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**Subject:** Municipal Benchmarking Network of Canada (MBNCanada) 2018 Data Report

**Report to:** Corporate Services Committee

**Report date:** Wednesday, December 4, 2019

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## Recommendations

That this report **BE RECEIVED** for information

## Key Facts

- The purpose of this report is to inform Council on the release of the latest MBNCanada report containing 2018 data which shares information on Niagara's performance as it compares to partnering municipalities within the program. The full report is available at [www.mbnCanada.ca](http://www.mbnCanada.ca).
- As a founding member, Niagara has participated in MBNC since 1998. The program is now national, with 17 participating municipalities. The new report, containing 2018 data, was released on November 1, 2019.
- Niagara collects data across 27 service areas with measures that include both financial and operational measures.
- Multiple factors influence the comparability of metrics, including a municipality's size, organizational structure, single or upper tier status, age / size of infrastructure, etc. Each of these factors must be considered in making any direct comparisons, and the purpose is to invoke meaningful questions around how we can all do better to serve our residents.

## Financial Considerations

Participation in MBNCanada costs Niagara \$28,450 for annual membership, in addition to the in-kind services provided by the CAO, Municipal Lead, and staff time from all service areas to collect and validate data. These costs are included in the council approved operating budget.

## Analysis

MBNCanada is the most comprehensive benchmarking system available for Canadian municipalities. Financial and operating measures reflect business performance across Canada for single and upper tier municipalities. Data experts from each participating municipality collaboratively create data definitions and suggest additional or alternative measures to reflect emerging trends. MBNC's Board of Directors consist of

participating municipalities' CAOs who support the strategic decisions of the program, ensuring the program is aligned directly with the needs of member municipalities.

Public benchmarking is a mode of providing government transparency and is increasingly expected from our residents. Benchmarking is commonly used in the public sector to compare areas such as taxation, staffing and funding, and can empower staff to make informed decisions. As a result of changes in public expectations for access to information, this has resulted in public dashboards in all levels of government, including Niagara's public facing dashboard [www.niagararegion.ca/priorities/dashboard](http://www.niagararegion.ca/priorities/dashboard), which includes measures captured through this program. A few highlights from the 2018 report can be found in Appendix 1 of this report, and the full report can be downloaded from [www.mbnccanada.ca](http://www.mbnccanada.ca).

## **Alternatives Reviewed**

Although service-specific benchmarking is available for some business units such as through their respective Ministries, formal or informal networks, MBNCanada is the only municipal benchmarking available for many service areas in our organization.

## **Relationship to Council Strategic Priorities**

This report aligns with Strategic Priority 4: Sustainable and Engaging Government. Niagara's participation in MBNCanada's public report shows municipal performance across a wide range of service areas and supports our goals to be transparent, drive informed decisions and ensure access to data without limitations of silos across the organization.

## **Other Pertinent Reports**

- CWCD 27-2019: MBNCanada 2017 Report

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**Appendices**

Appendix 1	MBNCanada 2018 Data Report Highlights	Page 4
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## Appendix 1: MBNCanada 2018 Data Report Highlights

The MBNCanada Board of Directors is made of member municipalities CAOs who provide direction for the program. The Board recently recreated Value statements which identify what we hope to accomplish collectively as municipalities through the services provided in each service area we report on. These Value statements were written from the perspective of service users and drive the types of measures collected in this program and in the public report.

The following is a small snapshot of some of the measures available in the recently published public MBNCanada report. The data is current as of year end 2018, and is compiled with the significant input and review of staff across all participating municipalities. A copy of the full report which provides the Board measures across all service areas, please go to [www.mbnCanada.ca](http://www.mbnCanada.ca).

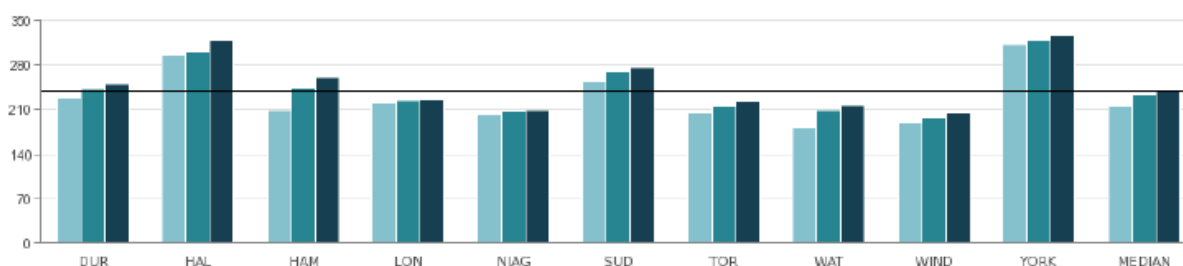
### 2018 Measure Highlights:

**Child Care Value Statement** – “I expect that high quality licensed child care is accessible, affordable and responsive to my child’s needs in a safe and secure environment”.

#### Child Care

**Figure 4.1 Regulated Child Care Spaces in Municipality per 1,000 Children (12 and Under)**

The measure reflects the number of licensed spaces in child care centres, preschools and home child care agencies.



2016	229	296	209	221	202	255	205	180	189	313	215
2017	242	301	245	225	207	271	214	208	196	319	234
2018	251	318	260	227	208	276	223	216	205	326	239

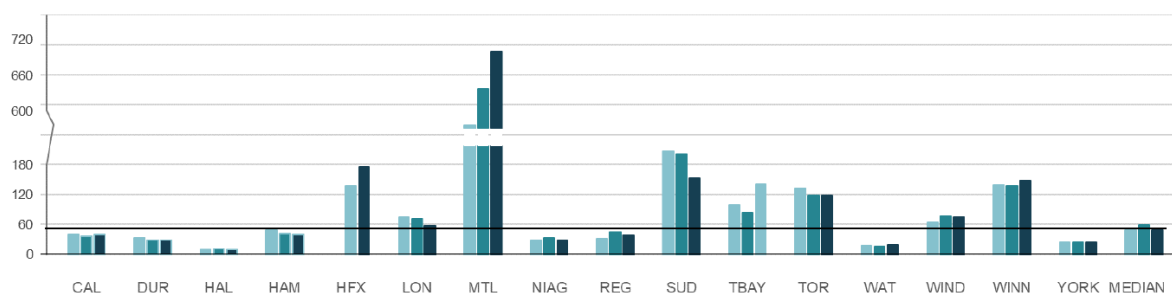
Source: CHDC105 (Community Impact)

**Clerks Value Statement** – “I expect my municipality to provide information and access for my municipal government and meet legislative requirements regarding Council operations and access to information in a timely and readily accessible manner.”

## Clerks

**Figure 5.1 Number of Formal Freedom of Information Requests per 100,000 Population**

This measure identifies the number of legislated freedom of information (FOI) requests, including Councillor requests that have gone through the FOI process in the reporting year.



Source: CLKS270 (Service Level)

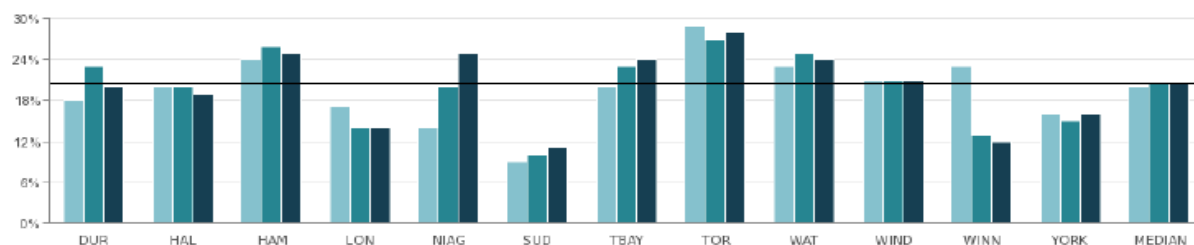
Montreal: Due to a decentralized model, when the City of Montreal receives a proper request, it may be forwarded to one or all of their 19 Boroughs, which significantly increases the number of requests; e.g., a request submitted to the City and sent to 7 of 19 Boroughs would count as 8 requests.

**Emergency Medical Services Value Statement** – “I expect if I have a medical emergency, that the ambulance will arrive in a timely manner; and I will be assessed, cared for and/or delivered to an appropriate destination, promptly and safely, as required.

## Emergency Medical Services (EMS)

**Figure 7.2 Percent of Ambulance Time Lost to Hospital Turnaround**

Time spent in hospital includes the time it takes to transfer a patient, delays in transfer care due to lack of hospital resources (off-load delay), paperwork and other activities. The more time paramedics spend in the hospital process equates to less time they are available to respond to calls.



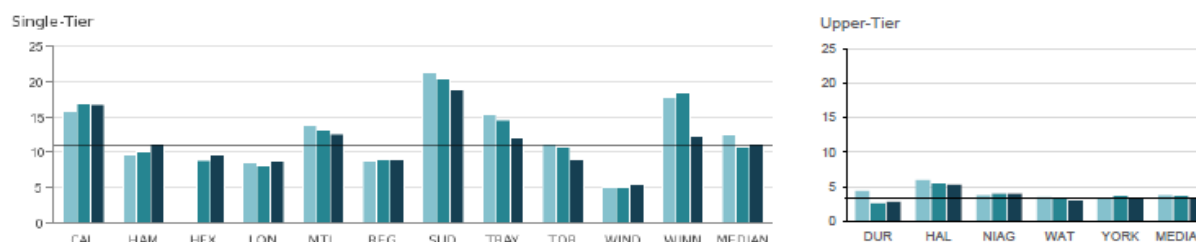
Source: EMDS150 (Community Impact)

**Information Technology Value Statement (Resident lens)** – “I expect to be able to access municipal information and services when, where, and how it is convenient to me.”

### Information Technology

**Figure 15.1 Number of Visitor Sessions to Municipal Website per Capita**

This measure reflects the number of visitor sessions to the main municipal website. A visitor session is a group of interactions that take place on the website within a given time frame, by an individual visitor.



2016	15.7	9.5	N/A	8.6	13.7	8.8	21.3	15.3	11.0	5.0	17.7	12.4	4.4	6.0	3.8	3.5	3.4	3.8
2017	17.0	10.1	8.9	8.0	13.1	9.1	20.4	14.5	10.8	5.0	18.5	10.8	2.6	5.5	4.0	3.4	3.7	3.7
2018	16.7	11.0	9.6	8.8	12.5	9.0	18.7	12.0	9.1	5.6	12.2	11.0	2.8	5.3	4.0	3.0	3.2	3.2

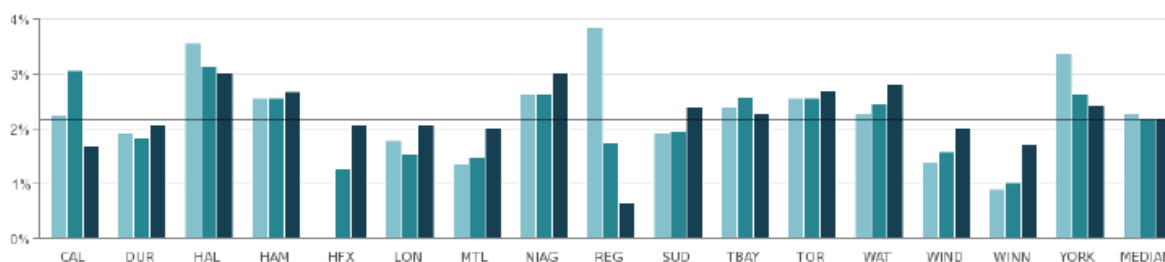
Source: INTN105 (Community Impact)

**Investment Management Value Statement** – “I expect the municipality is managing its cash effectively by investing it in a manner that minimizes risk while meeting the organization’s cash flow requirements and reasonable return on investment.”

### Investment Management

**Figure 16.1 Gross Percent Realized Return on the Total Investment Portfolio**

This measure is based on the Average Adjusted Book Value and refers to the General Investment Fund only. Sinking funds, pension funds, and trust funds are excluded.



2016	2.24%	1.93%	3.57%	2.58%	N/A	1.80%	1.36%	2.63%	3.87%	1.92%	2.42%	2.57%	2.28%	1.39%	0.91%	3.39%	2.28%
2017	3.07%	1.84%	3.15%	2.57%	1.28%	1.54%	1.47%	2.64%	1.75%	1.96%	2.60%	2.56%	2.45%	1.58%	1.03%	2.64%	2.21%
2018	1.67%	2.07%	3.02%	2.69%	2.07%	2.07%	2.03%	3.02%	0.65%	2.41%	2.28%	2.70%	2.82%	2.02%	1.73%	2.43%	2.18%

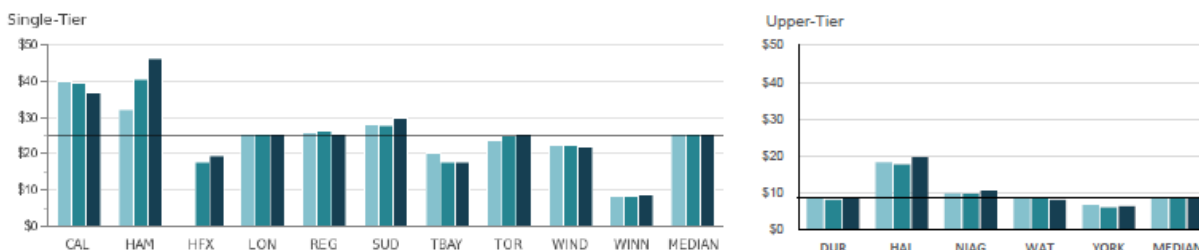
Source: INVT310 (Efficiency)

**Planning Value Statement** – “I expect to have clear information about planning requirements in adherence with legislation, and that the application process is convenient, timely, predictable and affordable, while supporting sustainable community development.”

## Planning

**Figure 24.1 Total Cost for Planning per Capita**

This measure reflects the total cost to provide planning services. The amount spent on planning-related activities and application processing can vary significantly from municipality to municipality based on the types of applications, different organizational structures and legislation, and priorities established by local Councils.



2016	\$39.97	\$32.22	N/A	\$25.60	\$25.78	\$28.06	\$20.22	\$23.72	\$22.55	\$8.43	\$25.60	\$8.66	\$18.27	\$9.86	\$8.62	\$6.75	\$8.66
2017	\$39.54	\$40.58	\$17.91	\$25.29	\$26.03	\$27.94	\$17.61	\$24.84	\$22.30	\$8.44	\$25.07	\$8.08	\$17.73	\$9.70	\$8.60	\$6.12	\$8.60
2018	\$37.02	\$46.32	\$19.29	\$25.28	\$25.24	\$29.73	\$17.63	\$25.40	\$21.77	\$8.69	\$25.26	\$8.60	\$19.64	\$10.60	\$8.08	\$6.37	\$8.60

Source: PLNG250T (Service Level)

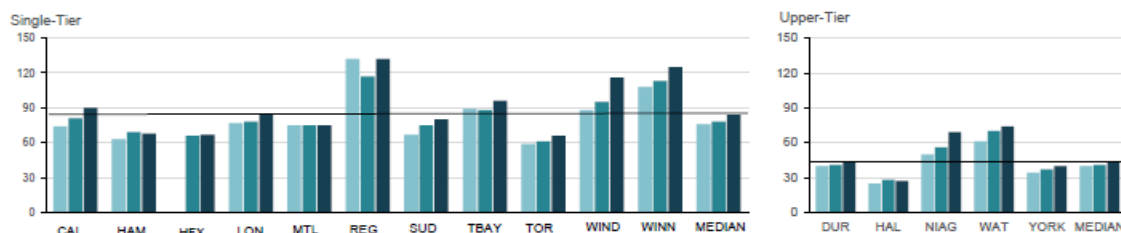
**Police Value Statement** – “I expect my police service to have the trust of the community and to take a collaborative approach that achieves excellence in crime prevention, law enforcement, and victims’ assistance while practicing fair treatment and promoting public safety and well-being.”

## Police Services

**Figure 26.6 Total Crime Severity Index**

The Crime Severity Index (CSI) includes violent crime, property crime, other Criminal Code offences, as well as traffic, drug violations and all Federal Statutes as defined by the Canadian Centre for Justice Statistic (CCJS). The CSI considers not only the change in volume but the relative seriousness of the crime. Sourced from Statistics Canada Tables.

\*The Statistics Canada National Average is included as a reference only and is not included in the calculation of the MBNCanada median.



2016	74	63	N/A	77	75	132	67	89	59	88	108	76	40	25	50	61	34	40	72
2017	81	69	66	78	75	117	75	88	61	95	113	78	41	28	56	70	37	41	74
2018	90	68	67	84	75	132	80	96	66	116	125	84	43	27	69	74	40	43	75

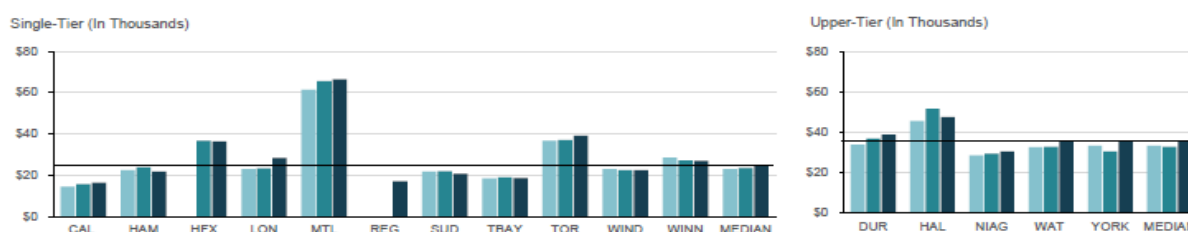
Source: PLCE180 (Community Impact)

**Roads Value Statement** – “I expect roads to be well-maintained and allow me to get where I need to go in a safe and consistent timely manner.”

## Roads

**Figure 28.3 Total Cost for Roads - All Functions Per Lane Km**

This measure represents the total cost of all functions related to road maintenance. This includes operating costs and amortization associated with capital costs for paved and unpaved roads, bridges and culverts, traffic operations, roadside maintenance, and winter control for roadways, sidewalks, and parking lots.



2016	\$14,454	\$22,507	N/A	\$22,966	\$61,492	N/A	\$21,698	\$18,486	\$36,759	\$23,014	\$28,459	\$22,966	\$33,808	\$45,667	\$28,472	\$32,568	\$33,341	\$33,341
2017	\$15,607	\$23,785	\$36,780	\$23,250	\$65,657	N/A	\$21,958	\$18,983	\$37,131	\$22,506	\$27,128	\$23,518	\$36,956	\$51,644	\$29,461	\$32,838	\$30,538	\$32,838
2018	\$16,394	\$21,722	\$36,402	\$28,430	\$66,366	\$17,045	\$20,704	\$18,560	\$39,117	\$22,256	\$26,953	\$22,356	\$38,775	\$47,542	\$30,425	\$35,718	\$35,441	\$35,718

Source: ROAD308T (Efficiency)

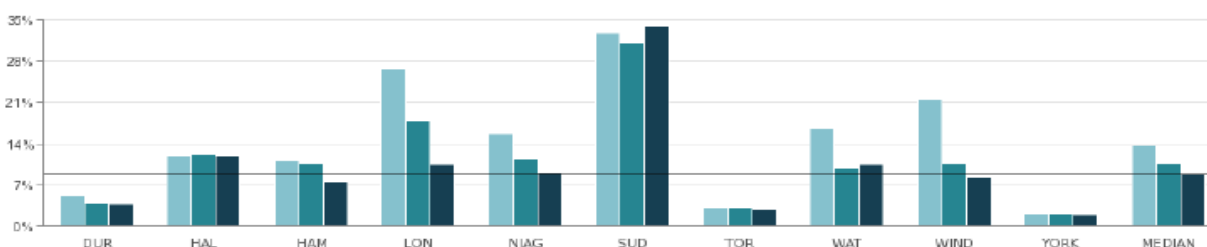
Halton: Roads restoration costs, contracted services costs and road and bridges amortization increased due to Halton Region's continuous growth, new construction and roads rationalization.

**Social Housing Value Statement** – “I expect safe, well-maintained affordable housing that is administered fairly with connections and/or support to other applicable programs and services.”

## Social Housing

**Figure 30.2 Percent of Social Housing Waiting List Placed Annually**

Units include rent-geared-to-income (RGI) units, market units and rent supplement units that were available in the year reported.



2016	5.2%	12.0%	11.1%	26.7%	15.6%	32.8%	3.1%	16.6%	21.5%	2.2%	13.8%
2017	3.9%	12.1%	10.7%	17.8%	11.4%	31.0%	3.2%	9.9%	10.7%	2.1%	10.7%
2018	3.7%	12.0%	7.6%	10.5%	9.2%	34.1%	2.9%	10.5%	8.3%	1.9%	8.8%

Source: SCHG110 (Community Impact)

London: In 2018, London's social housing waitlist continues to experience substantial growth, with an increase of 70% since 2016. With low vacancy rate in the social housing stock, the availability of units to house new and existing applicants has also been reduced. London also continues to experience low vacancy rates within the private rental market, resulting in pressure to increase rents to respond to the high demand. This makes it very difficult for individuals living in social housing to transition into the private rental market. London represents the 5th highest community nationally in Core Housing Need.

Windsor: The number of applicants housed was significantly reduced (36%) in 2017 in addition to a large increase (30%) in active applications on the centralized waiting list.

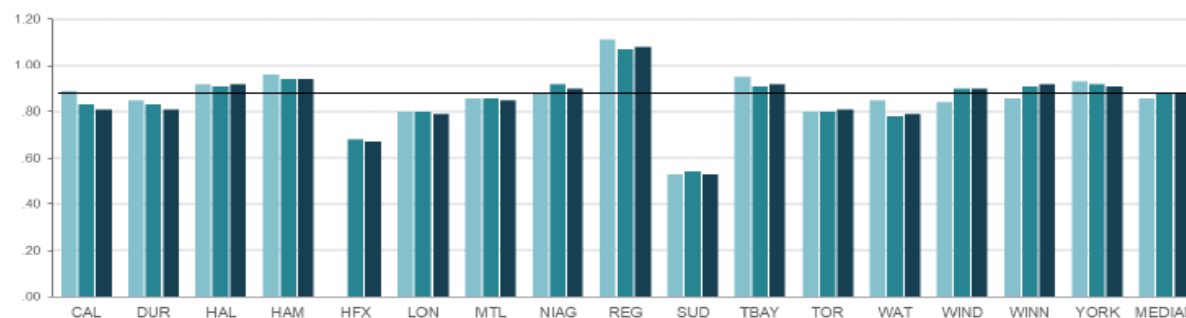


**Waste Management Value Statement** – “I need my waste collected in a reliable manner and as scheduled. I expect my waste to be managed in an environmentally sustainable way and that any issues are addressed in a timely manner.”

### Waste Management

**Figure 34.1 Tonnes of All Residential Material Collected per Household**

Residential waste includes organics, blue box, leaf and yard, municipal hazardous or special waste, other recyclable materials such as wood, metal and tires, as well as construction and demolition materials.



2016	0.89	0.85	0.92	0.96	N/A	0.80	0.86	0.88	1.11	0.53	0.95	0.80	0.85	0.84	0.86	0.93	0.86
2017	0.83	0.83	0.91	0.94	0.68	0.80	0.86	0.92	1.07	0.54	0.91	0.80	0.78	0.90	0.91	0.92	0.88
2018	0.81	0.81	0.92	0.94	0.67	0.79	0.85	0.90	1.08	0.53	0.92	0.81	0.79	0.90	0.92	0.91	0.88

Source: SWST205 (Service Level)

**Wastewater Value Statement** – “I expect my wastewater to be collected, treated and disposed of in an affordable and effective manner while being environmentally responsible.”

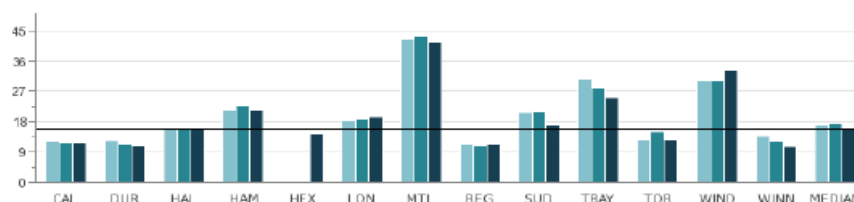
### Wastewater

**Figure 35.2 Megalitres of Treated Wastewater per 100,000 Population**

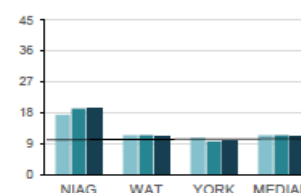
**Integrated Systems:** The term applies to municipalities that have full responsibility for all wastewater activities including collection, conveyance, treatment and disposal.

**Two-Tier System:** The term applies to municipalities that have responsibility for components of wastewater activities.

Integrated Systems (In Thousands)



Two-Tier Systems (In Thousands)



2016	12,022	12,320	15,810	21,525	N/A	18,444	42,575	11,276	20,886	30,384	12,883	30,011	13,751	17,127	17,362	11,431	10,701	11,431
2017	11,885	11,540	16,237	22,784	N/A	18,687	43,134	10,908	21,159	28,237	15,033	30,326	12,006	17,462	19,207	11,430	9,696	11,430
2018	11,638	11,219	15,756	21,302	14,520	19,387	41,516	11,522	17,059	25,006	12,855	33,114	10,621	15,756	19,243	10,939	9,964	10,939

Source: WWTR210 (Service Level)

Niagara, Waterloo and York: Responsible for all components with the exception of collection which is the responsibility of local municipalities within their boundaries.

Windsor: Increase due to heavier than normal storm events in 2018. Some of these storms delivered large volumes to the plants in a short period of time resulting in the increase of volume bypassed.

**Water Value Statement** –“I expect safe and affordable drinking water available continuously and that my municipality is responsive to conversation, environmental and quality issues.”

## Water

**Figure 36.2 Average Age of Water Pipe and Number of Water Main Breaks per 100 Km of Water Distribution Pipe**

**Age of Water Distribution Pipe:** Old pipes are usually in poor condition as a result of pipe corrosion, pipe materials (susceptible to fractures), and leakage at pipe joints and service connections which contributes to an increased frequency of water main breaks relative to newer systems that do not have such deficiencies. The practice of relining pipes has caused inconsistent reporting on the age of the pipe.

**Number of Water Main Breaks:** Excludes service connections and hydrant leads.

