

## APPENDIX A

### Additional Benchmarking Initiatives at CGS

Program/Association	Annual Cost (2024)	Used by	Additional Comments
Canadian Urban Transport Association (CUTA)	\$18,400	Transit	Requirement in order to receive the provincial gas tax (PTGT) funding.
<a href="https://cutaactu.ca/">https://cutaactu.ca/</a> CUTA helps connect the public transit industry. Members include transit systems, public bodies, companies that supply the sector, and experts in urban mobility. They advocate for investment and support from governments, facilitate conversations and connections to help transit professionals keep up with the latest, and they are the leading data collection body in the field.			
BMA Management Consulting Inc. – Municipal Study	\$6,000	All of CGS Services	
<a href="https://www.bmaconsult.com/">https://www.bmaconsult.com/</a> BMA Management Consulting Inc are recognized experts on Financial Condition Assessments, Long Term Financial Planning, Fiscal Capacity, Financial Sustainability, Financial Performance Measurement and User Fees. BMA has developed an Annual Municipal Study with 120+ Ontario municipalities participating. The Study includes trend analysis on key financial, economic and affordability indicators.			
Canadian Infrastructure Benchmarking Initiative (CIBI)	\$28,475	Growth and Infrastructure – Water, Wastewater, Stormwater	
<a href="https://nationalbenchmarking.com/">https://nationalbenchmarking.com/</a> The CIBI runs on a yearly cycle and is built upon the concept of a common “Management Model”, where all participants achieve consensus on a similar set of overall strategic goals. The goals represent the business outcomes that each participating organization strives to achieve. With goal consensus, it is feasible, practical, and useful to benchmark all organizations over the common key performance indicators (KPI). To ensure that data is collected on a like-for-like basis, we have developed standardized units and detailed definitions for each KPI that have been fine-tuned through years of consultation with participating organizations. They identify that metric benchmarking on its own will not result in improved practices, thus they also focus efforts on process benchmarking. Qualitative data is gathered through a series of workshops, surveys and group meetings and the outcomes are compared with the aim of establishing best practices.  <b>Service Areas Include:</b> Water Treatment, Water Utility & Distribution, Wastewater Treatment, Wastewater Utility & Collection, Stormwater, Roads, Solid Waste			
<b>Note:</b> National Water & Wastewater Benchmarking Initiative (NWWBI), National Solid Waste Benchmarking Initiative (NSWBI), and National Transportation Benchmarking Initiative (NTBI) has merged with CIBI.			
AdvantAge Ontario	The membership fee is a mill rate calculation based on your organization's annual operating expenditure (TBD)	Long Term Care	Submission of AAR supports the data.
<a href="https://www.advantageontario.ca/">https://www.advantageontario.ca/</a> AdvantAge Ontario represents and supports their critical work. As the association of not-for-profit long-term care, housing, and services for seniors, we connect all of our stakeholders to deliver the best possible care for seniors in an efficient, respectful way. Our unique positioning allows us to consistently give back – by working to ensure the focus is always on the people who need us most.			

Northern Ontario Service Deliverers Association (NOSDA)	No Costs	Social Services, Children Services	
<a href="https://www.nosda.net/">https://www.nosda.net/</a> A co-operative and collaborative approach with municipalities and municipal organizations, to facilitate the consolidated municipal delivery of services in Northern Ontario. NOSDA is intended to create a political forum for reviewing and developing both policies and program delivery issues from a Northern perspective.			
Know Our Numbers	\$10,000	Children Services	Understand trends within the province and across the country – these are not indexed against Sudbury.
<a href="https://knowingournumbers.ca/en/">https://knowingournumbers.ca/en/</a> A collaborative project that focuses on understanding the challenges faced by the early years workforce in Ontario. Information gathered about demographics, compensation, job satisfaction, working conditions, opportunities for career advancement, and professional learning, as well as experiences with workplace racism and discrimination, help inform workforce strategies and policy development across the province. Additional information such as regional living wage thresholds and local census data provide context for the results.			