disposal of solid waste is lower for municipalities using a local landfill. One of the key strategic objectives of the City of Ottawa's Integrated Waste Management Master Plan is that Ottawa should manage its waste within its municipal boundaries.

There are five landfills situated within Ottawa's boundaries, two of which - Trail Road and Springhill - are owned by the City. The City competitively manages the landfill operations of approximately two-thirds of all residential waste. The availability of landfill capacity has kept solid waste disposal tipping fee costs lower than in municipalities that must export their waste.

How much does it cost to divert residential solid waste?

2005 - Operating Costs for Solid Waste Diversion per Tonne - Residential

Median Line ($124)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND
Dollars	40	92	91	137	70	182	165	126	122	149	100	184	51	195

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

As the graph indicates, Ottawa's diversion cost per tonne was 3% above the median OMBI result, but below the cost per tonne of large municipalities like Toronto and Hamilton. Ottawa's large geographic size affects diversion and collection costs because of the distances that must be covered to collect household materials. Diversion involves transportation and processing of the blue and black box recyclables, leaf and yard waste collection and processing, as well as the pilot organics program, and the management of household hazardous waste depots. The costs in the graph are net of revenues.

The City's costs per tonne for collection and disposal have remained fairly steady, while net costs per tonne for diversion vary and tend to be higher than those for collection and disposal. Diverted materials often cost more to collect due to material properties and compaction. The variations in net diversion costs result from the fluctuating world market values of the recycled commodities. Recycling collection and processing (diversion) costs per tonne are offset by revenues collected from the sale of recyclable material, and by funding from packaging stewards through Waste Diversion Ontario (WDO). In 2005, more than 66,000 tonnes of Ottawa's recyclables were sold at an average price of $120 per tonne, producing revenue of approximately $7.9 million. This revenue offsets the expenses of the recycling program and allows the City to reduce the tax requirement.

All leaf and yard waste is composted and sold. In 2005, net processing cost for this waste totalled $18.38 (per tonne cost of $23.10 was offset by revenue of $4.72 per tonne).

What is the City doing to improve solid waste management services?

The City is undertaking a number of key initiatives to improve solid waste management services. These include:

- The Rethink Garbage education and community outreach campaign was launched in the summer of 2006 to increase blue and black box materials collected.

- Piloting a Yellow Bag program that offers small businesses comprehensive waste disposal, including recycling. This program should increase small business waste diversion.

The City has also:

- Entered into a plastic grocery bag recycling partnership with Loeb stores

- Co-ordinated an e-waste (electronic waste) depot in the fall of 2006

In the future, the City will:

- Introduce a scrap metal diversion pilot and limit households to three bags of garbage per week to encourage blue and black box recycling (planned for 2007)

- Begin collecting city-wide residential organics to target more than 50% of the remaining waste (scheduled for 2008)

- Expand the Rethink Garbage education campaign with private sector partners and focus on behavioural change and targeted diversion messages

Sports and Recreation Services

Performance highlights

- Highest rate of participation in Sports and Recreation programs at four hours per registered program
    - o Provided public skating to over 95,000 participants at the City's 331 ice surfaces
    - o 16 indoor pools and 10 outdoor pools that deliver 831,000 public swims per year

Ottawa envisions a community where all residents can engage in activities that strengthen the health and well-being of individuals and families regardless of their age, ability or circumstances. The City is committed to developing a healthy and active city by developing and delivering recreation programs in arenas, pools, recreation, community, and senior centres. It also strives to work with community recreation and sports groups to maximize access and opportunities for recreation.

Programming is targeted to age groups from early years to seniors, and covers a wide variety of activities, including swimming, skating, sports, arts, camps, dance, drama, and fitness.

The 119 community centres in Ottawa:

- Manage facility bookings
- Provide public access to computers
- Develop programs for youth and persons with special needs

The 36 arenas in Ottawa:

- Offer public skating
- Provide skating lessons
- Provide ice time rental for community organizations

Key facts

- 36 arenas with 44 ice pads
- 6 senior centres
- 223 outdoor rink locations with 331 separate ice surfaces
- 311 ball diamonds and more than 305 sports fields
- Offers more than 22,000 recreation and leisure courses across the city for people of all ages

There are 16 indoors pools, 10 outdoor pools, 59 wading pools, and 74 splash spray pads that:

- Provide swimming lessons

- Offer public swim sessions

- Educate Ottawa residents on the importance of water safety

Residents may register for these programs online or in person.

How does Ottawa compare?

The OMBI report focuses on facilities and directly provided registered programs. However, there are differences in recreation facilities within and between municipalities, such as:
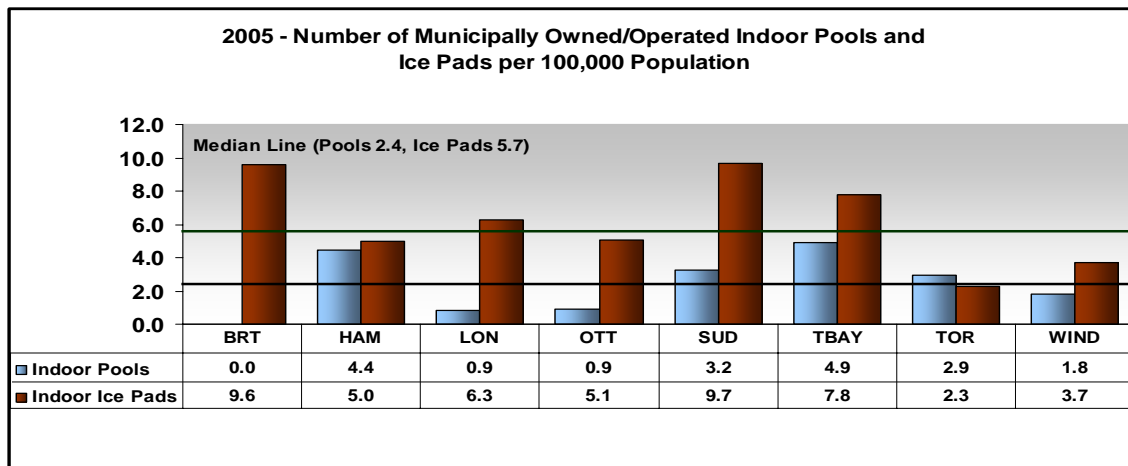
- The number of sports and recreation facilities

- The mix of facility types. Specialized facilities such as indoor pools and arenas are more costly to maintain per square metre than facilities such as community centres.

Differences in sports and recreation programming within and between municipalities include:

- The variety of recreation program types offered, such as aquatics, gyms and clubs, skating, and camps

- The number and range of age groups with targeted programs, including seniors, adults, youth, and children

- Number of locations where the programs are offered

- The frequency and times of program offerings

- Class length (number of hours), courses (number of classes), and sessions/seasons (number of weeks)

- Maximum number of participants per course

In light of these factors, the following are some comparative results for sports and recreation services.

How many indoor pools and ice pads are there?

2005 - Number of Municipally Owned/Operated Indoor Pools and Ice Pads per 100,000 Population

Median Line (Pools 2.4, Ice Pads 5.7)

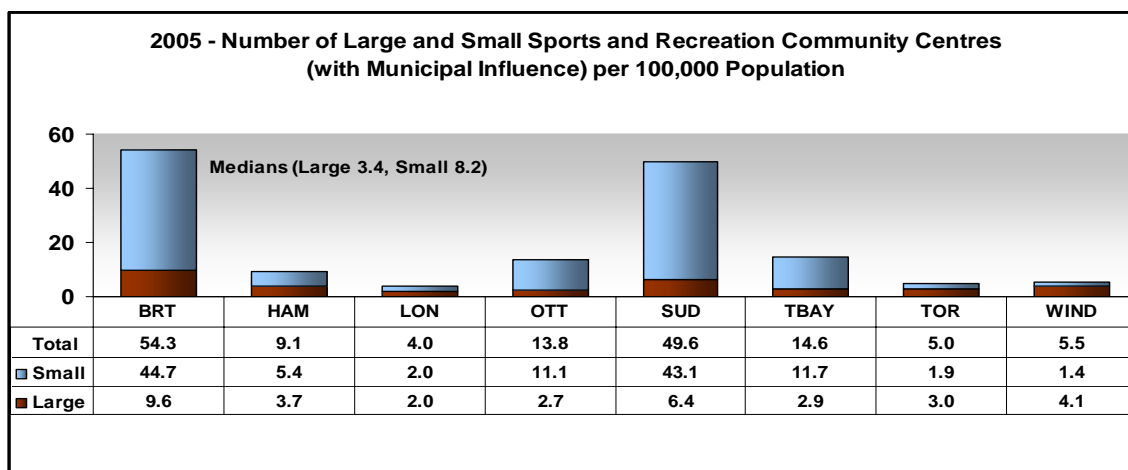|	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Indoor Pools	0.0	4.4	0.9	0.9	3.2	4.9	2.9	1.8
Indoor Ice Pads	9.6	5.0	6.3	5.1	9.7	7.8	2.3	3.7

This graph shows the number of indoor ice pads (rinks) and the number of indoor pools owned and/or managed by municipalities per 100,000 persons. In some cases, there can be multiple ice pads or pool tanks at one location.

Ottawa's number of indoor pools has since been recalculated at 1.8 per 100,000 population. This result falls marginally below the median of 2.4.

In addition, the City of Ottawa has five privately operated indoor pools and 14 ice pads, increasing the total of indoor pools to 21 and ice pads to 58. This is not reflected in the graph, which only captures the municipally owned/operated indoor pools and ice pads.

How many large and small community centres are there?

2005 - Number of Large and Small Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population

Medians (Large 3.4, Small 8.2)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Total	54.3	9.1	4.0	13.8	49.6	14.6	5.0	5.5
Small	44.7	5.4	2.0	11.1	43.1	11.7	1.9	1.4
Large	9.6	3.7	2.0	2.7	6.4	2.9	3.0	4.1

This graph shows the number of community sports and recreation centres per 100,000 persons where the municipality has some control or influence over the programming offered. A large centre is defined as 10,000 square feet.

The results are in part a product of amalgamation where different cities were meeting different needs. As well, the merger of smaller cities contributes to the variation in results. There are limitations to comparing municipalities that vary significantly in size and make up, such as major urban (Toronto) and rural/suburban (Ottawa) cities. Factors that influence these results include population size and density.
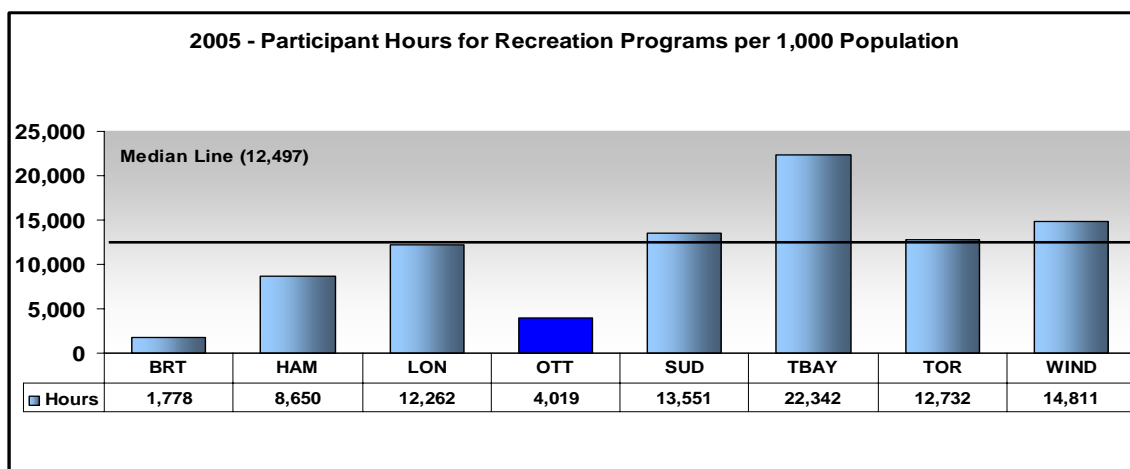
How much are residents using registered sports and recreation programming?

**2005 - Average Participant Hours Utilized Per Capita -
Directly Provided Registered Programs**

Median Line (2.2)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Hours	1.0	1.1	1.8	4.0	2.9	2.0	2.6	2.5
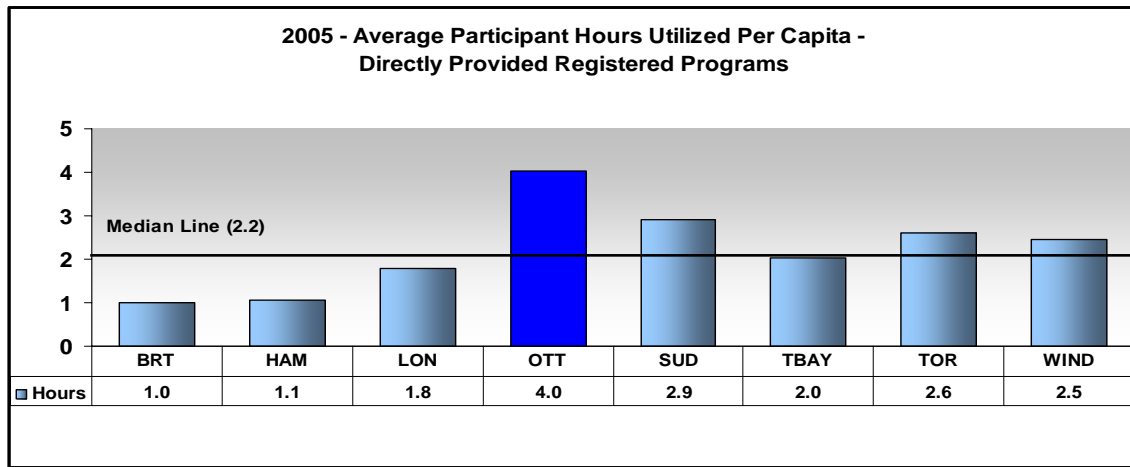
This graph provides the average number of participant hours that residents use registered sports and recreation programming on a per person/capita basis. The higher the bar, the more registered sports and recreation directly provided programs are used by residents.

The City of Ottawa is committed to directly providing programs to residents wherever possible, and has not included in this measure data for drop-in and permitted programs.

How many hours do residents participate in recreational programs?

2005 - Participant Hours for Recreation Programs per 1,000 Population

Median Line (12,497)

	BRT	HAM	LON	OTT	SUD	TBAY	TOR	WIND
Hours	1,778	8,650	12,262	4,019	13,551	22,342	12,732	14,811

These results will change in 2006, when data on indirectly provided programs, and drop-in and permitted programs will be reported, making the City more comparable with other participating OMBI municipalities.

What is the City doing to improve sports and recreation services?

The City will develop a comprehensive marketing plan for programs and services, including special needs, seasonal recreation and sports programs, as well as area- and facility-based marketing plans to improve awareness of, and access to, parks and recreation programs. It will also develop a service delivery model for special needs clients.

Transit Services

Performance highlights

- At 118 trips per person, Ottawa is second to Toronto among OMBI municipalities

- Operating cost per passenger trip is 17% lower than the OMBI median of $3.09

- Ottawa's cost/revenue ratio is 49.9%, which is below the OMBI median of 51.2%

The City of Ottawa provides efficient transportation that responds to the needs of residents, businesses, schools, and visitors. Transit reduces traffic congestion and improves air quality by reducing the need to use personal vehicles. Transit services currently cover 397 square kilometres, and extend to new areas of the city as they develop.

The City offers a number of different transit service options to meet the needs of its passengers. These include:

- Express peak-period routes

- Transitway service

- Rural service

- Local routes in residential areas

- Mainline routes that connect passengers to employment centres, shopping locations, and other focal points across the city

Key facts

- 950 buses, including 225 articulated buses

- 66% of the fleet is low floor and fully accessible

- 10 Park & Ride lots with capacity for almost 5,000 cars

- More than 89.5 million passengers carried in 2005

The City uses optimal planning and scheduling practices to ensure its high-quality transit service is reliable, accessible, cost-effective, and safe. It also uses new technologies, such as vehicle location using global positioning systems (GPS), to monitor and control services. In planning the level of service on transit routes, the City balances passenger comfort and convenience with the need to provide cost-effective service.
In 2005, 49.9% of the City's transit operating costs were recovered from passenger fares, advertising revenues, and other sources, with the remainder funded by development charges, property taxes, and gas tax funds from the provincial government.
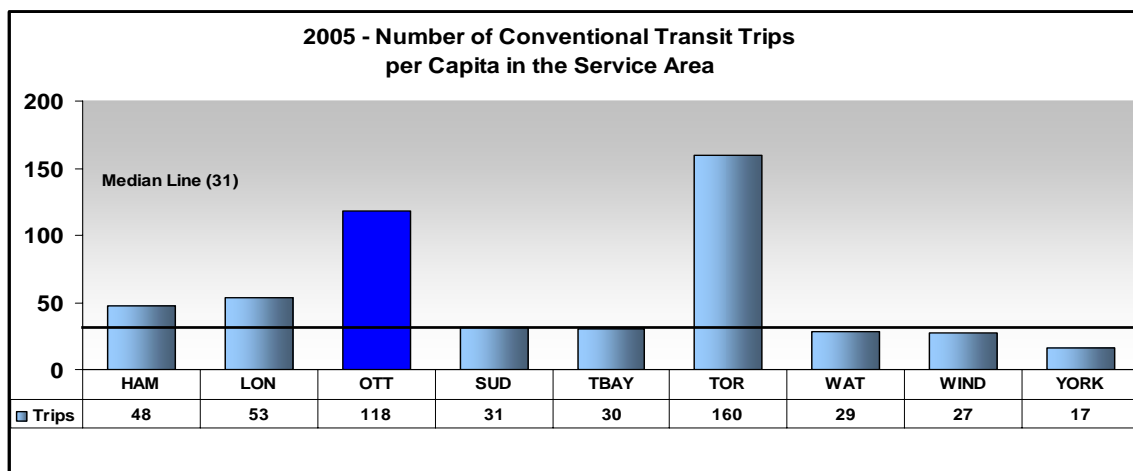
How does Ottawa compare?

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

• Population density

• Development patterns

• Fuel costs

• Wage and salary levels

• Age of the fleet

• Service design – routes, hours of operation, frequency of routes

In light of these factors, the following are some comparative results for transit services.

How often does the average person take public transit?

	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
☐ Trips	48	53	118	31	30	160	29	27	17

2005 - Number of Conventional Transit Trips per Capita in the Service Area. Median Line (31).

The graph above shows the average number of conventional transit trips taken in a year per person in each municipality. Conventional transit is regular transit service (buses, O-Train), as opposed to specialized transit (known as Para Transpo in Ottawa), which is provided to those who are unable to use regular public transport services.
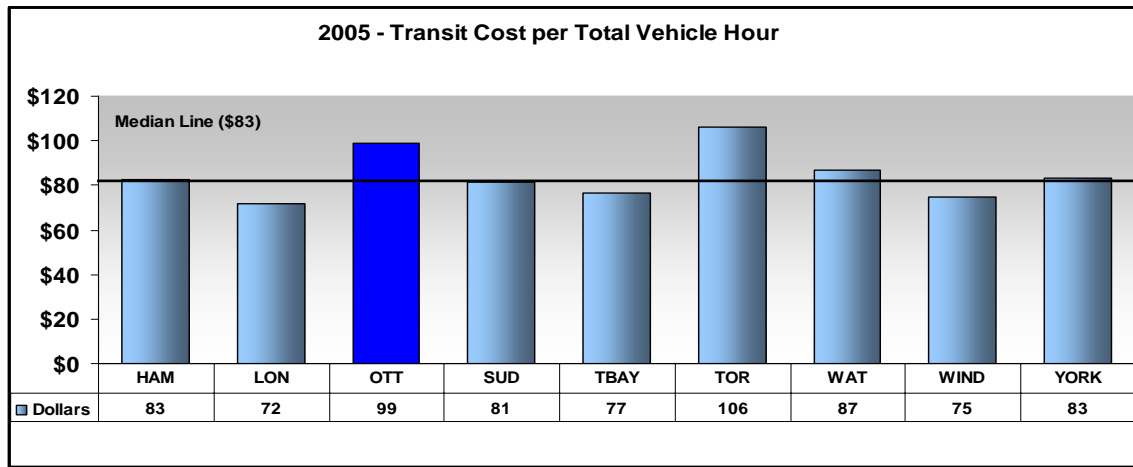
At 118 transit trips per capita/person, Ottawa is second to Toronto for ridership among OMBI municipalities. Also, according to the Canadian Urban Transit Association's results for 2005, Ottawa has the highest ridership per person among all Canadian cities of comparable size. Ottawa's high ridership levels have been achieved through the planning and operation of a service network that provides service to focal points (e.g., key centres and tourist destinations), residential areas, and employment and shopping centres.

The following have also contributed to attracting users and achieving a high trips per capita figure:

• O-Train (light rail transit)

• Express and Transitway services

- High number of buses and vehicles

- School services

- Special pricing for frequent users (monthly, semester, Ecopass, and annual passes)

- Expanded Park & Ride facilities

- Bike-rack program

How much does it cost per hour to operate a public transit vehicle?

2005 - Transit Cost per Total Vehicle Hour

Median Line ($83)

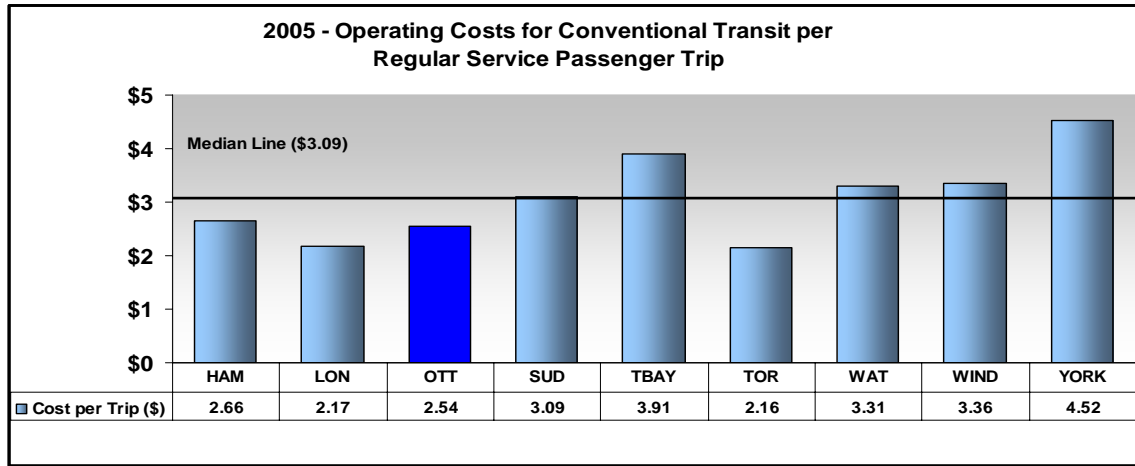|	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	83	72	99	81	77	106	87	75	83

This graph shows the cost per hour to operate a public transit vehicle in a number of OMBI municipalities. Cost-per-vehicle-hour refers to the costs when vehicles are being driven either in active revenue service or when "deadheading" – travelling without passengers between revenue trips or travelling to/from the garage. As a general rule, transit systems of similar sizes tend to incur the same magnitude of costs. Ottawa's cost per vehicle hour is more comparable with Toronto. Factors that affect transit operating costs in larger cities include:

- Labour agreement settlements that reflect higher wages due to the cost of living in larger cities

- A broader range of vehicles in the bus fleet – more types of vehicles incur more maintenance costs (e.g., more spare parts, additional training of staff, etc.)

- General management of operations, which is more complex than in smaller municipalities

- The type of buses in the fleet

Ottawa operates 225 articulated buses representing approximately 24% of the total fleet. This compares to a 7% share of fleet for York, and less than 2 % for Hamilton and London. Articulated buses are equivalent to 1.5 standard buses (and vehicle hours) and are more costly to maintain than a standard-length bus. The additional expenditures add to the overall cost while the vehicle hours remain the same, thus putting upward pressure on the operating cost per vehicle hour.

How much does it cost to provide each passenger trip?

2005 - Operating Costs for Conventional Transit per Regular Service Passenger Trip

Median Line ($3.09)

	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
Cost per Trip ($)	2.66	2.17	2.54	3.09	3.91	2.16	3.31	3.36	4.52

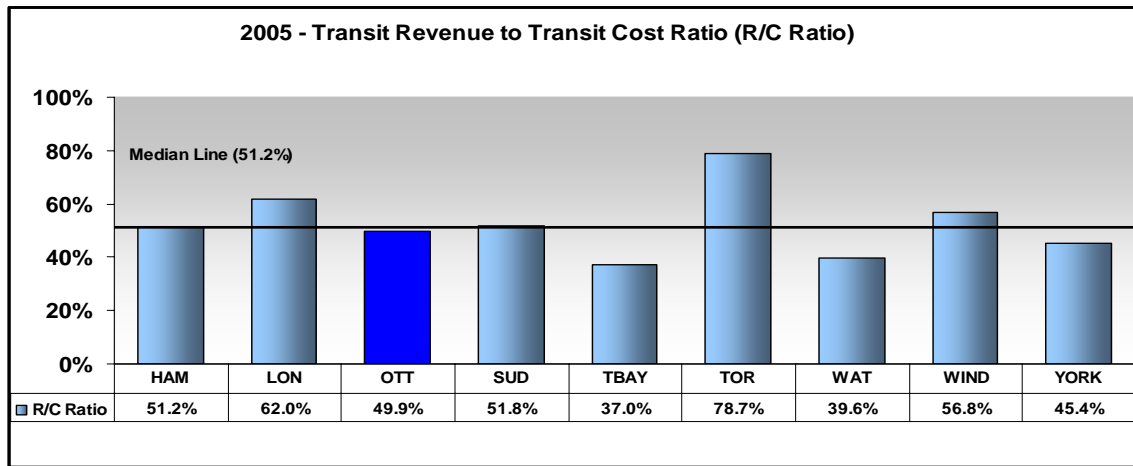This graph shows the cost for each passenger trip. The amount only includes the cost of fuel, maintenance, operators, transit operations support, real estate infrastructure costs, insurance, and administrative support costs. It does not include the cost of buying or replacing the buses. Ottawa's cost per trip is below the OMBI median. The operating cost per trip is affected by the number of hours during which the service is provided and the number of passengers using the service.

How have the costs for each passenger trip changed over time?

City of Ottawa
Operating Costs for Conventional Transit per Regular Service Passenger Trip
2002 - 2005

	2002	2003	2004	2005
Dollars	2.45	2.62	2.47	2.54

Source: FIR Sch 91 (MPMP), 2005 Figure is restated
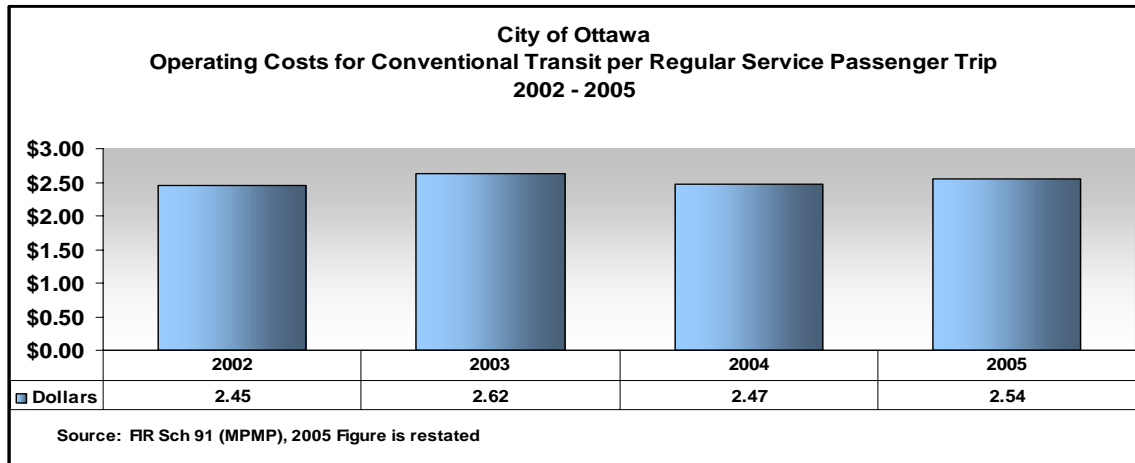
This graph shows how Ottawa's operating costs per passenger trip changed between 2002 and 2005. The cost per trip was 2.8% higher in 2005 than in 2004. The change reflects an overall increase in transit expenditures in line with Council direction and is based upon the 2005 approved budget. The main components of the approved budget increase were higher prices for fuel, parts and materials, and compensation costs.

How much of transit services costs are recovered through transit fares?

2005 - Transit Revenue to Transit Cost Ratio (R/C Ratio)

	HAM	LON	OTT	SUD	TBAY	TOR	WAT	WIND	YORK
R/C Ratio	51.2%	62.0%	49.9%	51.8%	37.0%	78.7%	39.6%	56.8%	45.4%

Median Line (51.2%)

This graph shows the percentage of transit costs covered by revenues earned from bus fares (cost recovery ratio). Ottawa's cost recovery ratio is at the median among OMBI municipalities.

The cost recovery ratio is influenced by:

- The approved Service Design Guidelines that govern basic service levels for bus routes across the city (number of routes, frequency of service, hours of service)

- A fare structure that offers rewards to customers who use the services frequently (e.g., bus passes). Innovative fare strategies can increase ridership but may lower the overall average fare per passenger trip.

- Policy on covering costs

- The size and density of the population

- Socio-economic conditions

What is the City doing to improve transit services?

The following are some of the initiatives that will contribute towards improved transit services in Ottawa:

- Improvements to the Transitway resulting in faster travel times for transit users

- Introduction of a SmartBus and global positioning system (GPS)-based service monitoring and control system. The system is designed to improve operational on-time performance and customer information, allocate buses more efficiently, and reduce overall costs.

- Smartcard fare payment system that offers customers more choice and convenience in how they pay their fare

- Introduction of more spaces at Park & Ride facilities such as at the Trim Park & Ride lot

- Restructuring improvements to the network that will result in more direct service for more customers

Wastewater Services

Performance highlights

- Energy Management Program recognized by OMBI as an industry best practice

- Operating cost for collection/treatment and disposal per megalitre of wastewater is 33% below the OMBI median of $193 per megalitre

- Number of wastewater sewer backups per kilometre is higher than the OMBI median of 3.1 per 100 km

The City of Ottawa plays an important role in ensuring that water used and discharged by homes, businesses, industries, and institutions is handled safely and protects the environment and human health. Once collected by the municipal wastewater collection system, which covers an area of 2,767 square kilometres, Ottawa's wastewater goes to the City's Robert O. Pickard Environmental Centre where it is treated and returned to the Ottawa River. Ottawa's Sewer Use By-law controls the quality of wastewater discharged into the municipal sewer system.

The Pickard Centre uses an advanced secondary treatment process that uses bacteria to remove wastes from the water. These wastes are further processed in anaerobic digesters to produce bio-solids for reuse as compost or as fertilizer supplements. Bio-solids are primarily organic accumulated solids separated from wastewater that have been stabilized by treatment.

Key facts

- 2,220 km of sanitary sewers

- 1,870 km of storm sewers

- 230 km of combined sewers

- 76 pumping stations, 56,000 catch basins, 186,000 service connections, 27,000 access chambers, 150,000 service laterals

- Average age for wastewater pipes is 30 years

Gas produced in the digesters powers a co-generation plant that produces about half the electrical power consumed at the Pickard Centre; waste heat from the Centre is used in the treatment process and to heat buildings in winter. These processes are carried out in accordance with federal and provincial regulations.

Some of Ottawa's rural communities are connected to the wastewater collection system; others are served by private individual septic tanks, whose sludge (waste that is rich in organic material) is pumped out and transported to the Pickard Centre for treatment.
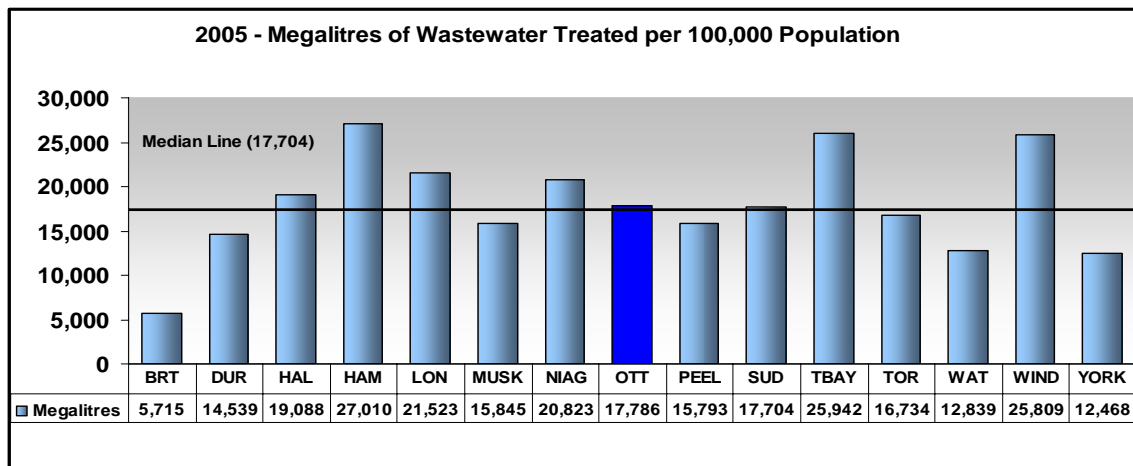
How does Ottawa compare?

Key issues that impact the management of wastewater in Ottawa include:

- Municipal topography and geographic size
- Rising cost of electricity, chemicals, and fuels
- Maintenance costs, including staff compensation, contracted services, and materials

In light of these issues, the following are some comparative results for wastewater services.
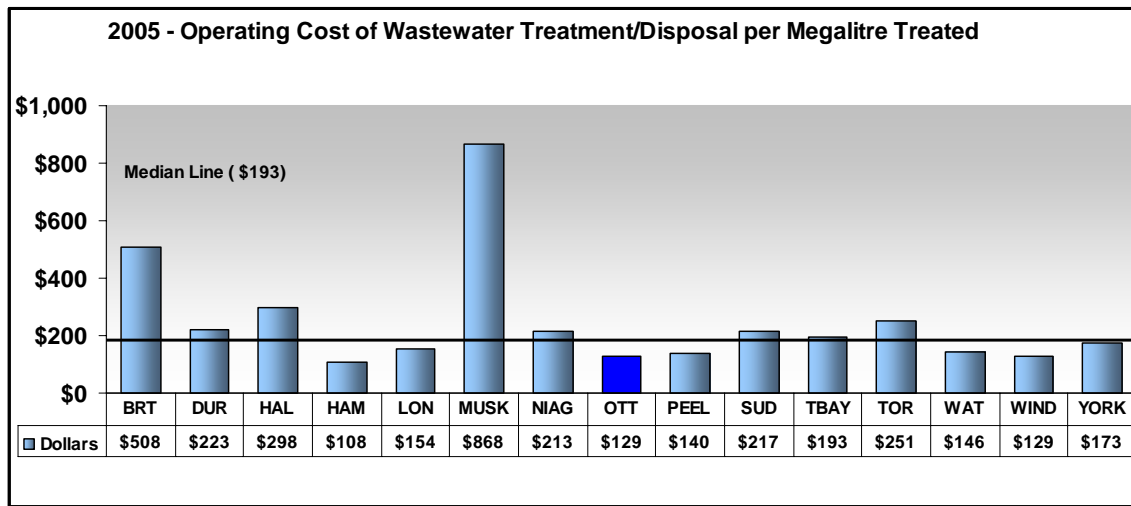
How much wastewater is treated in Ottawa?

2005 - Megalitres of Wastewater Treated per 100,000 Population

Median Line (17,704)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Megalitres	5,715	14,539	19,088	27,010	21,523	15,845	20,823	17,786	15,793	17,704	25,942	16,734	12,839	25,809	12,468

In 2005, the City of Ottawa treated approximately 154 billion litres of wastewater – an average of 17,786 million litres per 100,000 persons, or 177,860 litres per person. This is slightly above the median result among the OMBI municipalities as shown in the graph. One megalitre is equivalent to one million litres.

This wastewater includes water discharged by households, businesses, and institutions. Additional water, referred to as inflow and infiltration (I/I), enters the wastewater collection system as rainwater and snowmelt through combined sewers, downspout connections, illegally connected sump pumps, and manhole lids. Minimizing the volume of excess water helps ensure that the sewer system is not overwhelmed and improves the efficiency of the treatment plant. The City is currently assessing the I/I issue and has proposed capital works solutions in some areas experiencing flooding and high inflow and infiltration.
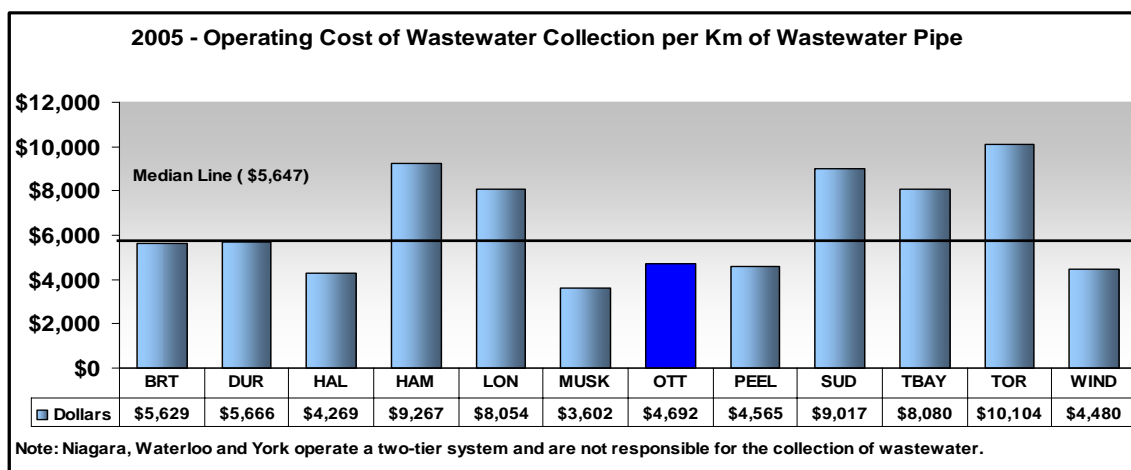
How much does wastewater treatment and disposal cost?

2005 - Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated

Median Line ($193)

	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Dollars	$508	$223	$298	$108	$154	$868	$213	$129	$140	$217	$193	$251	$146	$129	$173

This graph shows the cost of treating one million litres of wastewater. Included in this cost are the processing and disposal of the bio-solids produced as a result of this treatment. It includes all the costs of operating and maintaining the Pickard Centre to ensure the water discharged to the Ottawa River meets the quality criteria established by the Ontario Ministry of Environment.

Ottawa's cost per megalitre is the second lowest among OMBI municipalities. Ottawa's lower cost is attributed to the efficiency of the R.O. Pickard Environmental Centre – its size, state-of-the-art technology, highly trained staff, and best-in-class Energy Management Program.

How much does wastewater collection cost?

2005 - Operating Cost of Wastewater Collection per Km of Wastewater Pipe

Median Line ($5,647)

	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
Dollars	$5,629	$5,666	$4,269	$9,267	$8,054	$3,602	$4,692	$4,565	$9,017	$8,080	$10,104	$4,480

Note: Niagara, Waterloo and York operate a two-tier system and are not responsible for the collection of wastewater.
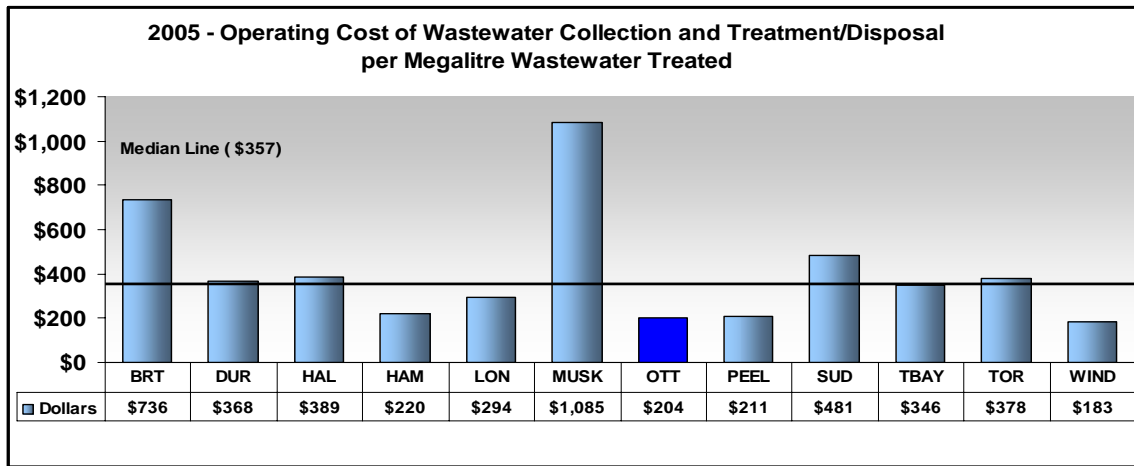
This graph shows the annual cost of wastewater collection per kilometre of wastewater (or sewer) pipe. Ottawa's cost per kilometre of wastewater pipe is below the median. Lower maintenance compared to cities of similar size, and the extensive use of contract forces, contribute to Ottawa's favourable result.
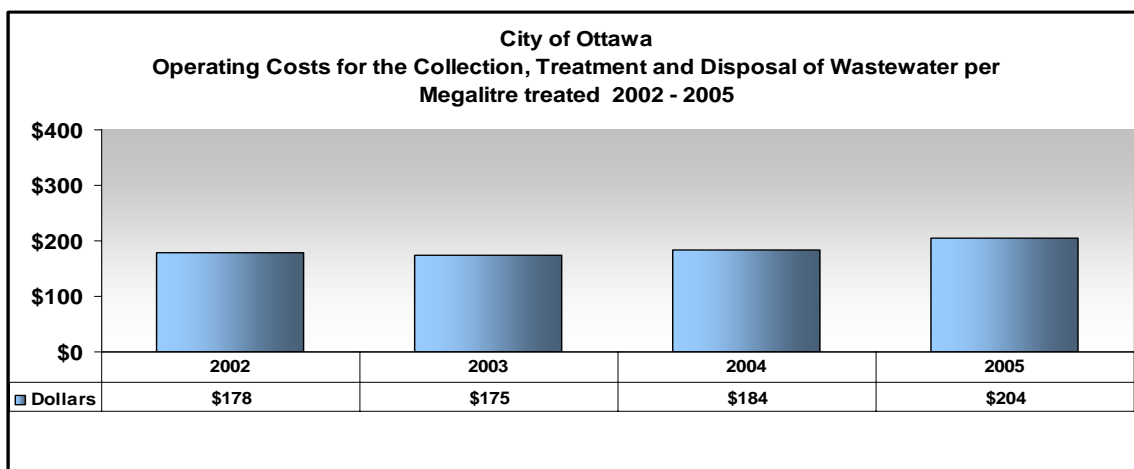
Maintaining and operating the wastewater collection system accounts for a major portion of the wastewater collection costs because wastewater must be transported from the various collection points to the treatment plant through an extensive piped network of more than 2,500 kilometres of sewer mains and 76 pumping stations.

What is the overall operating cost for collection, treatment, and disposal of wastewater?

2005 - Operating Cost of Wastewater Collection and Treatment/Disposal per Megalitre Wastewater Treated

Median Line ($357)

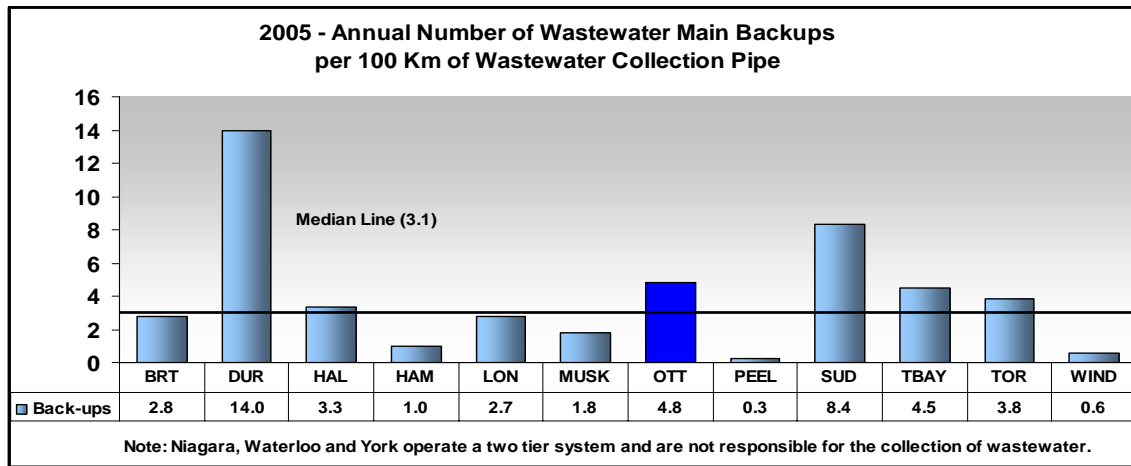|	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
Dollars	$736	$368	$389	$220	$294	$1,085	$204	$211	$481	$346	$378	$183

This graph shows the operating and maintenance costs of the collection, treatment, and disposal system on a per megalitre basis. Ottawa's integrated operating cost is the second lowest among OMBI municipalities. Ottawa's lower cost can be attributed to the efficiency of the R.O. Pickard Environmental Centre, lower maintenance requirements than cities of comparable size, and extensive use of contract forces.

How have overall operating costs for collection, treatment, and disposal of wastewater changed over time?

City of Ottawa
Operating Costs for the Collection, Treatment and Disposal of Wastewater per Megalitre treated 2002 - 2005

	2002	2003	2004	2005
Dollars	$178	$175	$184	$204

This graph shows the change in overall operating costs for collection, treatment, and disposal per megalitre of wastewater for Ottawa between 2002 and 2005. In 2005, the cost rose 10.8% per megalitre relative to 2004 due to increased funding for improvements in sewer maintenance.

How often do wastewater mains back up?

2005 - Annual Number of Wastewater Main Backups per 100 Km of Wastewater Collection Pipe

	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
Back-ups	2.8	14.0	3.3	1.0	2.7	1.8	4.8	0.3	8.4	4.5	3.8	0.6

Median Line (3.1)

Note: Niagara, Waterloo and York operate a two tier system and are not responsible for the collection of wastewater.

This graph shows that Ottawa registered more sewer backups per 100 kilometres than the median among OMBI municipalities. The number and intensity of storms, the condition of the sewer pipes, the amount of greasy materials in the sewer system, and the effectiveness of the cleaning program affect how often the sewer will back up.

A previous budget reduction affected supervision of the City of Ottawa cleaning program. The budget has since been reinstated. To minimize sewer backups, the City is working towards a five-year cycle for cleaning sanitary sewers, with those locations more likely to collect debris and grease being cleaned approximately every three months.

What is the City doing to improve wastewater services?

The City has undertaken a number of initiatives to improve wastewater services. They include:

- The Energy Management Program at the Pickard Centre has been recognized by OMBI as an industry best practice. The City has achieved a net annual cost saving of $1.4 million on energy through the use of co-generation where methane gas created by the wastewater treatment process is converted into electricity, and the waste heat from the engines is used to heat the buildings in the winter. Besides cutting fuel costs, co-generation improves efficiencies and reduces emissions of harmful greenhouse gases that have been linked to global warming.

- The City has saved an additional $450,000 per year by streamlining the Catch Basin Cleaning Program to provide periodic cleaning only for those catch basins requiring attention.

- The City also has developed a multi-year plan to reinvest in and upgrade its 76 wastewater and storm water pumping stations. This will help ensure that the infrastructure is reliable while reducing long-term operating costs.

Water Services

Performance highlights

- No boil water advisories issued

- Number of watermain breaks is below the OMBI median

- Operating cost for distribution of drinking water service is approximately 15% below the median unit rate of OMBI municipalities

- The City's use of alternative energy to deliver drinking water services is recognized by OMBI as a best practice

The City of Ottawa provides high-quality drinking water and maintains a treatment and distribution system that ensures a reliable, plentiful, and safe supply of water for all customers. The City also manages a central water system and four communal-well systems for rural area residents. More than 125,000 water quality tests are conducted each year to ensure water meets all health-based federal guidelines and provincial standards.

Water services include the treatment and distribution of drinking water from the source to the customer. Water treatment facilities, watermains, pumping stations, and storage reservoirs are some of the key infrastructure required to do this.

For the central drinking water system, raw water is drawn from the Ottawa River, treated at either the Britannia or Lemieux Island Water Purification Plants, and pumped through the distribution system. This system comprises a network of pipes, pumping stations, storage facilities, valves, fire hydrants, and water meters that pump, transmit, and store water at sufficient pressure to meet the needs of Ottawa residents.

The water rate is intended to cover the full cost of drinking water service delivery. Developers and development charges cover the cost of expanding the system into new areas.

Key facts

- 755,000 customers
- 2 water purification plants
- 2,690 km of watermains
- 181,316 service connections
- 14 pumping stations and nine reservoirs
- Average age of water pipes is 30 years
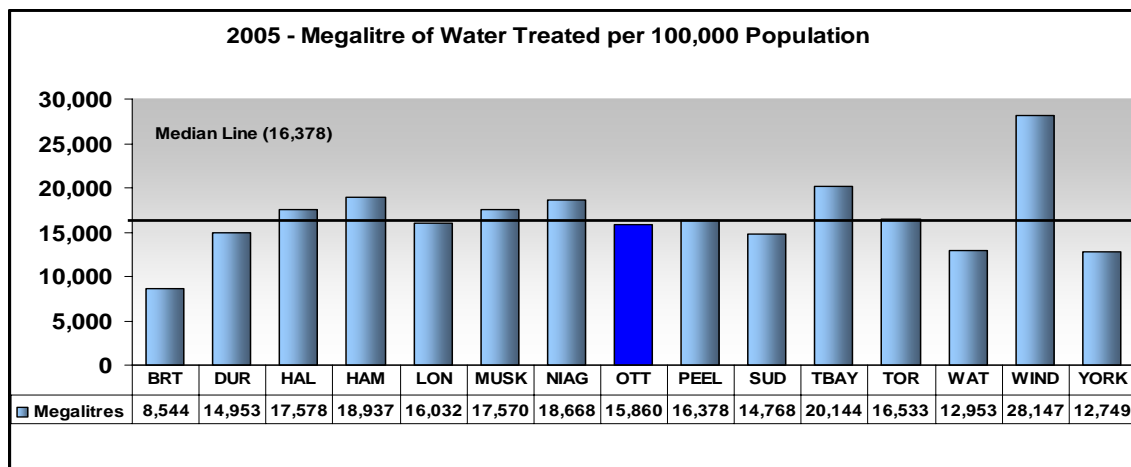- 50% of use is non-residential

How does Ottawa compare?

Some of the key issues that impact water services in the City of Ottawa include:

- A large population spread over a wide geographic area
- The characteristics of our source water (colour, turbidity, bacteriological characteristics, hardness/softness, temperature, alkalinity), which dictate the treatment processes required
- Rising costs of energy and treatment chemicals
- Aging infrastructure

In light of these issues, following are some comparative results for water services.

How much water is treated?

2005 - Megalitre of Water Treated per 100,000 Population

Median Line (16,378)

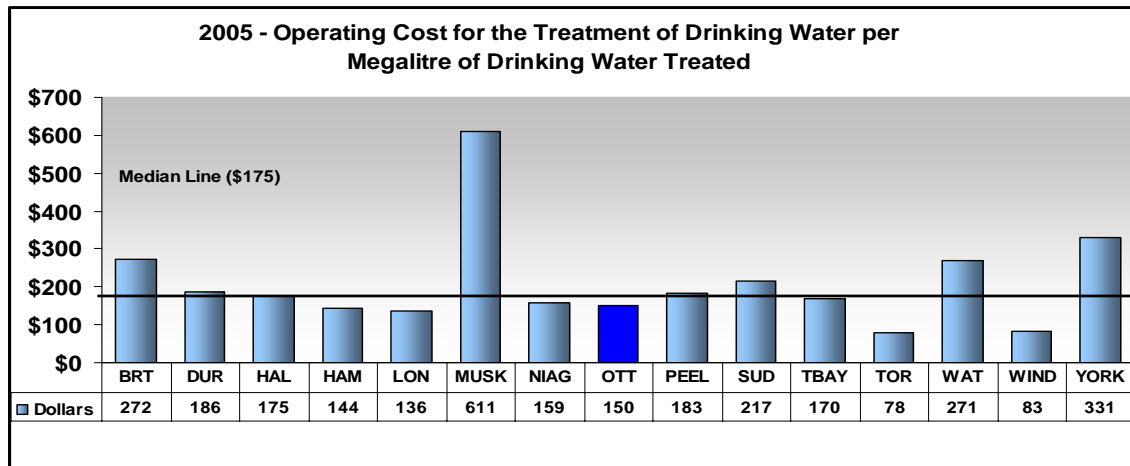|	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
Megalitres	8,544	14,953	17,578	18,937	16,032	17,570	18,668	15,860	16,378	14,768	20,144	16,533	12,953	28,147	12,749

In 2005, the City treated a total of 125 billion litres of water. This is the equivalent of 15,860 million litres of water per 100,000 persons, which is very close to the median result in the OMBI group of municipalities. One megalitre is equivalent to one million litres.

Several initiatives are currently underway in Ottawa to help reduce water consumption per 100,000 people. These include:

- Programs to reduce demand such as the Water Wise and Water Conservation initiatives that educate and encourage customers to use less water
- A Water Loss Control program to minimize real and apparent losses. Real losses are those that result from distribution system leakage or watermain breaks, while apparent losses are those attributable to customer meter under-registration, inaccurate readings, billing error or water theft. Addressing these losses will decrease water production demand and increase revenues.

How much does it cost to treat drinking water?

2005 - Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated

Median Line ($175)

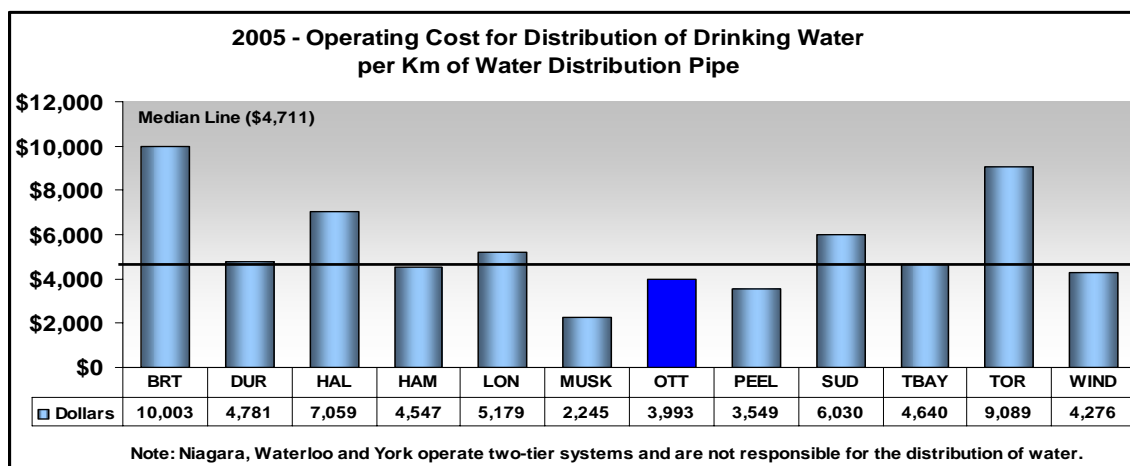| ☐ Dollars	BRT	DUR	HAL	HAM	LON	MUSK	NIAG	OTT	PEEL	SUD	TBAY	TOR	WAT	WIND	YORK
	272	186	175	144	136	611	159	150	183	217	170	78	271	83	331

Treatment and distribution are two key processes that make up a major portion of the water service costs. This graph shows operating costs for the treatment of drinking water per megalitre (one megalitre equals one million litres) in the 15 OMBI municipalities. Costs include all activities, from the collection of water at source to when it leaves the treatment plant.

The characteristics of a municipality's water source have a significant impact on treatment costs, as do the number and size of its water plants. In 2005, Ottawa's treatment costs were slightly below the median. One factor contributing to this favourable result is Ottawa's use of alternative sources of energy (e.g., natural gas generator) to reduce electricity consumption. Other strategies that enhance the reliability of the treatment equipment while keeping costs down include:

- Ongoing review of maintenance practices and procedures
- Highly trained and certified staff
- Other continuous improvement efforts

How much does it cost to distribute drinking water?

2005 - Operating Cost for Distribution of Drinking Water per Km of Water Distribution Pipe

Median Line ($4,711)

☐ Dollars	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
	10,003	4,781	7,059	4,547	5,179	2,245	3,993	3,549	6,030	4,640	9,089	4,276

Note: Niagara, Waterloo and York operate two-tier systems and are not responsible for the distribution of water.
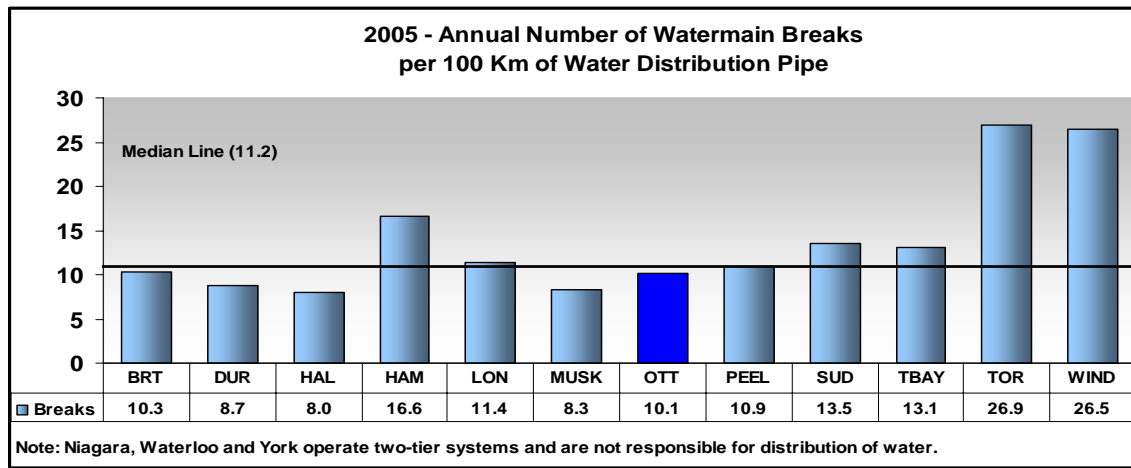
This graph shows how much it costs to distribute water per kilometre of distribution pipe from the plant to customers. For Ottawa, these costs are slightly below the median and below those of comparable municipalities.

One factor that allows Ottawa to reduce distribution costs is the Fleet Street pumping station, which handles approximately 50% of the daily demand using hydraulic turbines powered by the Ottawa River. This process was recognized by OMBI as a municipal best practice.

Other factors that contribute to water distribution costs include:

- Topography, which affects the amount of energy needed to move water through the distribution system

- Age of the water distribution infrastructure

- Frequency of maintenance and standards of service

- Climate – areas such as Ottawa that have extremely cold weather require watermains to be installed at deeper levels. While this reduces the number of frozen watermains, it contributes to more expensive repairs.

How often does a watermain break?

2005 - Annual Number of Watermain Breaks per 100 Km of Water Distribution Pipe

Median Line (11.2)

	BRT	DUR	HAL	HAM	LON	MUSK	OTT	PEEL	SUD	TBAY	TOR	WIND
Breaks	10.3	8.7	8.0	16.6	11.4	8.3	10.1	10.9	13.5	13.1	26.9	26.5

Note: Niagara, Waterloo and York operate two-tier systems and are not responsible for distribution of water.

The number of watermain breaks indicates the level of service interruption. This graph shows the rate of watermain breaks among the 15 OMBI municipalities. With 10.1 breaks per 100 kilometre of water distribution pipe – about average for the city – Ottawa's result is slightly below the OMBI median.

Ottawa is at par with Peel and slightly above Durham and Halton – municipalities with newer infrastructure (21 to 25 years old). Ottawa was also at par with similar-sized municipalities, which have similar-age infrastructure (approximately 30 years old), such as London. Continued reinvestment in its Watermain Rehabilitation Program will allow the City to keep service disruptions due to watermain breaks at reasonable levels.

What is the City doing to improve water services?

The City is undertaking a number of key initiatives to improve water services. These include:

- Installing a waste management treatment process at both water purification plants to eliminate the discharge of treatment residuals into the Ottawa River. While this will reduce the impact on the Ottawa River, it will also contribute to higher operating costs for both water plants and the R. O. Pickard Environmental Centre.

- Initiating a Water Loss Control program to improve water delivery to residents. This initiative has involved an accelerated proactive leak detection program for 2005 and two pilot District Metered Area (DMA) assessments. DMAs are isolated sectors within the distribution system where one or more supply lines are metered. This allows the City to monitor the water demand in the area to determine the amount of leakage.

- Supporting a Water Wise program and implementing a Water Conservation incentive program for residents and businesses in 2007. These initiatives will encourage residents and businesses to use the drinking water supply responsibly.

- Ongoing major capital funding to rehabilitate and renew our drinking water infrastructure. This will include replacing the high-pressure transmission main linking the Lemieux Island Water Purification Plant to the water distribution system, and rehabilitating the Billings Bridge Pumping Station. These projects will further increase the reliability of the drinking water system.

- The City will begin to install new water meter reading equipment in 2007 as part of a four-year capital renewal program to replace obsolete equipment and make it more efficient, timely, and accurate to obtain water meter consumption information from residents' homes.

Appendices

Appendix A – Glossary of Terms

Appendix B – OMBI Partners

Appendix C – Bibliography

Appendix D – Additional Information

Appendix A

Glossary of Terms

Term	Definition
Access chambers	Structures that allow access to the sewer mains
Accessibility or barrier-free	The degree to which a building or site allows access to people with disabilities
Adjudication	The decision (decree or judgment) by the court concerning the defendant(s) involved in the case
Anaerobic	A process that is done in the absence of oxygen
Anaerobic digesters	Anaerobic digesters are large tanks where the waste removed in the wastewater treatment process is further broken down. The finished product is de-watered in centrifuges to produce bio-solids. The digester gas produced contains methane and it is burned in the co-generation plant to produce electricity and heat for the treatment process.
Arterial road	A road of moderate or high capacity that is just below highway-level size and carries large volumes of traffic between areas in urban and rural centres
Catch basins	Catch basins are structures installed in the road to convey surface water to the storm sewer system. They have a sump at the bottom that traps gritty material and debris in order to keep the sewer system clean and avoid blockages.
Collector road	A road that leads traffic from local roads or sections of neighbourhoods to key centres within communities
Combined sewer	Underground pipes that convey both stormwater and sanitary waste in a single pipe
Compost	A mixture primarily made of stable (no longer decaying) organic matter produced by composting under aerobic conditions
Conventional transit trip	A linked trip, riding one-way from origin to final destination; passengers whose trips involve transferring from one vehicle to another are counted only once
Emergency shelter	Any facility where the primary purpose is to provide temporary or transitional shelter for the homeless

Term	Definition
Global positioning system (GPS)	A satellite-based navigation system made up of a network of 24 satellites placed into orbit that allows for tracking the location of an object with the device. GPS works in any weather conditions, anywhere in the world, 24 hours a day.
Green space	Includes sensitive wetlands and forests in urban and rural areas, playing fields and playgrounds, landscaped parkways, the carefully planned greens surrounding major public buildings, and natural areas around storm water management ponds and in hydro corridors
Infraction	Part I – These infractions are issued by a Certificate of Offence (ticket) and have a set fine associated to the charge (e.g., infractions under the *Highway Traffic Act*, speeding tickets) Part II – Parking infractions Part III – These infractions involve a summons to Court. They are more serious offences where a set fine is not associated and can involve incarceration.
Lane kilometre	A continuous lane of road that conveys traffic in one direction
Megalitres	1 million litres
Offence	A crime; an act committed contrary to the law as set out in a statute such as the *Criminal Code* or a provincial statute
Open space	Local parks, linear corridors, and large-scale public lands primarily along the rivers and in the Greenbelt, which are in or intended to be in public ownership and are, or will be, generally available for public use and enjoyment
Operating cost	Ongoing expenses that are incurred in running a business or operation
Partially separated sewer	A City sewer system that consists of a storm runoff drainage system that collects and conveys intercepted surface runoff, and a separate sanitary sewer system that receives and conveys municipal sewage as well as foundation drainage and some driveway and surface drainage
Paved road	A road with an asphalt surface, concrete surface, or composite pavement surface
Sanitary sewage	Wastewater typically from toilets, showers, and sink drains

Term	Definition
Sanitary sewer	Underground pipes that convey wastewater (i.e., sewage) to a treatment facility. They transport residential, commercial, and industrial waste, but not storm water.
Service laterals	The pipes that connect the building to the sewer main in the street
Storm water run-off or drainage	Wet weather run-off collected around roads, parks, rooftops, private property, and building footing drains
Sump pump	A device located in a pit in your basement to pump water from your foundation drainage system to the surface or to the City's storm sewer main
Unpaved road	A road with a gravel, stone, or other loose travelling surface

Appendix B

OMBI Partners

OMBI Municipalities by Government Type	Population* December 2005	Number of Households* December 2005	Geographic Area Sq Km**
Single tier			
County of Brant	31,264	12,649	845
City of Hamilton	518,745	203,236	1,149
City of London	351,900	154,945	423
City of Ottawa	865,560	348,080	2,796
City of Greater Sudbury	155,339	70,891	3,627
City of Thunder Bay	102,617	49,186	328
City of Toronto	2,698,400	1,026,400	641
City of Windsor	217,249	86,900	145
Upper tier			
Regional Municipality of Durham	585,290	198,543	2,535
Regional Municipality of Halton	427,500	152,455	967
District of Muskoka	54,650	44,671	3,816
Regional Municipality of Niagara	434,347	181,524	1,896
Regional Municipality of Peel	1,181,124	372,000	1,225
Regional Municipality of Waterloo	497,900	180,080	1,382
Regional Municipality of York	918,383	273,358	1,756

* OMBI Data Warehouse, Municipal Data for 2005
** Provided by each municipality

Source: OMBI 2005 Performance Benchmarking Report.

Appendix C

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Appendix D

Additional Information

For more information about OMBI, please visit the OMBI Web site at www.ombi.ca.

For more information or questions about other OMBI municipalities, please consult their Web sites.

Single tier

County of Brant   www.county.brant.on.ca

City of Hamilton   www.hamilton.ca

City of London   www.london.ca

City of Ottawa   www.ottawa.ca

City of Greater Sudbury   www.city.greatersudbury.on.ca

City of Thunder Bay   www.thunderbay.ca

City of Toronto   www.toronto.ca

City of Windsor   www.citywindsor.ca

Upper tier

Regional Municipality of Durham   www.region.durham.on.ca

Regional Municipality of Halton   www.halton.ca

District of Muskoka   www.muskoka.on.ca

Regional Municipality of Niagara   www.regional.niagara.on.ca

Regional Municipality of Peel   www.region.peel.on.ca

Regional Municipality of Waterloo   www.region.waterloo.on.ca

Regional Municipality of York   www.york.ca

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