

Appendix 5: Greater Sudbury Service Level and Performance/Cost Benchmarks

Staff compared Greater Sudbury service levels and performance/cost data using available benchmarking sources for insights about potential changes to services or staffing levels. The latest available comparative data describes 2022 performance. These comparisons considered the following sources:

- Measures from Financial Information Returns and BMA Study were used to compare Greater Sudbury with all single tier Ontario Municipalities having a population greater than 100k: Barrie, Brantford, Chatham-Kent, Greater Sudbury, Guelph, Hamilton, Kingston, London, Ottawa, Toronto, Thunder Bay and Windsor.
- Measures from MBNCan were assessed against all comparator municipalities that reported the data, which includes Calgary, Durham, Halton, Hamilton, Niagara, Greater Sudbury, Waterloo, Windsor, Winnipeg and York.
- Measures from other sources have comparators listed in the Additional Comments section of the table below.

Greater Sudbury's results are considered to be consistent with median results if they are within the middle third of results for that measure. Comments providing context for the comparison, or options for service level reductions, were identified through the CGS Core Services Review. Updates about the status of implementing recommendations from that review were reported in February, 2023 and were updated again at the May 22, 2024 Finance & Administration Committee meeting. Further, through the budget process each year, recommendations are presented that identify options for service level and headcount reductions.

#	Above Median Results	Consistent with Median Results	Below Median Results
1. Audit & Operations Review			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • Our AG Office has a lower budget while delivering more services. 		
Additional Comments ⁴ More productive than the AG in Vancouver which has a budget of \$1.4 million but no hotline or ERM responsibilities. More productive than the AG in Ottawa who has no ERM responsibilities and a budget of \$2.3 million. More productive than the AG in Halifax who has a budget of \$1.2 million and no hotline or ERM responsibilities. Note: These comments provided by CGS AG as part of the Budget Book/Annual Report Metrics			
2. Intergovernmental Relations			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • 27.3% Ratio of Government Transfers to Total revenue (Median 25.5%)¹ 		
Additional Comments			
3. Service Requests & Inquiries			
<i>Service Level</i>		75 Seconds Average 311 Wait Time (Median: 75 Seconds)	
Additional Comments Note: The wait time comparison was made using data from the Open Data Portals for the City of Vancouver and City of Winnipeg, with the City of Greater Sudbury at the median.			
4. Museums			
Additional Comments There is a lack of comparator data available. However, the cost of museums is significantly lower than other municipalities. Service levels are significantly lower than in other municipalities.			
5. Economic Development			
Additional Comments Insufficient performance measure data available. However, the cost of cultural services is significantly lower than other municipalities. Note: Ongoing search for available data related to economic development activities across comparator cities.			
6. Governance & Oversight			

#	Above Median Results	Consistent with Median Results	Below Median Results
<i>Performance Measures</i>		<ul style="list-style-type: none"> 82.26% of FOI Requests Completed within legislated timeframes (Median: 82.26%)¹ \$1,080.69 Cost per Formal FOI Request (Median: \$1,101.51)^{1, 3, 4} 	<ul style="list-style-type: none"> 84.68% of Extensions and 3rd party notices completed within legislated timeframes (Median: 96.20%)¹
<i>Service Levels</i>		<ul style="list-style-type: none"> Manage 100% of Council and Committee meetings as directed (Median: 100%)⁴ Maintain 100% of all Council and Committee documents including meeting records and notices in accordance with legislation (Median: 100%)⁴ 	

Additional Comments

CGS received a significantly higher number of FOI Requests than comparator municipalities, however other aspects of the FOI Program are in line with other municipalities.

Every attempt is made to complete extensions and third-party notices within legislated timeframes, however these are subject to the complexity of requests and operating constraints.

Factors influencing performance:

- Type of meeting, length of meeting and the scope of subject matter discussed at Council/Committee.
- Procedure By-law differences: Use of meeting techniques like the Consent Agenda, amount of delegated decision-making – whether Standing Committees or Community Councils can make final decisions and pass by-laws without going to Council i.e. Standing Committee versus Committee as a Whole.
- Government Structure, size of the municipality; number of Councillors; number of standing committees and advisory Bodies
- The size, administrative structure (centralized vs. decentralized) and responsibilities that lie within departments, i.e. agenda preparation, and culture of the organization.
- Turnaround time for the preparation of agenda/minutes and the degree of automation; report generation through a few Commissioners or many department heads; By-law procedures; Clerks' processes; and how long debates are allowed.
- Types and number of requests including files, email correspondence, text messages, etc.; amount of time required, issue, number of departments impacted, number of pages to be reviewed, number of 3rd parties involved, litigation involvement, requests for politicians' records and files.
- Whether there are issues of interest in the municipality, e.g. major construction projects, road widening, bids for international events, etc.

7. Provincial Offences Act (POA)

<i>Performance Measures</i>	<ul style="list-style-type: none"> \$65.88 Operating Cost of POA Services per Charges Filed (Median: \$84.87)¹ 80.7% Program Sustainability Ratio (<i>Cost to Revenue Ratio</i>) (Median: 82.6%) 		
<i>Service Levels</i>	<ul style="list-style-type: none"> 90% of Outcome of Court proceedings updated within 3 		

#	Above Median Results	Consistent with Median Results	Below Median Results
	business days (Median: 85%) ⁴ <ul style="list-style-type: none"> 85% Process extension/reopening applications within 3 business days (Median: 80%)⁴ 		
<p>Additional Comments CGS provides a higher number of courtroom hours overall, however the number of charges heard, pending, and received are in line with the municipal median. However, overall costs of POA are better than the municipal median.</p> <p>Factors affecting performance:</p> <ol style="list-style-type: none"> There is no transparent rationale for the allocation of court time to municipal courts. Administration units are assigned Justices of the Peace (JPs). Based on the day's priorities, JPs are reassigned, reducing their availability to POA Court. JPs control utilization of allocated court time. JPs are not accountable to municipal Court Administration for efficient utilization of allocated court time. 			
8. Legal Services			
<i>Performance Measures</i>	<ul style="list-style-type: none"> 37.62% External Legal Cost Per Total Municipal Legal Cost (Median: 35.93%)¹ 		<ul style="list-style-type: none"> \$190.56 Hourly Cost of In-house Legal Services (Median: \$177.25)¹
<i>Service Levels</i>			<ul style="list-style-type: none"> 6,697 In-House Lawyer Hours (Median: 16,456)^{1,4}
<p>Additional Comments</p> <p>Factors affecting performance:</p> <ol style="list-style-type: none"> A mix of external vs. in-house lawyer, and ratio of nonlawyer staff to lawyer staff affects the cost per lawyer hour. The demand for specific types of legal services differs from municipality to municipality and/or from year to year. Other demand drivers include one-of-a-kind or significant litigation, contracts, projects and the collective bargaining process. Different services can demand varying levels of legal support. Upper Tier and single tier municipalities provide different municipal services. The cost of external legal services differs between municipalities and is influenced based on the hourly rate of external legal counsel and type of work being performed. Individually negotiated rates per municipality will also influence the external spend. 			
9. Security, By-Law & Parking Services			
<i>Performance Measures</i>	<ul style="list-style-type: none"> \$51.36 Operating Cost for Business Licensing per Business License Issued (Median: \$134.17) \$503 Operating Cost per Paid Parking Space Managed (Median: \$834.51) \$19 Gross Enforcement Cost per Ticket (Median: \$38.20) 		
<i>Service Levels</i>			<ul style="list-style-type: none"> 453 Available Spaces – On Street (Median: 1,476)⁴

#	Above Median Results	Consistent with Median Results	Below Median Results
			<ul style="list-style-type: none"> 1,573 Available Space – Off Street (Median: 2,742)⁴

Additional Comments

- In 2023 Security and Bylaw Services responded to; 9114 Bylaw Complaints (includes Noise, Property Standards and Zoning), 5761 Security related complaints (includes encampments, Housing, Transit, City facilities), 4169 Animal related complaints, 3360 parking complaints. The municipality does an excellent job at resolving bylaw complaints and even with the high number of complaints, costs of enforcement remain lower than the median.
- CGS' services related to parking are much lower than other municipalities. CGS manages parking spaces in the downtown core whereas other municipalities have parking lots and spaces throughout their municipalities.
- Cost per capita includes salaries for Security Enforcement Officers and Bylaw Enforcement Officers.
- Service level reductions would increase response times, risk to the safety of community and staff, and increased the time required to resolve complaints.

Factors affecting performance:

- The service standards and by-laws set by municipal Councils.
- The total square kilometers and population density of the municipality.
- The combination of staff and contract resources involved in delivering the service.
- The extent and complexity of the inspections done by each municipality.
- Response time standards and the nature of the complaint.
- Differing service delivery models and levels of proactive enforcement.
- The age of housing and residents' ability to maintain property to required standards.

10. Animal Control & Shelter Services

<i>Performance Measures</i>		<ul style="list-style-type: none"> \$101 Cost per Complaint (Median: \$107)¹ 	
<i>Service Levels</i>		<ul style="list-style-type: none"> 90% non-emergency response for removal within 48hrs (Median: 91%)⁴ 	

Additional Comments

Services and Cost related to Animal Sheltering services Control for CGS is below the municipal median regarding licensing, operating costs, and cost recovery.
The services provided by the Animal Shelter are legislated by the Pounds Act and the majority of costs are associated with animal care and veterinarian services.

11. Revenue Services

<i>Performance Measures</i>		<ul style="list-style-type: none"> \$18 Cost to Maintain Property Tax Account (Median: \$17)¹ 	<ul style="list-style-type: none"> \$43 Cost of Accounts Receivable Function (Median: \$26)¹
<i>Service Levels</i>	<ul style="list-style-type: none"> 100% Property Tax Bills are prepared and issued consistent with relevant legislation and Council timeframes (94%)⁴ 		

Additional Comments

Collection practices differ across municipalities regarding accounts receivables, taxes, and delinquencies.
Note: Ongoing work to finalize ratios (reference to the BMA Study for additional information).

12. Real Estate & Property Services

<i>Performance Measures</i>	<ul style="list-style-type: none"> 327.3 Square Feet of HQ per Staff Member (Median: 219.1)¹ 	<ul style="list-style-type: none"> \$8.94 Direct Cost of Facility Ops for HQ per square foot (Median: \$9.12)¹ 	
<i>Service Levels</i>			<ul style="list-style-type: none"> 3,261,461 sq ft (gross) of all buildings (Median: 4,795,287)¹

#	Above Median Results	Consistent with Median Results	Below Median Results
			<ul style="list-style-type: none"> 157,308 sq ft (gross) of HQ building (Median: 206,572) ¹
Additional Comments			
13. Community Housing			
<i>Performance Measures</i>		<ul style="list-style-type: none"> \$332 Social Housing Administration Operating Cost per Social Housing Unit (Median (\$332)) \$342 Community Housing Administration Cost per Community Housing Unit (Median: \$342) 	
<i>Service Levels</i>	<ul style="list-style-type: none"> 53.8 Social Housing Units per 1,000 Households (Median: 33.1) ^{1,4} 52.2 Community Housing Units per 1,000 Households (Median: 28.7) ^{1,4} 		
Additional Comments			
<p>CGS' Community Housing Services consistently places those on the waiting list in housing at double the rate of other municipalities. CGS has a higher number of social housing units and community housing units per household than other municipalities – while maintaining average costs for social and community housing units.</p> <ul style="list-style-type: none"> 4,084 Social Housing Units (Median: 7,018) ^{1,4} 3,969 Community Housing Units (Median: 6,073) ^{1,4} <p>Factors affecting performance:</p> <ol style="list-style-type: none"> Service standards and/or Council prioritization of the service can vary. Vacancy and employment rates as well as market rental rates affect supply and demand; increased demand for affordable housing can increase waitlist pressure (high growth versus declining growth) Community take-up of senior level government program funding. Complexity, condition, age and supply (both private and municipal) of the housing stock. Different client groups may experience different mobility rates, i.e. seniors may be more stable for prolonged periods, whereas families and singles tend to move more often thereby they tend to cost more than portfolios for seniors; subsidy levels are also affected, i.e. Urban Native and Aboriginal programs call for heavy subsidy, while Rent Supplement requires basic subsidy. High maintenance and turnover costs are due to placing tenants with higher acuity levels into housing. 			
14. Long Term Care			
<i>Performance Measures</i>	<ul style="list-style-type: none"> \$266.44 operating cost per bed day for 2023 (Median \$296.54) ¹ 		<ul style="list-style-type: none"> 86% Resident/Family Satisfaction rate. (Median: 92.75%) ¹
<i>Service Levels</i>	<ul style="list-style-type: none"> 433 Number of Long-Term Care Beds (Median: 272) ^{1,4} 158,045 Number of Long-Term Bed Days (Median: 119,355) ^{1,4} 445,900 Nursing Staff Hours (Median: 406,874) ^{1,4} 		

#	Above Median Results	Consistent with Median Results	Below Median Results
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Additional Comments

In 2021, Ontario launched its Long-Term Care Staffing Plan (2021-2025), the largest investment in its history, to increase staffing, modernize legislation, and enhance care through funding tied to specific roles and performance indicators in LTC homes. Pioneer Manor is on track to meet the provincial staffing targets under the 2023/24 Long-Term Care Staffing Increase Funding Policy.

In 2023, the City Council approved an \$80 million tender award to redevelop 149 non-compliant beds and add 11 new beds, expanding Pioneer Manor from 433 to 444 beds. Bed redevelopment is underway, with tentative occupancy expected by mid-2026.

A few factors to consider when assessing Long Term Care include the municipalities population over 75 years of age. Greater Sudbury has an aging population (Stats Canada) that will continue to increase over the next 15-25 years. Currently, CGS operates more LTC beds and has more LTC bed service hours compared to other municipalities. Many municipalities have more privately owned/operated LTC homes and beds.

Additional Measures to Consider (with no comparators/median):

- Level of Care for Nursing and Personal Care in 2023/2024 is an average of 3.23 hours (2.82 hours average for 2022/2023)
- Level of Care hours for Allied Health Personnel in 2023/2024 is an average of 0.70 hours (0.51 hours for 2022/2023)

Factors affecting performance:

- Service levels will vary based on case mix index (acuity levels), which will impact both the cost of providing service and staffing levels.
- Municipal and District homes in Northern communities hold a considerable proportion of the LTC beds provided in the area. Without municipal participation, some areas of the province would have limited access to LTC services. Conversely, Municipal and District homes in some southern and urban communities make up a smaller proportion of overall LTC beds given the significant number of LTC beds operated by other provider types. As a result, this may lead to greater choice of long-term care homes in these communities.
- Costs are affected by staffing levels, absenteeism (LTD, STD, WSIB, aging workforce) and the dependency on staffing agencies. Since 2021/22, staffing plans have been updated to reflect new provincial funding to achieve service level targets.

15. Social Services

<i>Performance Measures</i>		<ul style="list-style-type: none"> • 3,020 Social Assistance Cases Handled per Month (Median: 3,662)^{1,4} • 4,891 Social Assistance Beneficiaries per Year (Median: 4,997)^{1,4} 	<ul style="list-style-type: none"> • 78.79% Average Nightly Bed Occupancy Rate of Emergency Shelters (Median: 87.46%)¹ • \$1.7mil Direct Cost of Emergency Shelter Responses per 100,000 Population (Median \$1.04mil)¹
<i>Service Levels</i>	<ul style="list-style-type: none"> • 3.58 Days Response Time to Social Assistance Client Eligibility (Median: 4.29)¹ • 45.2 Average Nightly Number of Emergency Shelter Beds Available per 100,000 Population (Median: 40.6)¹ 	<ul style="list-style-type: none"> • 100% Percent of Contracted Emergency Shelter Beds Available (Median: 100%) 	<ul style="list-style-type: none"> • 75 Emergency Shelter Beds (Median: 144)^{1,4}

Additional Comments

Many of our social services are aligned to other municipalities, however our response time is lower than other municipalities which is a positive in assisting our population. Regarding our emergency shelter services, our costs are higher than other municipalities, but the average nightly use of the emergency shelters is lower than the usage rates of other municipalities.

#	Above Median Results	Consistent with Median Results	Below Median Results
16. Children Services			
<i>Performance Measures</i>	<ul style="list-style-type: none"> \$4,281 Annual Child Care Cost per Normalized Subsidized Child Care Space (Median: \$5,999) 		
<i>Service Levels</i>	<ul style="list-style-type: none"> 297 regulated child care spaces per 1,000 children (12 and under) (Median: 262)¹ 	<ul style="list-style-type: none"> 10% of full day equivalent spaces are subsidized. (Median: 10%) 	<ul style="list-style-type: none"> 6,544 Municipal Child Care Spaces (Median: 21,563)^{1,4} 1,148 Municipal Subsidized Child Care Spaces (Median: 3,274)^{1,4}

Additional Comments

Important factors to consider when assessing Children Services are the municipality's population of children aged 12 and under and the number of children that are from Low Income Measure (LIM) and Low-Income Cut-Off (LICO). Knowing these factors, we can see that CGS operates centres with a greater number of regulated child care spaces as well as fee subsidy child care spaces, however the operating cost per child in the municipality is similar to other municipalities.

Factors affecting performance:

- The cost of providing services will be impacted by unique local and regional factors, such as population and population growth, and low income. The Ministry of Education funding formula for the Canada Wide Early Learning and Child Care system (CWELCC) will direct all the cost drivers.
- The number of licensed spaces is driven primarily by demand, demographics and population and secondarily by the availability/alacrity of operators to open or expand their current spaces and the Ministry of Education in licensing the spaces. Municipalities can influence growth in spaces; however, given the current Provincial system, Municipalities do not control the licensing framework and therefore, do not independently direct or drive strategic growth in the supply of licensed spaces.
- Provincial funding is the main determinant of the level of service. Recent changes to the Provincial funding formula will impact service levels. Municipal funding beyond Provincial cost-sharing requirements also has an impact on service levels.
- The census data used to develop these outcomes is not always current and projections are not always accurate. LICO (Low Income Cut off)/LIM (Low Income Measure) and Child Population measures are impacted. LICO/LIM information provided by the Ministry is outdated and difficult to use. Census data is not updated annually which can cause challenges.

17. Recreational Facilities

<i>Performance Measures</i>	<ul style="list-style-type: none"> \$11.76 Operating Cost for Recreation Programs and Recreation Facilities per Participant Visit Based on Usage (Median: \$16.70) 		
<i>Service Levels</i>	<ul style="list-style-type: none"> 113,577 Square Feet of Indoor Recreation Space (Median: 84,240)³ 9.1 Indoor Ice Pads per 100k Population (Median: 4.26)¹ 34.3 Outdoor Manmade Ice Rinks per 100k Population (Median: 15.2)¹ 	<ul style="list-style-type: none"> 53 Tennis Courts (Median: 49)⁴ 	<ul style="list-style-type: none"> 42,810 Square Feet of Outdoor Recreation Space (Median: 163,716)³

Additional Comments

The number of municipally owned facilities (arenas and sports fields) is much greater, resulting in a higher operating cost per capita for our recreation facilities. These higher costs are also a result of the age of our recreation facilities.

#	Above Median Results	Consistent with Median Results	Below Median Results
<p>The City's Parks, Open Space and Leisure Master Plan and the Arena Renewal Strategy established a market-specific target of 1 ice pad per 405 youth registrants. Based on registration data from the 2022-2023 season, there is a current demand for 13.1 rinks, indicating a surplus of 1.9 pads.</p>			
<p>18. Parks & Open Spaces</p>			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • \$11,741 Operating Cost per Hectare of Maintained and Natural Parkland (Median \$36,741) ¹ 		
<i>Service Levels</i>	<ul style="list-style-type: none"> • 1,399 Hectares of Maintained Parkland (Median: 573) ^{1,4} • 2,611 Hectares of Natural Parkland (Median: 1,167) ^{1,4} 	<ul style="list-style-type: none"> • 179KM of Maintained Recreational Trails/Pathways (Median: 171KM) ^{1,4} • 26 Grass Cutting Cycles per Year (Median: 20) ¹ • 17 Spray/Splash Pads (Median: 17) ^{1,4} 	
<p>Additional Comments</p>			
<p>Considering the Geographic Area of our municipality, our hectares of maintained and natural parkland are much greater than other municipalities. Also resulting from our large geographic area, CGS maintains more playground sites, splash pads, and recreational trails/pathways. Considering all of this, CGS' operating cost of parks per capita is in line with other municipalities and the operating cost per hectare of maintained and natural parkland is significantly lower than all other municipalities.</p>			
<p>The City's Parks, Open Space and Leisure Master Plan established City of Greater Sudbury specific targets for active parkland provision as follows:</p>			
<ul style="list-style-type: none"> • Neighbourhood Parks - 1.0 ha per 1,000 residents • Community Parks – 1.25 ha per 1,000 residents • Regional Parks – 1.75 ha per 1,000 residents • Total Active Parkland – 4.0 ha per 1,000 residents 			
<p>The current level of provision is as follows:</p>			
<ul style="list-style-type: none"> • Neighbourhood Parks – 2.3 ha per 1,000 residents • Community Parks – 1.3 ha per 1,000 residents • Regional Parks – 3.6 ha per 1,000 residents • Total Active Parkland – 7.3 ha per 1,000 residents 			
<p>19. Recreation Programming</p>			
<i>Performance Measures</i>			<ul style="list-style-type: none"> • 79.1% Utilization Rate for Directly Provided Registered Recreation Programs (Median: 83.6%) ¹
<i>Service Levels</i>	<ul style="list-style-type: none"> • 27.75% Recreation User Fees as a Percent of Operating Costs (Median: 23.31%) ¹ • 12.28 Participant Visits per Capita (Median: 7.49) ¹ 		<ul style="list-style-type: none"> • 71,235 Participant Visits for Provided Registered Programs (Median: 295,824) ¹ • 150,964 Participant Visits for Drop-In Programming (Median: 191,351) ¹ • 60,699 Public Swim Visits (Median: 499,425) ¹ • 3,701 Unique Users of Programming (Median: 19,903) ¹

#	Above Median Results	Consistent with Median Results	Below Median Results
Additional Comments			
<p>These results, and CGS's lower performance, are a result of the size of the larger municipalities who participate in MBNCanada and the Single Tier over 100k Population that are being compared to. The comparison of total participant visits and Greater Sudbury's "below median" placement reflects some of the larger population centres (e.g., Toronto, Ottawa) included in the calculation of the median result.</p>			
Factors affecting performance:			
<ul style="list-style-type: none"> a) The needs of different ethnic groups, socio-economic factors and changes in Provincial legislation e.g. Accessibility for Ontarians with Disabilities Act (AODA) and Health & Safety requirements. b) The variety of recreation programs offered, class length, mix of instructional vs. drop-in vs. permitted, number and extent of age groups with targeted programs, number of program locations, frequency and times of program offerings impacts available capacity, course fees and the cost of providing programs. Municipal program delivery is also influenced by the activities of other service providers. c) Unionized vs. non-unionized work environment, full-time vs. part-time vs. seasonal staff, and the availability of certified and qualified staff. d) Fees are impacted by Council decisions on user Fee Policy and Subsidy Programs and can influence the decision of residents to register and how often. 			
20. Community Grants			
Additional Comments			
<p><i>Additional Measures to Consider (with no comparators/median):</i></p> <ul style="list-style-type: none"> • \$600,000 HCI funds administered through applications that are received/reviewed. • Approximately \$800,000 in annual grants 			
21. Transit			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • \$150.27 Operating Cost per Bus Hour (Median: \$158.56)¹ 		
<i>Service Levels</i>	<ul style="list-style-type: none"> • 75% Regular Service in Service Area (Median: 70.1%)¹ 		<ul style="list-style-type: none"> • 22.7 Regular Service Trips per Capita in-Service Area (Median: 25.1)¹
Additional Comments			
<p>Servicing a larger geographic area with a smaller population usually results in higher costs per capita, however CGS' transit services are aligned with other municipalities when looking at per capita and in-service vehicle hours.</p>			
<i>Additional Measures to Consider (with no comparators/median):</i>			
<ul style="list-style-type: none"> • 2.12 Average Specialized Transit Rides per Revenue Hour • 68,000 Specialized Transit Revenue Trips • 31,000 Specialized Transit Service Hours 			
Factors affecting performance:			
<ul style="list-style-type: none"> a) Average household income, auto ownership rates, age of population, population growth and communities with higher immigrant levels impact transit market share. b) Fare policies, fluctuations in commodity and energy prices, foreign exchange rates, age of fleet and magnitude of external contracting and internal contractual obligations with labor unions, and expansion of service may influence fare structure and cost recovery. c) Diversity and number of routes, proximity and frequency of service, service coverage and hours of operation, automated fare systems, GPS systems, advance and delay traffic signals, the use of dedicated bus lanes and the composition of fleet (bus [including diversity of types], subway or LRT) help account for differences in transit service levels. Subway systems may lead to more costly maintenance and higher infrastructure costs. Integrated urban mobility options such as ridesharing (car, bike/scooters sharing, Transportation Network Company etc.) are both complementary and competitive to city transit, specifically in areas where service is infrequent. d) Servicing larger geographic areas with small populations may result in higher costs per capita. Alternatively, servicing higher density development corridors and contiguous development may contribute to a lower cost per capita. Service and costs may be affected by type of development, topography, density and total population. 			

#	Above Median Results	Consistent with Median Results	Below Median Results
22. Public Infrastructure Design and Construction			
23. Roads & Transportation			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • 447 Potholes Filled per Paved Lane KM (Median: 14)¹ • 618 KM Unpaved Lane (Median: 38 KM)³ • 95 Culverts (Median: 73)¹ 	<ul style="list-style-type: none"> • 2,987 KM Paved Lane (Median: 2,674 KM)³ 	<ul style="list-style-type: none"> • 765 KM Active transportation network of sidewalks, bike lanes, pathways, etc. (Median: 1,231 KM)³ • 40.6% of Paved Lane KM Where the Condition is Rated as Good to Very Good (Median: 46.7%)¹ • \$6,452,135 Operating Cost for Bridges, Culverts, and Viaducts (Median: \$3,883,593)¹ • \$51,260,370 Operating Cost for Paved Roads (Median: \$27,504,077)¹ • \$2,092,260 Operating Cost for Unpaved Roads (Median: \$302,580)¹ • \$27,373,735 Operating Cost for Winter Control (Median: \$9,471,704)¹
<i>Service Levels</i>	<ul style="list-style-type: none"> • 3,757 Total Lane KM Maintained in Winter (Median: 2,144)³ 	<ul style="list-style-type: none"> • 2hrs-4hrs after start of storm to de-ice/salt-sand Arterial Roads (Median 2hrs-4hrs)⁴ • 3hrs – 8hrs after Storm has Ended to plow Arterial Roads (Median: 6hrs – 8hrs)⁴ • 4hrs – 24hrs after the Storm has Ended to plow Sidewalks (Median: 6hrs – 18hrs)⁴ 	
<p>Additional Comments</p> <p>Due to the geographic area of CGS, a greater number of both paved and unpaved lane KM exist in the municipality.</p> <p>The age and condition of our roads and bridges plays a significant part in the higher operating cost for the maintenance and operation of paved lanes, unpaved lanes, and winter maintenance. CGS also sees a higher number of potholes filled than other municipalities. Much of this is caused by maintenance standards, traffic volumes, weather conditions or the unique geography/size of the Greater Sudbury area.</p> <p>Factors affecting performance:</p> <ol style="list-style-type: none"> Dollar thresholds for the capitalization of road expenditures differ. In one municipality, an activity could be considered an operating expenditure while in another municipality, it could be considered as capital. Inflationary increases in the cost of asphalt, concrete, fuel and contract services can reduce the amount of maintenance done with a given level of funding. Single-tier municipalities will have arterial, collector and local roads and in some cases, expressways. Regional governments, on the other hand, will not have data relating to local roads included in their results. Different standards, set by their respective municipal councils, can have an impact on costs and affect municipal backlog of roads rated in poor condition and general levels of service. 			

#	Above Median Results	Consistent with Median Results	Below Median Results
e) Traffic volumes can accelerate the rate at which roads deteriorate and increase the frequency and costs of road maintenance. Traffic congestion, narrow streets, additional traffic signals and after-hours maintenance can also lead to higher costs. f) Snow removal and the frequency and severity of weather can impact operation and maintenance costs as well as each municipality's service threshold for responding to weather incidents and service standards for road conditions. g) Design standards for several types of roads can vary across municipalities impacting maintenance standards, road conditions and costs.			
24. Environmental Services			
<i>Performance Measures</i>		<ul style="list-style-type: none"> • 46.72% Solid Waste Diverted – from All Properties (Median: 46.72%)^{1,2,3} • \$97 Operating Cost for Garbage Collection per Tonne (Median: \$102)^{2,3} • \$8 Operating Cost for Solid Waste Disposal per Tonne (Median: \$9)^{2,3} • \$274.79 Operating Cost for Solid Waste Diversion per Tonne (Median: \$263.52)^{2,3} 	
<i>Service Levels</i>	<ul style="list-style-type: none"> • 26 Instances Leaf & Yard Waste Pick Up (Median: 20)⁴ 	<ul style="list-style-type: none"> • 52 Instances of Weekly Residential Recyclable Pick-Up (Median: 52)⁴ • 52 Instances of Weekly Residential Green Bin Pick Up (Median: 52)⁴ 	<ul style="list-style-type: none"> • 26 Instances of Weekly Residential Garbage Pick-Up (Median: 52)⁴
Additional Comments			
<p>Operating costs for waste management services are in line with other municipalities when it comes to garbage collection, waste disposal, and waste diversion. Not all municipalities offer the same frequency of collection for all types of solid waste – this varies across each municipality depending on their size and population. Service levels offered by the City of Greater Sudbury are higher than its comparator municipalities. Some examples include unlimited requests and collection of large furniture appliances and electronics, provision of a green carts organic collection and processing program, year-round collection of leaf and yard trimmings including grass clippings, toxic taxi service in addition to a permanent household hazardous waste depot, 3 landfill and waste diversion sites as well as a small vehicle Transfer Station, 13 residential depots in lieu of roadside collection services, no processing fees for divertible materials, no tipping fees for residential furniture and appliances, lower tipping and flat rate fees for disposal.</p>			
Factors affecting performance:			
<ul style="list-style-type: none"> a) The nature and extent of a municipality's diversion efforts including the enforcement of the program, impacts the type and amount of material included in waste collection. b) Service level offered to residents and the types of programs delivered. c) Population density and distance travelled to provide collection services. Greater Sudbury is the largest land-based municipality in Ontario and the second largest in Canada. d) User fees applied to services. 			
25. Water Services			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • \$19,880.78 Total Cost of Drinking Water per KM of Distribution Pipe (Median: \$23,043.31)^{1,3} 	<ul style="list-style-type: none"> • 99.95% Compliance to Drinking Water Standards (Median: 99.95%)¹ 	<ul style="list-style-type: none"> • \$1,827.10 Total Cost of Drinking Water per Megaliter (Median: \$1,244.31)^{2,3} • 11.97 Watermain breaks per 100km of Distribution Pipe (Median: 4.89)^{1,2,3}

#	Above Median Results	Consistent with Median Results	Below Median Results
<i>Service Levels</i>	<ul style="list-style-type: none"> 21 Water Treatment Facilities (Median: 6) ⁴ 105 Watermain Breaks per Year (Median: 114) ³ 	<ul style="list-style-type: none"> 12 Water Pumping Stations (Median: 15) ⁴ 980 KM of Distribution Pipe (Median: 1,039) ³ 19,177 Megaliters of drinking water treated per year (Median: 21,714) ³ 	<ul style="list-style-type: none"> 89.33% of Households Serviced by Municipal Water (Median: 97.30%) ¹ 57 Years Average Age of Water Pipe (Median: 36) ¹ 12.75 Water Complaints per 1,000 Households (Median: 1.65)
<p>Additional Comments CGS is aligned with other municipalities on KM of distribution pipe, megaliters of drinking water treated, and the number of water pumping stations. CGS experiences less watermain breaks per year compared to other Ontario single tier over 100k municipalities (105 vs 114), but more watermain breaks per 100km of distribution pipe due to the increased age of its water pipe infrastructure.</p> <p>Note: Cost is impacted by the water source (ground water or surface water), number of facilities required due to the size of the geographic area serviced, the resulting treatment costs and the number of independent water supply/distribution systems operated.</p>			
26. Wastewater Services			
<i>Performance Measures</i>	<ul style="list-style-type: none"> 8 Megaliters of Untreated Wastewater (Median: 28) ^{1,3} \$14,798 Total Cost of Wastewater Collection per KM of Pipe (Median: \$20,284) ^{1,3} 	<ul style="list-style-type: none"> 0.03% of Wastewater Bypassed Treatment (Median: 0.06%) ¹ 	<ul style="list-style-type: none"> 57 Wastewater Main Back-ups per Year (Median: 26) ^{1,3} 5.646 Wastewater Main Backups per 100 km of main (Median: 0.233) ¹ \$1,456 Total Cost of Wastewater per Megaliter (Median: \$1,259) ^{1,3}
<i>Service Levels</i>	<ul style="list-style-type: none"> 781 KM of Wastewater Mains (Median: 685 KM) ^{1,3} 25,529 Megaliters of Wastewater Treated (Median: 17,805) ^{1,3} 12 Wastewater Treatment Plants (Median: 2) ⁴ 70 Wastewater pumping stations (Median: 51) ⁴ 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 57 Years Average Age of Wastewater Pipe (Median: 37) ¹
<p>Additional Comments Treatment costs are higher than other MBNCan municipalities because CGS has more wastewater mains, treats more wastewater than the median and has more treatment plans and pumping stations to maintain. However, the cost of wastewater collection per KM of pipe, megaliters of untreated wastewater and estimated wastewater to have bypassed treatment show the service is still performing better than comparators for some measures.</p> <p>Older wastewater pipes are more susceptible to degradation and can contain cracks, leaking/separated joints and broken/failing pipe sections which can permit the intrusion of debris and roots into the system resulting in blockages and back-ups. Additionally, these deficiencies can also permit the inflow of groundwater into the system, potentially increasing flows beyond the pipes capacity, again resulting in a main back-up.</p>			
27. Stormwater Services			
<i>Performance Measures</i>	<ul style="list-style-type: none"> 1,536 KM of Rural Drainage System (Median: 271 KM) ^{1,3} 	<ul style="list-style-type: none"> 638 KM of Urban Drainage (Median: 784 KM) ^{1,3} 	

#	Above Median Results	Consistent with Median Results	Below Median Results
<i>Service Levels</i>	<ul style="list-style-type: none"> 95% Catch Basins Cleaned (Median: 80%)⁴ 	<ul style="list-style-type: none"> 100% Control & Conveyance Systems Meeting Certificates of Approval (Median: 100%)⁴ 	
Additional Comments			
28. Land Use Planning			
<i>Performance Measures</i>		<ul style="list-style-type: none"> 100% Agricultural Land Preserved (Median: 100%)¹ 	<ul style="list-style-type: none"> 79.4% New Residential Units Located within Settlement Area (Median: 99.73%)¹
<i>Service Levels</i>		<ul style="list-style-type: none"> 90% proposed residential units in Official Plan growth areas (Median: 90%)¹ 	
Additional Comments			
<p>The City of Greater Sudbury has an area of 3,627 square kilometers with less than 5% of that area contained within designated settlement area in the Official Plan. Many of the comparator municipalities are urban and located in southern Ontario with much smaller land areas. The City of Greater Sudbury Official Plan contemplates that 80% of residential growth will take place in the settlement areas and 20% will take place in the rural areas. Development applications seeking to permit more residential development in the rural areas than permitted in the Official Plan are subject to approval by Council.</p> <p>CGS provides a higher level of service than other municipalities. Planning Services Division includes services that are not found in the Planning Departments of the comparator municipalities, including Regreening, Lake Water Quality Monitoring, Earth Care Sudbury and Climate Action, Control Surveying and GIS Operations in 2022. Some comparator municipalities also separate policy planning from development approvals, or don't perform all planning functions if they are upper tier.</p>			
29. Land Use Development			
<i>Performance Measures</i>		<ul style="list-style-type: none"> 82.5% Development Applications Meeting Timeline Commitments (Median: 85.7%)¹ 	
<i>Service Levels</i>	<ul style="list-style-type: none"> 90% of minor variance applications have Committee hearing within 60 days of application receipt (Median: 85%)¹ 	<ul style="list-style-type: none"> 90% of planning act applications completed within 18 months (Median: 90%)¹ 	<ul style="list-style-type: none"> 618 Development Applications Received (Median: 1,059)¹
Additional Comments			
<p>Over the past number of years, the City has taken a number of initiatives to reduce perceived “red tape”. Most recently the Future Ready Development Services Ad-Hoc committee presented its findings and staff are in the process of developing an implementation plan. Additionally, the City has finalized its Housing Supply Strategy, recommendations of which include amendments to the Zoning By-law that would permit development “as of right”, enabling developers to apply for a building permit without the need for a rezoning, reducing the need for a planning application. Therefore, care should be taken when assessing the number of development applications received compared to the median – some developments here may be permitted “as of right” that require unique approvals in other communities.</p>			
Factors affecting performance:			
<p>a) The City’s initiatives to streamline development approvals will reduce the number of applications. This metric should be reviewed in conjunction with the number of building permits issued for new residential units and/or new commercial and industrial growth floor area.</p>			

#	Above Median Results	Consistent with Median Results	Below Median Results
30. Environmental Planning & Energy Initiatives			
<i>Service Levels</i>	<ul style="list-style-type: none"> 1.80% of Zero Emission Municipal Fleet Vehicles (Median: 0.35%)^{1,4} 	<ul style="list-style-type: none"> 10.37kwh Natural Gas Consumption per Square Foot for City Hall (Median: 10.37kwh)¹ 	<ul style="list-style-type: none"> 1.55% of Green Municipal Fleet Vehicles (Median: 2.90%)^{1,4}
<p><u>Additional Comments</u></p> <p><u>REGREENING PROGRAM</u></p> <p>Greater Sudbury's Regreening Program has no parallel among Canadian municipalities. Following five years of field trials, site evaluations and establishing community partners beginning in 1973, the Regreening Program was scaled up and became municipally led in 1978. Since then, the Program has profoundly altered Greater Sudbury's landscape and image, moving from an industrially devastated 'moonscape' to a green, healthy and desirable place to live and work. To date, roughly half of the regreening work has been done. In 2022, the Regreening Program's 10 millionth tree was planted by the Prime Minister of Canada and Dr. Jane Goodall. The City funds one third of the annual operating costs of the Regreening Program with the rest funded by Vale, Glencore, provincial, federal, for profit, and non-profit partners.</p> <p><u>LAKE WATER QUALITY PROGRAM</u></p> <p>Greater Sudbury's Lake Water Quality Program, initiated in 2001, works to assess and monitor the quality of over 50 of the City's 330 lakes. It works with 30 lake stewardship groups to raise awareness of lake stewardship issues. The program also provides an internal advisory service to other divisions on matters relating to species protected by the provincial Endangered Species Act and the federal Fisheries Act.</p> <p><u>EARTHCARE SUDBURY / CLIMATE ACTION PROGRAM</u></p> <p>Greater Sudbury's EarthCare Sudbury Program, initiated in 2000, provides community-wide services relating to environmental sustainability, including Council's priority for climate action. The program has one permanent full-time staff, the Climate Change Coordinator, whereas many other municipalities offering similar services have several staff and, in some cases, their own division. The City of Kingston (pop. 188,200), for example, has a Climate Leadership Division with a manager and a coordinator; the City of Thunder Bay (pop. 138,000) has both a sustainability coordinator and a climate adaptation coordinator; the City of Guelph (pop. 180,400) has an Energy and Climate Change Team with 5 staff (CGS has 2 energy staff and one Climate Change Coordinator).</p> <p>The Climate Change Coordinator collaborates extensively with staff from other divisions through the Climate Action Resource Team (CART) as well as with numerous community sustainability partners via the EarthCare Sudbury network in meeting the goals and objectives of the City's Community Energy & Emissions Plan (CEEP) and the Community Climate Change Adaptation Plan (CCCAP).</p>			
31. Building Permits & Approvals			
<i>Performance Measures</i>	<ul style="list-style-type: none"> 90.7% Applications Reviewed within Legislated Timeframes (Median: 79%)^{1,4} 		<ul style="list-style-type: none"> \$241,251,331 Construction Value of Residential and ICI Permits per Year (Median: \$531,918,386)^{1,3} 1,711 Residential and ICI Permits Issued per Year (Median: 2,019)^{1,3} \$18 Operating Cost for Building Permits & Inspection Services per \$1,000 of Residential and ICI Construction Value (Median: \$10)^{1,3}
<i>Service Levels</i>	<ul style="list-style-type: none"> 90% of Preliminary Zoning Reviews for Houses completed within 10 days (Median: 85%)¹ 		

#	Above Median Results	Consistent with Median Results	Below Median Results
	<ul style="list-style-type: none"> 90% of Construction Permit Reviews for Houses completed within 10 days (Median: 85%)¹ 91% Sign permit review completed within 10 days (Median: 80%)¹ 		

Additional Comments

CGS reviews more permit applications within legislated timeframes, however operating cost for building permits and inspection services are higher than other municipalities.

Note: The number of new residential units created, number of permits issued, and the construction value of the permits issued fluctuates year over year. There is no clear trend that aids forecasting the value of these indicators.

32. Fire Services

<i>Performance Measures</i>	<ul style="list-style-type: none"> 0.62% Rate of Fire Fighter Injuries at Emergency Scene (Median: 2.83%) \$318.85 Fire Operating Cost per Staffed in-service vehicle hour (Median: \$378.87) 		<ul style="list-style-type: none"> \$1,396,563 Operating Cost per Average Number of Firefighters on Duty (Median: \$1,032,531)
<i>Service Levels</i>	<ul style="list-style-type: none"> 3,625 Sq. Km Service Area (Median: 662) 	<ul style="list-style-type: none"> 100% of fatal fires investigated (Median: 100%) 23 Fire Stations (Median: 24.5) 15:05 minutes 90th Percentile Response Time – Rural Area (Median: 14:56) 	<ul style="list-style-type: none"> 0.145 Average Firefighters on Duty per 1,000 population (Median: 0.209) 07:30 minutes 90th Percentile Response Time – Urban Area (Median: 06:53) 1.807 Residential Fire Related Civilian Fatalities per 100,000 Population (Median: 0.720) 0.717 Rate of Residential Structure Fires with Losses per 1,000 Population (Median: 0.513) 1.566 Residential Structure Fires with Losses per 1,000 Households (Median: 1.244)

Additional Comments

Many of the comparators used for median performance metrics are based on municipalities that rely solely on full-time firefighters. The staffing and operating costs for our Fire Services include both full-time and volunteer components which are not directly comparable to municipalities with only full-time services.

Greater Sudbury is the largest municipality by area in Ontario, spanning approximately 3,600 square kilometers. Both our urban and rural population densities remain significantly lower than those of our comparators. This geographic and demographic reality impacts the demand of fire services as compared to more densely populated cities.

33. Paramedic Medical Care & Transportation

<i>Performance Measures</i>	<ul style="list-style-type: none"> 80% Response Time Performance Standard for CTAS 1 Calls (Median: 70%)¹ 	<ul style="list-style-type: none"> \$1,034.48 Operating Cost per Patient Transported (Median: \$1,198.80)¹ 	<ul style="list-style-type: none"> \$282.48 Operating Cost per Weighted Vehicle In-Service Hour (Median: \$242.84)¹
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#	Above Median Results	Consistent with Median Results	Below Median Results
	<ul style="list-style-type: none"> 14.91% Ambulance Time Lost to Hospital Turnaround (Median: 20.23%)¹ 	<ul style="list-style-type: none"> 70% Response Time Performance Standard for Sudden Cardiac Arrest within 6mins (Median: 65%)¹ 	
<i>Service Levels</i>	<ul style="list-style-type: none"> 34.2% EMS Hours Staffed by Advanced Care Paramedics (Median: 23.7%)¹ 202 Unique Incidents Responded per 1,000 Population (Median: 133)¹ 181 Total EMS Patient Contact Events per 1,000 Population (Median: 119)¹ 141 Total EMS Patients Transported per 1,000 Population (Median: 77)¹ 		

Additional Comments

Greater Sudbury provides additional services not available among all comparators. For instance, CGS provides an offload delay nursing program, non-urgent transfers and community paramedicine as part of its services.

Factors Affecting Performance:

- 1) Patient Contacts: The age and health status of the population has an impact on the number and severity of calls. An older population can increase the demand for services.
- 2) The current RTS plan is aggressive vs rest of province – designed to maximize response time performance. In 2027, a new dispatch system, called Medical Priority Dispatch System (MPDS) will be implemented that should have a positive impact on response time performances. We will need to redesign our RTS performance plan once MPDS has been implemented.

34. Community Paramedicine

Additional Comments

Not a significant amount of data available, however CGS does have a significantly higher number of Community Referrals for the Community Paramedicine Program.

35. Emergency Management – Public Safety, Planning & Prevention

Additional Comments

There is no MBNCanada data for Emergency Management related to service costs and therefore no median comparison is noted. Data supports service levels related to operations as determined by City Council and KPIs as outlined in the budget document. The service complies with requirements under the Emergency Management and Civil Protection Act (EMCPA).

Additional Measures to Consider:

- 12,500 residents self-registered for Sudbury Alerts (2024)
- 15 Events attended, and initiatives developed to support public awareness and education in the community (2024)
- One legislated Community Emergency Management Co-Ordinator (CEMC) is available to support the City’s response to a community emergency on a 24/7 basis, ensuring compliance with the Emergency Management and Civil Protection Act (EMCPA).
- One legislated annual emergency exercise for the Community Control Group with supporting related training opportunities.
- Four public education and awareness campaigns reflecting seasonal and timely emergency preparedness messaging and identified local community hazards.
- Five legislated training and compliance exercises involving testing of the public notification system and other hazard specific emergency policies and procedures.

#	Above Median Results	Consistent with Median Results	Below Median Results
36. Enterprise Services			
Additional Comments			
Further research and analysis is being conducted to identify service levels and comparators for this service.			
37. Information Technology			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • \$3,802 Operating Cost for IT per Total Supported Active User (Median: \$4,261) ¹ • 366 Incidents per Year (Median: 10,485) ^{1,5} 	<ul style="list-style-type: none"> • 4,145 Municipally Supported Active Users (Median: 4,082) ¹ • 5.9% IT Security Cost as a Percent of Total IT Cost (Median: 5.9%) ¹ • 1.3 IT Devices per Supported Active User (Median: 1.3) ¹ • 12,819 Standard Service Requests (Median: 12,819) ⁵ 	<ul style="list-style-type: none"> • 425 Hours Average to Resolve Standard Service Requests (Median: 338) ¹
<i>Service Levels</i>	<ul style="list-style-type: none"> • 118 Online Transactional Services (Median: 73) ¹ 	<ul style="list-style-type: none"> • 1,200 inquiries responded and/or actioned within 7.5 business hours (Median: 1,265) ⁵ • 99.5% of patches completed within 3 months of release (Median: 97.8%) ⁵ • 99.5% uptime of critical applications (Median: 99.2%) ⁵ 	<ul style="list-style-type: none"> • 153 Open Datasets Available (Median: 244) ¹
Additional Comments			
<ol style="list-style-type: none"> 1. One other important productivity measure for IT is the year-over-year trend in the number of enhancement releases. This measures the delivery of new solutions that either adjust to business or systems changes, enhance efficiency, or provide online services to the community (E.G. digital recording of fieldwork or tax bills online). The common way of applying this is for an organization to compare itself to itself over past periods. We accomplished 73 in 2023 (it is difficult compare this to other municipalities due to the impact that each organization's processes and size can have on this measure). 2. For the "Average time to Resolve Standard Service Requests", our measurement was inconsistent with other municipalities in 2022. Our process tracked planned enhancement work and end-user service requests together. For comparison purposes we should have only tracked end-user service requests. Our approach added in long duration planned work and resulted in a high reported average. We are fixing this for 2024. As evidence that our actual service remains healthy, our median time to close, which omits the planned work, was 19 hours in 2022. 3. Two points on the Number of Open Datasets, first larger municipalities with more resources to support this activity including Calgary, Winnipeg, Hamilton and York influence this benchmark. Second, we are actively progressing on this measure, in 2023 we added another 40 open data sets. 			
38. Human Resources			
<i>Performance Measures</i>	<ul style="list-style-type: none"> • \$939 Operating Cost for HR Admin per T4 Supported (Median: \$1,260) ¹ 	<ul style="list-style-type: none"> • 75.3% New Hire Success Rate (Median: 82.3%) ¹ 	<ul style="list-style-type: none"> • 13 Lost Time Injury – Frequency (Median: 6.7) ¹ • 6.86% New Grievance Rate (Median: 4.66%) ¹
Additional Comments			
<ol style="list-style-type: none"> 1. Investments in leadership development and the recent implementation of a corporate onboarding program will improve increase the new hire success rate. 2. The grievance rate is for 2022 and is higher than the median due to a higher number of grievances associated with COVID and anticipate rates to go back to normative values. Resolution of grievances is higher than the benchmark 			

#	Above Median Results	Consistent with Median Results	Below Median Results
	<p>with over 67% of grievances resolved through third party intervention (mediation and arbitration) vs. A 28% median for benchmark organizations.</p> <p>3. A higher than median lost time frequency can be attributed to the inclusion of services that have a higher risk for physical and psychological injury, including first responders (fire services and paramedic services) where there is presumptive legislation on certain illnesses. In addition, CGS has a large long-term care facility that is an area of greater risk for injury and illness. It should be noted that the LTIF outcome in 2022 was greater than the norm based on COVID-related absences. In 2021 and 2023 LTIF was 3.49 and 7.1 respectively.</p>		
39. Accounting, Purchasing & Payroll			
Performance Measures		<ul style="list-style-type: none"> • \$7 Operating Cost per Payroll Direct Deposit or Cheque (Median: \$6)¹ • \$5 Operating Cost per Invoice Processed (Median: \$6)¹ • 95% Pcard transactions are reviewed and approved monthly (Median: 95%)¹ • \$5 Operating Cost for Centralized Purchasing per \$1,000 Awarded (Median: \$4.84)¹ 	<ul style="list-style-type: none"> • 14,111 Payroll Direct Deposits and Cheques per Payroll FTE (Median: 24,831)¹ • 863 T4s and T4As Issued per Payroll FTE (Median: 1,209)¹ • 69 Tenders Awarded per Year (Median: 89)¹ • 1,072 Purchase Orders Processed per Year (Median: 2,808)¹ • 22.2 Number of competitive procurement events per buyer (Median: 29.5)¹
Service Levels	<ul style="list-style-type: none"> • 95% Cheque requisitions, good receipt and new vendor accounts are processed within 5 business days or receipt (Median: 90%)⁵ • May 30th Filing of Annual Provincial Financial Information Return (Median: Sep 15th)⁴ • June 15th Reporting of the City's consolidated, Sinking Fund and Consolidated Trust Fund statements to Committee and Council (Median: Sep 30th)⁴ 	<ul style="list-style-type: none"> • 100% Payroll cheque/direct deposit/statements are made available to all employees by the close of business day on scheduled paydays (Median: 100%)⁵ 	
Additional Comments			
<p><u>Purchasing:</u></p> <p>Sudbury's Purchasing department service for competitive procurement processes is a centralized service that includes planning, reviewing operating department inputs, drafting RFX and contract documents, developing evaluation criteria, and managing the sourcing process up to contract execution; whereas other municipalities do not draft documents and are only engaged when an RFX requires public posting.</p> <p>Purchasing is an enabling service that is driven by legislative requirements (trade agreements, Municipal Act, Public Accounting Act (PSAB), etc.) and plays a key role in risk reduction and the achievement of value for money. Services provided by Purchasing could be reduced by shifting the responsibility onto the operating department, but this would not be without added risk and increased efficiency is unlikely.</p>			

#	Above Median Results	Consistent with Median Results	Below Median Results
<p>Note: The number of open-competitive procurement processes are increasing and are projected to continue to increase year-over-year due to inflation and the identification of cost saving opportunities that would require additional open-competitive procurement process.</p>			
<p>40. Financial Planning & Budgeting and Support Services</p>			
<i>Performance Measures</i>		<ul style="list-style-type: none"> 0.01% Total Fund Management Expense Ratio (MER) (Median: 0.02%)¹ 	<ul style="list-style-type: none"> 1.67 Years Weighted Average Portfolio Term (Median: 2.48)¹
<i>Service Levels</i>		<ul style="list-style-type: none"> 1 Balanced Operating Budget approved annually in accordance with Council's Mandate (Median: 1)⁵ 100% Analysis provided and inquiries addressed within prescribed timelines (Median: 100%)⁵ 100% Operating/Capital budget adjustment requests reviewed in advance of Agenda closing deadlines (Median: 100%)⁵ 	
<p>Additional Comments</p>			
<p>41. Fleet Services</p>			
<i>Performance Measures</i>	<ul style="list-style-type: none"> 38% Light Unplanned Maintenance Work (Median: 42%)¹ 37% Medium Unplanned Maintenance Work (Median: 43%)¹ 	<ul style="list-style-type: none"> \$115 Door Rate (CAMFM) (Median: \$111)¹ Direct Cost per Vehicle KM: <ul style="list-style-type: none"> \$0.27 Light (Median: \$0.41)¹ \$0.86 Medium (Median: \$0.80)¹ \$2.65 Heavy (Median: \$2.57)¹ 	<ul style="list-style-type: none"> 55% Heavy Unplanned Maintenance Work (Median: 48%)¹
<i>Service Levels</i>		<ul style="list-style-type: none"> 7 Average Age of Light Duty Vehicles (Median: 6.8)¹ 8 Average Age of Medium Duty Vehicles (Median: 7.2)¹ 7 Average Age of Heavy-Duty Vehicles (Median: 7)¹ 1.6% of Green Vehicles of Municipal Fleet (Median: 2.9%)⁵ 	

#	Above Median Results	Consistent with Median Results	Below Median Results
Additional Comments			
CGS matches the median age and number of municipal fleet vehicles, however CGS does not have as many green vehicles (electric and zero emission) as other municipalities across the province. This reflects the relatively lower availability of charging stations and our harsher climate, so green vehicles are not a priority choice for medium and heavy vehicle classes.			
42. Communications & Engagement			
Additional Comments			
43. Police			
<i>Performance Measures</i>	<ul style="list-style-type: none"> \$165,325 Operating Cost for Police Services per Police Staff Member (Officers and Civilians) (Median: \$173,097) 	<ul style="list-style-type: none"> 9,082 Reported Criminal Code Incidents (Non-Traffic) per Police Officer (Median: 27,690)¹ 	
Additional Comments			
Factors affecting performance:			
<ul style="list-style-type: none"> a) The degree of daily inflow and outflow of commuters, tourists, seasonal residents and attendees at cultural, entertainment or sporting events – calculations are based on local population only. b) The extent to which crimes are reported within municipalities (unreported crime is not included in crime rates) c) Calculations based on population, such as crime rates, use the most recent estimate of each municipality's population as provided by their respective Planning Departments. This may result in some differences in population-based results for Police Services from those published by Statistics Canada, which may be based on less current population figures. d) Police services provided to the commercial, industrial, and institutional sectors are not factored into the population-based measures. e) Municipalities may require specialized services at varying levels that may not be required or required at reduced levels in other municipalities (e.g. Emergency Task Force, Emergency Measures, Intelligence units targeting terrorist groups, providing security for visiting dignitaries, Mounted Unit, Marine Unit, Forensic Identification Unit). f) Differing policies regarding some types of policing work that may be done by civilian staff in one municipality versus uniform staff in another. g) Some municipal police forces provide contracted services (on a cost recovery basis) to specialized facilities such as airports or casinos. Measures, in addition to gross cost and staffing levels, have also been provided to exclude the staffing and costs associated with these External Contracts. h) Socio-economic composition of a municipality's population. 			
44. Library Services			
<i>Performance Measures</i>			<ul style="list-style-type: none"> \$4.52 Library Operating Cost per Use (Median: \$2.56)
<i>Service Levels</i>			<ul style="list-style-type: none"> 98 Number of Online Live Programs (Median: 132)⁵ 472 Average Weekly Service Hours per Branch (Median: 623)^{1,5} 209 Public Workstations (Median: 415)^{1,5} 1,921,404 Annual Library Uses (Median: 2,130,000)^{1,5}

#	Above Median Results	Consistent with Median Results	Below Median Results
Additional Comments			
Factors affecting performance:			
a) Library Boards oversee the number and size of library branches, and hours of operation and other service delivery models including policies on the use of library resources by non-residents and eligibility for free service.			
b) Variety of formats (print, audio, digital) including language selection, and in-depth reference and special collections.			
c) Mix and variety of services offered including range of program offerings, which will affect staffing levels and costs.			
d) Systems used to track uses and extrapolation of typical week survey results will affect reported uses.			

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4. Municipal Budget Documents
Barrie - <https://www.barrie.ca/government-news/budget/previous-budgets>
Brantford - <https://www.brantford.ca/en/your-government/resources/Documents/Budget/2024-2027-Operating-Capital-Budget-Package-LocalBoards.pdf>
Chatham-Kent - <https://www.chatham-kent.ca/localgovernment/budget/Documents/2023%20Approved%20Budget.pdf>
Greater Sudbury - https://www.greatersudbury.ca/sites/sudburyen/includes/themes/MuraBootstrap3/js/pdfjs-2.8.335/web/viewer_even_spreads.html?file=https://www.greatersudbury.ca/city-hall/budget-and-finance/pdf-documents/2022-budget/%23zoom=page-width
Guelph - <https://guelph.ca/city-hall/budget-and-finance/city-budget/previous-annual-budgets/2022-and-2023-city-budget/>
Hamilton - <https://www.hamilton.ca/city-council/city-administration/city-budget/2022-tax-rate-budget>
Kingston - <https://www.cityofkingston.ca/council-and-city-administration/budgets-and-finances/>
London - <https://london.ca/government/property-taxes-finance/municipal-budget/2024-2027-business-plans>
Ottawa - https://documents.ottawa.ca/sites/documents/files/2022_Adopted_Budget_Book_English_CondensedAODA.pdf
Toronto - <https://www.toronto.ca/wp-content/uploads/2022/05/95be-2022-City-of-Toronto-Budget-Summary.pdf>
Thunder Bay - <https://www.thunderbay.ca/en/city-hall/draft-past-budgets.aspx#2022-Budget>
Windsor - <https://www.citywindsor.ca/city-hall/budget/previous-budgets>
5. Municipal Websites – Various Service Pages
Barrie - <https://www.barrie.ca>
Brantford - <https://www.brantford.ca>
Chatham-Kent - <https://www.chatham-kent.ca>
Greater Sudbury - <https://www.greatersudbury.ca>
Guelph - <https://guelph.ca>
Hamilton - <https://www.hamilton.ca>
Kingston - <https://www.cityofkingston.ca>
London - <https://london.ca>
Ottawa - <https://ottawa.ca>
Toronto - <https://www.toronto.ca>
Thunder Bay - <https://www.thunderbay.ca>
Windsor - <https://www.citywindsor.ca>