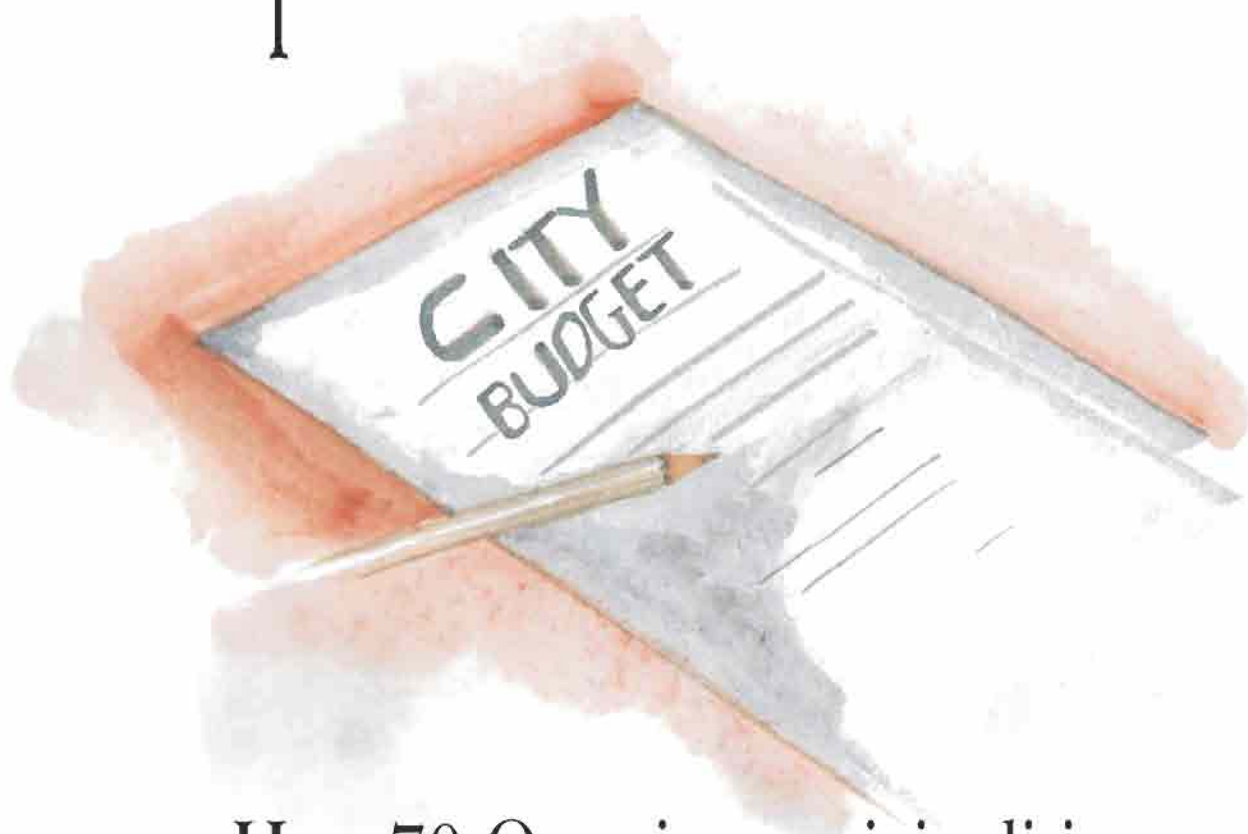


Report Card on

# Municipal Performance Measurements



How 70 Ontario municipalities  
spend your tax dollars



July 2003

# About the CTF

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The Canadian Taxpayers Federation (CTF) is a federally incorporated, non-profit, non-partisan, education and advocacy organization. The CTF was founded in Saskatchewan in 1990 when the Association of Saskatchewan Taxpayers and the Resolution One Association of Alberta joined forces to create a national taxpayers organization. It has grown to become an organization with more than 60,000 supporters nation-wide.

The CTF's three-fold mission statement is:

1. To act as a watchdog on government spending and to inform taxpayers of governments' impact on their economic well-being;
2. To promote responsible fiscal and democratic reforms, and to advocate the common interest of taxpayers; and
3. To mobilize taxpayers to exercise their democratic responsibilities.

The CTF maintains a federal office in Ottawa and offices in the five provincial capitals of British Columbia, Alberta, Saskatchewan, Manitoba and Ontario. In addition, the CTF has a Centre for Aboriginal Policy Change dedicated to monitor, research and provide alternatives to current aboriginal policy and court decisions. Provincial offices and the Centre conduct research and advocacy activities specific to their provinces in addition to acting as regional organizers of Canada-wide initiatives.

CTF offices give hundreds of media interviews each month, hold press conferences and issue regular news releases, commentaries and publications to advocate the common interest of taxpayers. The CTF's official publication, *The Taxpayer* magazine, is published six times a year. CTF offices also send out *Let's Talk Taxes* commentaries to more than 800 media outlets and personalities across the country.

CTF representatives speak at functions, make presentations to government, meet with politicians, and organize petition drives, events and campaigns to mobilize citizens to effect public policy change.

All CTF staff and board directors are prohibited from holding a membership in any political party. The CTF is independent of any institutional affiliations. The CTF does not issue tax receipts for contributions.

The CTF's award winning web site can be found at: [www.taxpayer.com](http://www.taxpayer.com)

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## **Introduction**

In October 2000, the Ontario government initiated a province-wide survey of municipal spending indicators known as the Municipal Performance Measurement Program (MPMP). The program requires municipalities to collect specific spending data on core service areas, submit the information to the province and report the results to their constituents. It is meant to give taxpayers a better understanding of where, and how, their tax dollars are being spent by local government.

Providing taxpayers with comparative data is an important step in ensuring greater transparency and more accountability in government. Regrettably, the public reporting requirements that municipalities must follow under the MPMP do not ensure wide distribution of the information. In fact, they appear to be designed to ensure the opposite. Municipalities are permitted to report the data through direct mail, a property tax bill, ads in local newspapers, periodicals or by simply posting the information on their web sites. Moreover, the provincial government does not table the information it receives to allow the public to compare different jurisdictions. Our Report Card on Municipal Performance Measurements will do that by presenting the 2000 and 2001 spending data from the province's larger municipalities.

Prepared by the Canadian Taxpayers Federation (CTF), the Report Card takes the current process one step further by compiling twelve sets of municipal performance measurements from seventy (70) municipalities in a straightforward manner. The measures of water, sewage, garbage collection, fire services, police services, transportation and local administration costs, provide common units for measuring both the dollar costs and performance of core local services. It was a time consuming task to collect the available data, but the end result will shine some light on municipal spending in the province.

The tainted water tragedy in the town of Walkerton that resulted in the death of seven people in 2000 thrust the need for bureaucratic accountability, adequate infrastructure spending, and proper oversight to the forefront of the public's mind. Requiring municipalities to simply collect data and file it away is a waste of public resources. Without proper — and public — oversight there is no reason for government officials to make the tough public policy choices they are elected to make. It is hoped that in future years the Ontario government will assume its proper leadership role by making this data public for all taxpayers and municipalities to review. Until they do, the CTF will provide the information to Ontario's taxpayers.

The aim of this Report Card is to provide local taxpayers and city officials with a better sense of how well their municipality compares relative to others in the province. The data will allow one municipality to be compared with others in the province, and to review a municipality's year-to-year performance.

Future studies will provide insights into the progress made by each municipality. Those that score well will serve as an example to others, and those that lag behind will have an opportunity to improve their performance. The CTF Report Card will put municipalities under a microscope so taxpayers will know how their tax dollars are being spent.

## **The Canadian Taxpayers Federation & Municipal Issues in Ontario**

Over the past decade, the CTF has researched and commented on municipal issues in Ontario. An ongoing, and even growing, concern among taxpayers is the impact of Current Value Assessment (CVA) on the property tax system and of Local Services Realignment. Another concern is the tendency of municipal politicians to constantly press for more taxing and spending powers while neglecting their primary responsibility, which is to provide essential municipal services at a reasonable cost to taxpayers.

Over the last seven years, the province has introduced a plethora of changes in its relationship with local governments. Local services realignment, which was quickly dubbed “downloading,” began the process of retooling local government. This led to fractious debate, resulting in a number of stopgap measures designed to offset any real or perceived pain inflicted on local taxpayers. Tax increases resulting from CVA were phased-in over a number of years, GO transit was transferred to the municipalities, and then later transferred back to the province, and stabilization funds were created to help municipalities make the transition without major impacts on local taxpayers. More recently, the Ontario government assumed control of the province’s bridges. Add a few municipal amalgamations into the mix, and it is not hard to see how neither taxpayers nor city managers could keep up with the changes.

When the exercise of measuring the performance of municipalities began in 1996 there were few comparative municipal statistics. Lack of information left taxpayers without any real basis for judging the impact of these changes. After seven years the picture is only slightly better, but this Report Card will help clarify the issue. The Report Card, which focuses on municipal spending, examines only some of the data that is outlined in the appendices. But by making the information freely available taxpayers will be better able to determine how well their hometown is doing and press for changes they believe are appropriate.

### **Per Capita Local Property Taxes in 2001 Dollars**

	NL	PEI	NS	NB	PQ	ON	MB	SK	AB	BC	Canada
<b>2000</b>	\$378	\$264	\$753	\$456	\$908	\$927	\$538	\$574	\$763	\$601	\$808
<b>2001</b>	\$384	\$271	\$767	\$462	\$827	\$911	\$523	\$580	\$759	\$597	\$782

Source: Statistics Canada, Government finance: Revenue, expenditure and surplus

According to Statistics Canada, property tax revenues in Ontario have remained steady since 1998, when the bulk of the changes to municipal government took effect under the “Who Does What” realignment. In 1998, property tax revenues jumped to \$949 per capita from \$714 in 1997, a 33 per cent increase. Ontario’s per capita property tax revenues reached a peak of \$992 in 1999, and have declined slightly since. When contrasted with other provinces, only Quebec approaches the per capita levels of property taxes levied in Ontario.

Along with the highest per capita property taxes, Ontario also has the highest per capita spending by local governments. In 2001, almost 47.5 per cent of Ontario’s municipal spending was supported by property tax revenues. Other revenues came from service fees (24 per cent), investments (four per cent), other (three per cent), and transfers from the province and Ottawa (21 per cent).

### **Per Capita Local Government Spending in 2001 Dollars**

	NL	PEI	NS	NB	PQ	ON	MB	SK	AB	BC	Canada
<b>2000</b>	\$747	\$363	\$1,045	\$860	\$1,311	\$1,871	\$1,081	\$1,097	\$1,505	\$1,265	\$1,495
<b>2001</b>	\$770	\$376	\$1,059	\$864	\$1,333	\$1,920	\$1,090	\$1,147	\$1,554	\$1,272	\$1,530

Source: Statistics Canada, Government finance: Revenue, expenditure and surplus

The above spending numbers give taxpayers a sense of the big picture – Ontario has the highest municipal spending levels in the country – but they do not give any insights about the scope of local government or the relative value of local government. In fact, Ontarians lack much in the way of comparisons between Ontario municipalities. Knowing that as a province we pay the highest property taxes in Canada and spend the most on municipal services is very different than knowing how a municipality allocates its budget priorities. The Report Card data will reveal some of the specifics of local government spending.

The obvious limitations of aggregate tax and spending statistics demonstrates the need to find more precise and meaningful measures of local government spending and performance. For instance, by comparing how much of a city budget is directed towards infrastructure versus how much is spent on social programs. Or how much more (or less) wasteful – measured for instance by water main breakage – is one city compared to another. These are some of the insights local taxpayers will need when calling for greater accountability from City Hall.<sup>1</sup>

<sup>1</sup> Providing some averages helps simplify any comparison. In general, two-tier municipal services – cities that have more than one level of local government providing local services – are more expensive than those provided by one-tier municipalities – cities with a single municipal government. Smaller one-tier municipalities tend to have higher transit and water costs. Noting these tendencies, it is important that any comparison between municipalities is done between those of similar types and sizes. These comparisons are not perfect, but they are instructive.

## **Accountability**

Measuring results and costs is an essential step in providing citizens with a basis to ensure accountability. Providing the costs of service delivery allows citizens to judge how their own municipal government stacks up against others and to make year to year comparisons. This report provides a snapshot of the first two years of data: 2000 and 2001.<sup>2</sup>

## **Provincial Government's Objectives**

According to the Ontario government the principle goal in collecting and tabulating municipal performance data is to facilitate better local services and accountability to taxpayers. In addition to this general goal, three areas are of particular importance:

- Promotion of better local services and continuous improvement in service delivery;
- Improvement of taxpayer awareness and knowledge of municipal service delivery; and
- Comparison of costs and levels of performance of municipal services both internally on a year to year basis and externally among the province's municipalities.<sup>3</sup>

To this end, municipalities were required to collect 2000 spending data on 35 measures, submit it to the province by June 30, 2001, and report 25 of them to local taxpayers on an annual basis. Yet they failed the last requirement by only reporting on 16 of the 25 measures to taxpayers by September 30, 2001. Last year, municipalities collected 2001 data on 25 measures, and were required to submit it to the province by June 30, 2002, and report the necessary data to taxpayers by September 30, 2002.

Today, the raw data is available, but there is nothing that requires the provincial government to post this data nor is there a mechanism for citizens to easily compare and contrast the information. Hence, an important question has been left unanswered.

And that is...

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<sup>2</sup> Since the first set of performance data was collected in 2000, some measures have been altered slightly in terms of their units of measurement or the definition of the data collected. Given that this municipal performance data reporting exercise is new, it is not surprising that some fine-tuning has occurred. However, constantly tinkering with the measures will make it almost impossible to compare year in year out, unless there is a provision to restate earlier data to match the current standard. Presumably, after two years, there should be very few additional changes.

<sup>3</sup> Ontario Ministry of Municipal Affairs and Housing, Municipal Performance Measurement Program, Fact Sheet, October 2000, <http://www.gov.on.ca/inthenews/backgrnd/20001003-2e.asp>

## **Are local Taxpayers Getting Value?**

The question that most local taxpayers want answered is “Are we getting value for the local taxes we pay?” It would be tempting to look at the overall cost of administration as a percentage of the total budget. Yet this would be the wrong comparison to make, as one would conclude that fewer municipalities save money. In this sense, residents of Caledon where the cost of administration is 18.82 per cent would look enviously to Ajax where the administration cost is 8.84 per cent. By contrast, the one-tier government in Toronto has low administration costs of 2.30 per cent. In general, one-tier municipalities have lower administration costs, even Kingston at 9.40 per cent (which is high for a one-tier municipality) is lower than what is found in most two-tier municipalities.

Of course, if the story began and ended with such crude measures more amalgamations would be in store for Ontario’s municipalities. (The logical conclusion would, of course, be one city government for the entire province.) But clearly there are other important factors, namely the desire of voters to be governed by institutions close to home and to pay taxes that reflect the local services they receive. The growing opposition to amalgamation is largely the result of people feeling they are no longer being properly represented, and are getting less responsive government and rising taxes to pay for service and infrastructure spending that does not benefit the entire community. A guiding principal should be that municipal decisions are made by a government that is close to the people and that citizens determine the size, scope and reach of local government.

## **The Spending Measurements**

In an effort to provide an intelligent and thoughtful analysis of the 35 measures municipalities are required to collect, 12 key measures have been tabulated in this Report Card for seventy of Ontario’s municipalities. Most of the measures are self-explanatory, however further information was included to consider water services, waste water management and transit services. These additions help give a sense of how well the services are working in addition to their costs.

It is important to note that factors like geography, age and population density will have an impact on the overall costs of any service. As a result, denser municipalities may enjoy lower costs for many services.

At the same time newer municipalities may have an advantage in possessing newer infrastructure that might reduce annual costs as newer equipment is less prone to breakage and failure. Replacing aging infrastructure is the responsibility of city officials. Municipalities that routinely neglect such priorities are neglecting the interests of taxpayers.



Other wild cards include, for instance, the measure of snow removal costs, which does account for total road lanes, but not for the amount of snowfall in a given year. Comparing municipalities in warmer climates with those in the snow belt might not be a fair comparison. Lastly fire services costs vary greatly depending on the inclusion of volunteer firefighters – which can be less costly.

### **General Results – Two-Tier Greater Toronto Area Municipalities**

The two-tier municipalities found in the Regions of Durham, Halton, Peel and York offer reasonably similar points of comparison. These regions encircle Toronto, are all part of the GTA, and have similar geographic and economic traits.

#### **Ranking: 2000 Data**

Rank	Admin.	Waste	Storm Water	H2O Costs	Winter Costs	Fire	Police	Transit
1	Durham	Peel	Peel	Peel	Halton	n/a	York	n/a
2	York	York	York	Durham	Durham	n/a	Halton	n/a
3	Peel	Durham	Durham	Halton	York	n/a	Peel	n/a
4	Halton	Halton	Halton	York	Peel	n/a	Durham	n/a

#### **Ranking: 2001 Data**

Rank	Admin.	Waste	Storm Water	H2O Costs	Winter Costs	Fire	Police	Transit
1	York	n/a	Peel	n/a	Halton	n/a	Halton	n/a
2	Peel	n/a	Halton	n/a	Durham	n/a	York	n/a
3	Durham	n/a	Durham	n/a	York	n/a	Durham	n/a
4	Halton	n/a	York	n/a	Peel	n/a	Peel	n/a

By ranking them from least to most expensive (best to worst performers) we find that in 2000 the order was Peel, York, Durham, and Halton; and in 2001 it went Halton, York and Peel and Durham tied. But rankings alone cannot tell the whole story, particularly when the raw data reveals that the spending differences of these municipalities are not that significant. Yet we can conclude that lower water costs in Peel are offset by more frequent watermain breaks and more hours of sewer spills than is the case in Durham. In this case, lower water costs in Peel result in more waste and the potential for problems in the future.

Similarly when these two-tier municipalities are compared to the nearest one-tier municipality, Toronto, their overall costs may seem higher. However, more competitive water costs in Toronto are offset by relatively higher levels of sewer spills and watermain breaks. The value of lower water costs in Toronto may be offset by the costs of wasted water.

## **General Results – Two-Tier Outside the Greater Toronto Area**

Attempting to compare the remaining two-tier municipalities is more problematic. There were three in 2000, but this number has declined to two in 2001.

### **Ranking: 2000 Data**

Rank	Admin.	Waste	Storm Water	H2O Costs	Winter Costs	Fire	Police	Transit
1	Niagara	Niagara	Waterloo	Hamilton	Waterloo	n/a	Waterloo	n/a
2	Waterloo	Hamilton	Niagara	Niagara	Niagara	n/a	Niagara	n/a
3	Hamilton	Waterloo	Hamilton	Waterloo	Hamilton	n/a	Hamilton	n/a

Note: 2001 does not provide a meaningful comparison because of the omission of the now-amalgamated city of Hamilton

Comparing these three offers a tighter overall ranking. In 2000, from least to most expensive, it was Niagara, Waterloo and Hamilton. In many respects these municipalities each excel in one area of service delivery. Rather than simply focussing on which is most cost effective, each could benefit from the experiences of the others. For 2001, Waterloo ranked better than Niagara, while Hamilton was no longer a two-tier municipality.

There are a few other methodological problems. The municipality of Hamilton is listed in the 2001 report as a one-tier municipality. Comparing snow removal costs between Niagara and Waterloo would be unfair given higher volumes of snow in the Niagara region. However, comparing Waterloo's snow removal costs with Guelph might offer a better comparison – Guelph is \$1,232.90 versus Waterloo at \$3,307.59. Of course Guelph is a one-tier municipality, which means it will reap some cost advantages.

## **General Results – One-Tier Municipalities**

Comparing the one-tier municipalities is a dog's breakfast of results. To begin there are two oddballs in the group: Toronto and Ottawa. Both municipalities are much bigger than the rest and are the provinces two largest metropolitan centres. Toronto fares well when compared to the municipalities on its borders. Unfortunately, the city of Ottawa has not provided a full listing of every performance measure. This is unacceptable to taxpayers. While the information that has been provided by Ottawa officials are reasonably good, the missing data might dramatically change the picture.

A four-city comparison between Guelph, Kingston, London and Windsor offers an interesting approach because they are tier-one municipalities dispersed throughout the province.

### Ranking: 2000 Data

Rank	Admin.	Waste	Storm Water	H2O Costs	Winter Costs	Fire	Police	Transit
1	Windsor	Windsor	Kingston	Windsor	Windsor	Kingston	Kingston	Guelph
2	London	London	London	Guelph	Kingston	Guelph	London	London
3	Guelph	Kingston	Windsor	Kingston	Guelph	London	Guelph	Kingston
4	Kingston	Guelph	Guelph	London	London	Windsor	Windsor	Windsor

### Ranking: 2001 Data

Rank	Admin.	Waste	Storm Water	H2O Costs	Winter Costs	Fire	Police	Transit
1	London	n/a	Kingston	n/a	Guelph	Kingston	London	Guelph
2	Guelph	n/a	London	n/a	Kingston	London	Kingston	London
3	Kingston	n/a	Guelph	n/a	London	Guelph	Guelph	Kingston

The overall result of this ranking from least to most expensive in 2000 is Kingston, Windsor, London, and Guelph. The 2001 ranking is London, Kingston and Guelph. The data from Windsor was unavailable at the time of data collection and, again, this is unacceptable. Competition between these municipalities is very tight. But in some respects this is not a fair comparison of all measures and it might be more appropriate to compare certain costs by geography. One might consider the water costs of municipalities that are close to major lakes and rivers or examine the municipalities of Belleville, Brockville, Cornwall, Quinte West, Sarnia, and St. Thomas with Kingston and Windsor.

However, for individual taxpayers trying to make heads or tails of these numbers, looking at nearby municipalities is always a good way to go about comparing costs and results. Better yet, there are a number of statistics that can be looked at in isolation.

First, taxpayers should look at the overall cost of administration as a percentage of total costs. The provincial average is 12.58 per cent. If one's municipality is below this level, then those taxpayers are probably receiving better value than those with a higher percentage of administrative costs are. This may not be a definitive measuring stick, but it likely shows that some savings can be realized.

Second, comparing public transit costs, expressed in dollars-per-trip, offers insights into the extent of taxpayer subsidization of the municipal transit system. If the cost is less than the cash fare odds are transit is a potential cash cow; if the cost is greater than the cash fare, then municipal transit is likely subsidized by municipal taxpayers. This might be a cue for a reassessment of local transit priorities and spending.

Third, the hours lost to sewer spills and watermain breaks might be a sign of trouble with the municipal water works. Taxpayers in municipalities that reported more than 10.92 breaks per 100 kilometers of water pipe might want to ask more questions about municipal water services. Improvements to either service might warrant higher priority than other projects. Similarly spending on these services might result in higher costs over the next few years, but would provide savings over the long-term.

Solutions that might improve performance in water delivery and wastewater management could include alternative service delivery mechanisms, public private partnerships and any number of innovative approaches. Taxpayers might want to push for improvements if their municipality is below the provincial average.

## **Conclusion**

It is hardly an exaggeration to suggest that Ontario municipalities suffer from an infrastructure deficit. And although there is an ongoing need to build and maintain municipalities from the ground up and in some cases, like water maintenance, below the ground, the solution is not necessarily more money from the provincial and federal governments and it is certainly not higher taxes. Given the massive property tax increases since 1997, there is no appetite for further tax increases. The 1990s marked a period of belt tightening and review of government services in both Queen's Park and Ottawa, but a similar sweeping re-think in our municipalities did not occur. According to Statistics Canada, the province of Ontario has the highest per capita spending by local governments.

Simply put, municipal politicians have largely failed to make the same tough spending choices and to prioritize their own operations. That is not to say change did not happen at the local level or municipalities did not face difficult budgetary challenges. They did, but the issues were imposed from above and municipalities have yet to re-think their own operations or grasp the new post-deficit reality: that governing is about making choices with scarce tax dollars, and not constantly whining for more money. It is time taxpayers turn their attention to their local government and demand local politicians keep property taxes down and, where necessary, make infrastructure spending a larger priority.

Social services are largely the responsibility of the provincial and federal governments. Local politicians must understand that if voters elect a provincial or federal government to do less it does not automatically mean that municipalities must fill the perceived gap, spend more, and complain about a lack of resources. Existing tax dollars must be used more responsibly and municipal governments must focus on providing core services. If that means doing less, then so be it.

By and large, the province is doing its part to help fund infrastructure spending. The Ontario government, through SuperBuild, has spent some \$15-billion on more than 4,000 capital projects such as highways, colleges, hospitals, universities, cultural facilities and community centres. Although the province funds SuperBuild it is Ontario's municipalities that set the spending priorities.

The SuperBuild program has done a good job of making tax dollars available to municipalities. Nonetheless, the two levels of government must remain vigilant in supervising how tax dollars are spent. There is some concern that SuperBuild spending is beginning to be directed towards areas other than core infrastructure requirements. Decision-makers must ensure spending is focused on basic infrastructure and is not wasted on things like canoe museums and other pet schemes to satisfy a few at the expense of many.

Another piece of the infrastructure puzzle is the CTF's proposed Municipal Roadway Trust. This program will help meet the municipal infrastructure deficit by directing 50 per cent of existing federal gasoline tax revenues toward roadway construction/improvement. (More information on this initiative can be found at <http://www.taxpayer.com/newsreleases/federal/May15-03.htm>)

Gasoline taxes are a user fee applied to motorists. In 2001/2002, the federal government collected \$4.76-billion in fuel taxes but only spent \$119-million – a paltry 2.5 per cent – on Transport Canada transfers for highways. When all infrastructure projects – as defined in the Public Accounts – are factored in, the amount represents less than 10 per cent of all gas taxes collected since 1993.

Adopting the CTF's Municipal Roadway Trust model would return more than \$2 billion – each year – directly to municipal governments to help pay for local roadway maintenance and improvement. The Municipal Roadway Trust will plow back \$335-million in Toronto, \$68-million in Ottawa, and another \$533-million to the rest of Ontario's municipalities. These transferred tax dollars must be spent on roadways to complement, not replace, municipal infrastructure budgets.

Finally, municipalities need to consider privatization, public-private partnerships and alternative service delivery models to help ensure that infrastructure is developed at the lowest cost to taxpayers. Across the globe, privatization (or “re-privatization” as some have more correctly labeled the transferring of government enterprises to the private sector) has increased over the last two decades. Ontario's municipalities would do well to consider such innovative approaches to finance, build and maintain priority public infrastructure items.

This report on seventy Ontario municipalities provides comparative spending data in a format that allows for multi-faceted comparisons. This is a good beginning for Ontario's taxpayers since openness in government enables taxpayers to hold their elected representatives accountable. But it is only a first step in providing taxpayers with unvarnished information so they can judge how well their local government is serving them. With the benefit of grouped averages, and a provincial average, taxpayers can compare and contrast the results and press for a better use of tax dollars. With these figures Ontario's taxpayers can get a better sense of how well their hard-earned local tax dollars are spent.

## **Principal Contacts**

### **John Williamson**

Ontario Director  
P.O. Box 60  
31 Adelaide Street East  
Toronto, Ontario  
M5C 2H8

Phone: 416-203-0030  
Fax: 416-203-6030  
e-mail: [jwilliamson@taxpayer.com](mailto:jwilliamson@taxpayer.com)

### **Bruce Winchester**

Research Director  
Varette Building  
Suite 512  
130 Albert Street  
Ottawa, Ontario  
K1P 5G4

Phone: 613-234-6554  
Fax: 613-234-7748  
e-mail: [brucewin@on.aibn.com](mailto:brucewin@on.aibn.com)

## Appendix I: Municipal Performance Data 2001

Name	Administration	Waste Collection	Storm Water	Waste Water	H2O cost	Watermain	Boil Water	Winter costs	Fire	Police	Transit	Transit
	Costs as % Total Budget	\$/Tonne	Treatment \$/megalitre	% By-passed Treatment	Integrated \$/Megalitre	Breaks /100 km	Weighted Advisory Days	\$/lane km	per \$1,000 assessment	per household	trips/ person	\$/trip
<b>Region of Durham</b>	2.31%	n/a	340.06	0.00%	342.88	6.81	0.00	2,225.69	n/a	475.70	n/a	n/a
City of Oshawa	11.34%	41.11	n/a	n/a	n/a	n/a	n/a	1,413.51	1.88	n/a	20.50	3.34
City of Pickering	12.79%	67.32	n/a	n/a	n/a	n/a	n/a	889.66	1.31	n/a	13.84	3.11
Town of Ajax	8.84%	37.81	n/a	n/a	n/a	n/a	n/a	920.69	1.30	n/a	15.76	3.00
Town of Whitby	11.53%	50.52	n/a	n/a	n/a	n/a	n/a	1,636.65	1.22	n/a	10.50	3.39
<b>Average:</b>	<b>13.44%</b>	<b>49.19</b>	<b>340.06</b>	<b>0.00%</b>	<b>342.88</b>	<b>6.81</b>	<b>0.00</b>	<b>3,440.82</b>	<b>1.43</b>	<b>475.70</b>	<b>15.15</b>	<b>3.21</b>
<b>Region of Halton</b>	4.03%	n/a	314.51	0.00%	259.64	11.36	0.00	1,755.60	n/a	363.55	n/a	n/a
City of Burlington	13.82%	n/a	n/a	n/a	n/a	n/a	n/a	580.74	0.96	n/a	9.95	2.17
Town of Milton	12.77%	n/a	n/a	n/a	n/a	n/a	n/a	614.82	0.64	n/a	1.03	9.71
Town of Oakville	10.80%	n/a	n/a	n/a	n/a	n/a	n/a	1,029.00	0.88	n/a	14.87	1.93
<b>Average:</b>	<b>16.49%</b>	<b>n/a</b>	<b>314.51</b>	<b>0.00%</b>	<b>259.64</b>	<b>11.36</b>	<b>0.00</b>	<b>2,497.12</b>	<b>0.83</b>	<b>363.55</b>	<b>8.62</b>	<b>4.60</b>
<b>Region of Niagara</b>	2.25%	39.31	219.79	2.20%	n/a	3.47	0.00	2,272.00	n/a	446.56	n/a	n/a
City of Niagara Falls	7.02%	n/a	n/a	n/a	n/a	15.50	n/a	735.16	1.80	n/a	16.18	5.44
City of St. Catharines	2.67%	n/a	n/a	n/a	n/a	37.88	n/a	881.44	1.75	n/a	20.65	2.75
City of Thorold	7.23%	n/a	n/a	n/a	n/a	n/a	n/a	891.49	1.47	n/a	7.45	2.79
City of Welland	11.72%	n/a	n/a	n/a	n/a	34.79	0.00	661.55	1.65	n/a	6.55	5.07
Town of Fort Erie	7.78%	n/a	n/a	n/a	n/a	0.21	0.00	558.76	0.78	n/a	18.65	2.94
<b>Average:</b>	<b>7.28%</b>	<b>39.31</b>	<b>219.79</b>	<b>2.20%</b>	<b>n/a</b>	<b>21.15</b>	<b>0.00</b>	<b>3,017.68</b>	<b>1.49</b>	<b>446.56</b>	<b>13.90</b>	<b>3.80</b>
<b>Region of Peel</b>	1.91%	47.38	137.65	0.52%	168.79	11.80	0.00	3,691.16	n/a	491.26	n/a	n/a
City of Brampton	6.68%	n/a	n/a	n/a	n/a	n/a	n/a	1,239.75	1.09	n/a	22.15	2.76
City of Mississauga	12.30%	n/a	n/a	n/a	n/a	n/a	n/a	1,540.01	0.94	n/a	n/a	2.32
Town of Caledon	18.82%	n/a	n/a	n/a	n/a	n/a	n/a	694.82	0.54	n/a	n/a	n/a
<b>Average:</b>	<b>14.51%</b>	<b>47.38</b>	<b>137.65</b>	<b>0.52%</b>	<b>168.79</b>	<b>11.80</b>	<b>0.00</b>	<b>4,849.35</b>	<b>0.86</b>	<b>491.26</b>	<b>22.15</b>	<b>2.54</b>
<b>Region of Waterloo</b>	2.67%	n/a	144.06	0.20%	n/a	n/a	0.00	1,834.00	n/a	378.92	27.90	2.95
City of Cambridge	3.60%	n/a	n/a	n/a	n/a	8.95	n/a	1,186.77	1.95	n/a	n/a	n/a
City of Kitchener	13.00%	n/a	n/a	n/a	n/a	14.80	n/a	2,302.00	1.66	n/a	n/a	n/a
City of Waterloo	11.26%	n/a	n/a	n/a	n/a	15.03	n/a	932.00	1.00	n/a	n/a	n/a
<b>Average:</b>	<b>11.96%</b>	<b>n/a</b>	<b>144.06</b>	<b>0.20%</b>	<b>n/a</b>	<b>12.93</b>	<b>0.00</b>	<b>3,307.59</b>	<b>1.54</b>	<b>378.92</b>	<b>27.90</b>	<b>2.95</b>
<b>Region of York</b>	1.44%	n/a	n/a	1.00%	n/a	1.18	0.00	2,347.23	n/a	403.68	n/a	3.25
City of Vaughan	9.43%	58.25	376.13	n/a	n/a	0.35	0.00	2,814.74	0.69	n/a	n/a	n/a
Town of Aurora	11.61%	56.48	414.18	n/a	n/a	3.65	0.00	1,731.30	0.72	n/a	n/a	n/a
Town of Richmond Hill	16.25%	40.11	378.90	0.00%	n/a	15.10	0.00	1,273.12	0.76	n/a	n/a	n/a
City of Markham	7.22%	55.66	449.11	n/a	n/a	4.67	0.00	1,565.43	0.82	n/a	n/a	n/a
<b>Average:</b>	<b>20.81%</b>	<b>52.63</b>	<b>404.58</b>	<b>0.00%</b>	<b>n/a</b>	<b>8.84</b>	<b>0.00</b>	<b>4,193.38</b>	<b>0.75</b>	<b>403.68</b>	<b>n/a</b>	<b>3.25</b>



## Appendix I: Municipal Performance Data 2001

Name	Administration	Waste Collection	Storm Water	Waste Water	H2O cost	Watermain	Boil Water	Winter costs	Fire	Police	Transit	Transit
	Costs as % Total Budget	\$/Tonne	Treatment \$/megalitre	% By-passed Treatment	Integrated \$/Megalitre	Breaks /100 km	Weighted Advisory Days	\$/lane km	per \$1,000 assessment	per household	trips/ person	\$/trip
City of Barrie	2.95%	n/a	343.44	0.00%	319.49	0.07	0.00	2,406.39	1.06	414.35	14.11	3.37
City of Belleville	10.59%	n/a	293.09	0.02%	454.10	9.00	0.00	1,112.98	2.33	470.11	18.43	3.07
City of Brantford	5.86%	n/a	327.70	0.00%	350.14	4.31	0.00	2,000.12	1.81	388.02	14.96	3.66
City of Brockville	9.40%	n/a	257.24	0.00%	408.95	12.86	0.00	2,236.53	2.34	460.10	3.00	5.11
City of Cornwall	3.90%	n/a	177.11	2.38%	195.65	17.91	0.00	2,597.01	2.81	447.49	21.76	3.29
City of Dryden	9.79%	81.89	n/a	n/a	126.63	0.09	0.00	1,014.26	0.81	768.10	n/a	n/a
City of Guelph	9.34%	n/a	338.29	0.00%	n/a	4.00	0.00	1,232.90	1.78	442.91	49.20	1.87
City of Hamilton	5.01%	63.00	182.75	n/a	n/a	12.80	11.00	1,445.37	1.28	407.09	49.00	2.16
City of Kingston	9.40%	92.45	210.37	0.28%	200.82	15.00	0.00	1,412.00	1.45	345.09	23.15	2.89
City of London	4.53%	n/a	290.32	12.30%	235.31	0.11	0.00	1,785.56	1.54	310.27	47.10	2.11
City of North Bay	4.66%	n/a	0.16	0.00%	0.28	0.18	12.00	1,724.88	2.35	415.05	39.16	2.10
City of Orillia	9.56%	n/a	321.40	0.00%	320.89	12.90	0.00	2,145.06	1.36	331.65	7.83	3.43
City of Ottawa	7.25%	n/a	71.02	0.00%	120.95	10.20	0.00	2,904.67	1.31	407.73	119.45	2.07
City of Pembroke	8.13%	n/a	224.37	0.00%	282.95	0.23	0.00	2,374.33	2.52	492.32	n/a	n/a
City of Peterborough	1.92%	n/a	186.57	0.00%	275.48	7.26	0.00	1,615.27	2.07	354.75	27.72	2.10
City of Quinte West	8.32%	n/a	449.09	0.00%	471.05	8.50	0.00	2,370.64	1.07	342.50	n/a	n/a
City of Sarnia	6.41%	27.64	249.21	n/a	n/a	21.41	0.14	737.16	2.04	371.04	11.63	3.53
City of Sault Ste. Marie	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
City of St. Thomas	7.08%	n/a	342.30	1.86%	463.03	24.14	0.00	647.67	2.30	392.76	4.39	3.49
City of Stratford	8.64%	n/a	124.41	n/a	365.15	0.15	0.00	2,292.19	1.06	405.83	20.52	2.45
City of Thunder Bay	5.40%	n/a	232.14	0.00%	390.48	16.53	0.00	1,409.00	2.39	392.81	26.40	3.56
City of Toronto	2.30%	50.34	282.40	0.53%	205.18	13.05	0.00	4,339.00	1.33	676.11	161.90	1.86
City of Woodstock	9.59%	73.77	n/a	n/a	n/a	n/a	n/a	941.05	1.79	403.65	5.58	5.17
City of Windsor	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Average:</b>	<b>6.82%</b>	<b>64.85</b>	<b>245.17</b>	<b>1.02%</b>	<b>288.14</b>	<b>9.08</b>	<b>1.10</b>	<b>1,852.00</b>	<b>1.76</b>	<b>429.08</b>	<b>35.02</b>	<b>3.02</b>

## Appendix I: Municipal Performance Data 2001

Name	Administration	Waste Collection	Storm Water	Waste Water	H2O cost	Watermain	Boil Water	Winter costs	Fire	Police	Transit	Transit
	Costs as % Total Budget	\$/Tonne	Treatment \$/megalitre	% By-passed Treatment	Integrated \$/Megalitre	Breaks /100 km	Weighted Advisory Days	\$/lane km	per \$1,000 assessment	per household	trips/ person	\$/trip
County of Brant	7.11%	59.59	0.48	0.00%	515.58	9.42	0.00	679.01	0.57	316.93	n/a	n/a
Township of North Kawartha	17.93%	n/a	n/a	n/a	n/a	n/a	n/a	140.07	0.57	79.68	n/a	n/a
Community of Chatham-Kent	4.70%	n/a	355.85	0.02%	490.77	12.00	0.00	329.93	1.16	365.98	5.45	3.93
Town of Collingwood	9.44%	n/a	19.80	n/a	n/a	n/a	n/a	760.97	1.00	292.62	n/a	5.07
Town of Hunstville	16.80%	n/a	n/a	n/a	n/a	n/a	n/a	448.17	0.40	n/a	2.63	4.80
Town of Ingersoll	8.61%	75.22	n/a	n/a	n/a	n/a	n/a	1,011.69	0.74	466.12	n/a	n/a
Town of Newmarket	5.38%	69.63	n/a	0.00%	n/a	6.09	0.00	854.43	0.90	n/a	n/a	n/a
Town of Orangeville	6.31%	110.66	262.37	0.29%	252.03	4.76	0.00	2,004.36	0.48	474.04	1.54	6.92
Town of Penetanguishene	9.79%	n/a	467.33	0.46%	347.36	10.53	0.00	1,830.06	0.75	304.29	n/a	n/a
Town of St. Mary's	8.69%	n/a	262.12	n/a	242.51	n/a	n/a	1,272.99	0.43	340.94	n/a	n/a
Town of Essex	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
City of Kenora	3.90%	143.13	n/a	n/a	447.11	0.19	0.00	1,099.83	1.28	569.10	7.94	3.04
Municipality of Leamington	8.96%	57.98	237.63	1.00%	n/a	9.51	6.01	259.05	0.63	400.30	0.82	5.76
Town of Kingsville	13.69%	42.67	382.20	0.32%	360.15	1.96	27.53	395.55	0.44	262.36	n/a	n/a
Town of Cobourg	5.10%	n/a	n/a	0.00%	356.57	0.08	0.00	965.54	1.06	441.64	4.06	3.86
Municipality of Port Hope	7.71%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.54	n/a	n/a	n/a
Town of New Tecumseth (Alliston)	11.44%	n/a	441.20	0.00%	602.03	5.10	0.00	1,120.00	0.35	235.62	n/a	n/a
Town of Georgina (Keswick)	13.44%	n/a	n/a	n/a	n/a	0.01	0.00	1,016.79	0.86	n/a	n/a	n/a
<b>Average:</b>	<b>9.35%</b>	<b>79.84</b>	<b>269.89</b>	<b>0.23%</b>	<b>401.57</b>	<b>5.42</b>	<b>0.00</b>	<b>886.78</b>	<b>0.72</b>	<b>349.97</b>	<b>3.74</b>	<b>4.77</b>
<b>Provincial Average:</b>	<b>12.58%</b>	<b>55.53</b>	<b>259.46</b>	<b>0.60%</b>	<b>292.20</b>	<b>10.92</b>	<b>0.14</b>	<b>3,005.59</b>	<b>1.17</b>	<b>417.34</b>	<b>18.07</b>	<b>3.52</b>

## Appendix II: Municipal Performance Data 2000

Name	Administration	Waste Collection	Storm Water	Sewer Spills	H2O cost	Watermain	Boil Water	Winter costs	Fire	Police	Transit	Transit
	Costs as % Total Budget	\$/Tonne	Treatment \$/m3	(in hours)	\$/million L	breaks/ 100km	Advisory days	\$/lane km	per \$1,000 assessment	per \$1,000 assessment	trips/ person	\$/trip
<b>Region of Durham</b>	2.99%	n/a	0.22	19.00	179.00	5.00	0.00	2,221.00	n/a	2.27	n/a	n/a
City of Oshawa	11.33%	42.07	n/a	n/a	n/a	n/a	n/a	1,568.57	1.62	n/a	22.70	2.94
City of Pickering	13.39%	69.73	n/a	n/a	n/a	n/a	n/a	976.43	1.30	n/a	14.68	3.12
Town of Ajax	12.53%	43.84	n/a	n/a	n/a	n/a	n/a	1,109.91	1.36	n/a	14.81	3.83
Town of Whitby	8.74%	48.03	n/a	n/a	n/a	n/a	n/a	1,719.49	1.41	n/a	20.85	2.54
<b>Average:</b>	<b>14.49%</b>	<b>50.92</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>5.00</b>	<b>n/a</b>	<b>3,564.60</b>	<b>1.42</b>	<b>n/a</b>	<b>n/a</b>	<b>3.11</b>
<b>Region of Halton</b>	6.10%	51.86	0.25	138.00	197.00	11.00	13.00	2,095.00	n/a	1.69	n/a	n/a
City of Burlington	13.82%	n/a	n/a	n/a	n/a	n/a	n/a	1,360.16	1.01	n/a	11.36	1.98
Town of Milton	17.40%	n/a	n/a	n/a	n/a	n/a	n/a	1,377.11	0.76	n/a	0.38	27.01
Town of Oakville	16.99%	n/a	n/a	n/a	n/a	n/a	n/a	1,296.00	0.99	n/a	16.78	1.86
<b>Average:</b>	<b>22.17%</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>3,439.42</b>	<b>0.92</b>	<b>n/a</b>	<b>n/a</b>	<b>10.28</b>
<b>Region of Hamilton-Wentworth</b>	4.50%	n/a	0.11	509.60	88.14	16.00	3.00	3,657.12	n/a	3.14	48.00	2.48
City of Hamilton	8.60%	37.27	n/a	n/a	n/a	n/a	n/a	2,567.08	2.02	n/a	n/a	n/a
<b>Average:</b>	<b>13.10%</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>6,224.20</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Region of Niagara</b>	2.42%	2.42	0.16	807.00	116.00	61.20	0.00	3,375.00	n/a	3.13	n/a	n/a
City of Niagara Falls	7.24%	n/a	n/a	n/a	n/a	22.00	n/a	1,174.14	1.66	n/a	16.15	6.47
City of St. Catharines	7.29%	n/a	n/a	n/a	n/a	44.00	0.00	1,908.51	1.63	n/a	23.81	2.66
City of Thorold	7.56%	n/a	n/a	n/a	n/a	20.00	0.00	1,112.92	1.30	n/a	7.77	2.28
City of Welland	10.98%	n/a	n/a	n/a	n/a	27.00	0.00	762.72	1.57	n/a	6.84	4.74
Town of Fort Erie	16.17%	n/a	n/a	n/a	n/a	24.00	n/a	823.08	0.79	n/a	1.07	4.72
<b>Average:</b>	<b>12.27%</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>88.60</b>	<b>n/a</b>	<b>4,531.27</b>	<b>1.39</b>	<b>n/a</b>	<b>n/a</b>	<b>4.17</b>
<b>Region of Peel</b>	5.80%	44.09	0.05	27.50	57.90	12.00	0.00	4,162.58	n/a	2.08	n/a	n/a
City of Brampton	7.39%	n/a	n/a	n/a	n/a	n/a	n/a	1,911.82	1.29	n/a	22.75	2.96
Mississauga	13.54%	n/a	n/a	n/a	n/a	n/a	n/a	1,540.01	0.94	n/a	n/a	2.12
Town of Caledon	18.70%	n/a	n/a	n/a	n/a	n/a	n/a	751.50	0.42	n/a	n/a	n/a
<b>Average:</b>	<b>19.01%</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>5,563.69</b>	<b>0.88</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Region of Waterloo</b>	3.68%	68.00	0.15	298.00	217.00	1.00	0.00	2,539.00	n/a	2.58	26.10	2.66
City of Cambridge	7.26%	n/a	n/a	n/a	n/a	13.00	n/a	589.17	2.06	n/a	n/a	n/a
City of Kitchener	11.00%	n/a	n/a	n/a	n/a	16.00	n/a	2,092.00	1.68	n/a	n/a	n/a
City of Waterloo	11.37%	n/a	n/a	n/a	n/a	15.00	n/a	1,072.00	1.16	n/a	n/a	n/a
<b>Average:</b>	<b>13.56%</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>15.67</b>	<b>n/a</b>	<b>3,790.06</b>	<b>1.63</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

## Appendix II: Municipal Performance Data 2000

Name	Administration	Waste Collection	Storm Water	Sewer Spills	H2O cost	Watermain	Boil Water	Winter costs	Fire	Police	Transit	Transit
	Costs as % Total Budget	\$/Tonne	Treatment \$/m3	(in hours)	\$/million L	breaks/ 100km	Advisory days	\$/lane km	per \$1,000 assessment	per \$1,000 assessment	trips/ person	\$/trip
<b>Region of York</b>	3.40%	n/a	0.17	0.00	147.00	1.00	0.00	2,506.00	n/a	1.26	n/a	n/a
City of Vaughan	10.71%	57.71	0.37	n/a	413.38	5.00	0.00	2,716.92	0.72	n/a	15.35	1.05
Town of Aurora	13.81%	54.37	0.35	0.00	359.43	8.00	0.00	1,565.53	0.69	n/a	n/a	n/a
Town of Richmond Hill	16.73%	39.80	0.37	0.00	413.30	14.00	0.00	1,238.37	0.79	n/a	5.75	4.78
City of Markham	8.44%	51.20	0.29	0.00	217.61	6.00	0.00	1,622.85	0.87	n/a	18.53	0.83
<b>Average:</b>	<b>15.82%</b>	<b>50.77</b>	<b>0.35</b>	<b>0.00</b>	<b>497.93</b>	<b>9.25</b>	<b>n/a</b>	<b>4,291.92</b>	<b>0.77</b>	<b>n/a</b>	<b>n/a</b>	<b>2.22</b>
City of Barrie	7.99%	52.70	0.12	0.00	100.97	9.00	0.00	2,617.18	1.15	2.45	15.88	3.22
City of Belleville	9.91%	129.83	0.16	176.80	257.94	9.00	11.00	1,252.62	2.21	3.43	18.17	2.22
City of Brantford	8.48%	41.28	0.15	0.00	179.76	8.00	0.00	2,100.00	1.83	3.17	15.57	3.77
City of Brockville	6.82%	72.26	0.19	12.00	172.35	18.00	0.00	2,593.96	0.62	3.59	3.31	4.98
City of Cornwall	6.40%	36.70	0.07	300.00	130.30	27.00	0.00	2,309.50	2.17	4.42	20.97	2.79
City of Dryden	9.13%	19.87	0.21	82.70	107.24	9.00	0.00	963.39	0.87	4.07	-	na
City of Guelph	10.16%	156.38	0.27	334.75	140.27	11.00	0.00	2,083.11	1.48	2.87	46.65	1.43
City of Kingston	11.34%	92.00	0.08	222.00	160.00	15.00	0.00	1,692.00	1.22	1.96	23.00	2.27
City of London	9.40%	63.00	0.12	539.00	239.00	14.00	0.00	2,560.00	1.52	2.16	44.00	1.82
City of North Bay	6.44%	32.33	0.10	0.00	80.41	24.00	0.00	1,703.08	2.20	3.02	43.00	1.73
City of Orillia	9.34%	54.58	0.25	0.00	232.36	8.00	0.00	2,218.75	1.38	2.45	7.71	3.15
City of Ottawa	n/a	51.00	0.07	n/a	84.00	10.00	0.00	n/a	n/a	2.35	115.20	1.94
City of Pembroke	7.42%	38.58	0.17	0.50	219.36	12.00	0.00	2,056.72	2.27	4.59	n/a	n/a
City of Peterborough	4.43%	47.00	0.15	0.00	90.00	13.00	0.00	1,605.70	2.09	2.91	26.70	1.60
City of Quinte West	7.29%	165.26	-	25.00	493.76	14.00	3.00	1,630.82	1.01	2.48	n/a	n/a
City of Sarnia	5.79%	22.58	0.05	9.83	190.88	25.00	6.00	1,176.04	2.01	2.90	14.57	2.62
City of Sault Ste. Marie	0.82%	54.26	0.10	23.75	81.27	24.00	0.00	4,925.99	1.94	3.28	19.69	3.67
City of St. Thomas	9.28%	34.45	0.08	458.92	277.66	18.00	0.00	1,131.69	2.05	3.32	5.34	2.93
City of Stratford	8.39%	26.53	0.03	249.00	71.70	19.00	0.00	3,919.52	1.81	2.33	20.57	2.48
City of Thunder Bay	4.37%	86.43	0.12	0.00	72.81	16.00	0.00	1,413.87	2.41	3.03	26.43	3.46
City of Toronto	5.80%	51.22	0.21	87.00	71.34	14.00	0.00	4,266.00	1.43	2.81	181.49	1.78
City of Woodstock	6.02%	50.93	n/a	n/a	n/a	n/a	n/a	1,090.40	1.69	2.71	n/a	n/a
City of Windsor	6.26%	62.00	0.13	197.20	58.00	27.00	0.00	1,417.00	2.27	4.05	28.28	2.87
<b>Average:</b>	<b>7.33%</b>	<b>62.66</b>	<b>0.13</b>	<b>129.45</b>	<b>159.61</b>	<b>15.64</b>	<b>n/a</b>	<b>2,123.97</b>	<b>1.71</b>	<b>3.06</b>	<b>n/a</b>	<b>2.67</b>

## Appendix II: Municipal Performance Data 2000

Name	Administration Costs as % Total Budget	Waste Collection \$/Tonne	Storm Water Treatment \$/m3	Sewer Spills (in hours)	H2O cost \$/million L	Watermain breaks/ 100km	Boil Water Advisory days	Winter costs \$/lane km	Fire per \$1,000 assessment	Police per \$1,000 assessment	Transit trips/ person	Transit \$/trip
County of Brant	10.90%	44.92	0.28	0.00	189.13	9.00	19.90	915.14	0.45	1.38	n/a	n/a
Township of North Kawartha	17.03%	n/a	n/a	n/a	n/a	n/a	n/a	170.89	0.66	0.71	n/a	n/a
Town of Chatham Kent	7.58%	55.10	0.25	78.00	285.58	18.00	12.00	491.39	1.22	2.29	5.68	3.28
Town of Collingwood	8.15%	43.69	n/a	0.00	178.65	10.00	0.00	1,085.00	1.05	2.04	2.44	4.94
Town of Hunstville	16.41%	n/a	n/a	n/a	n/a	n/a	n/a	821.60	0.35	n/a	2.81	4.58
Town of Ingersoll	7.58%	17.89	n/a	n/a	n/a	n/a	n/a	1,506.40	0.74	3.16	n/a	n/a
Town of Newmarket	10.47%	80.31	0.26	0.00	401.18	10.00	0.00	1,083.81	0.98	n/a	14.13	2.57
Town of Orangeville	10.08%	50.61	0.02	3.60	151.62	5.00	0.00	1,385.91	0.43	2.67	1.85	7.01
Town of Penetanguishene	10.98%	30.14	0.30	5.00	1.62	18.00	0.00	1,545.76	0.51	1.53	n/a	n/a
St. Mary's	8.54%	31.03	0.26	n/a	6.05	n/a	n/a	2,226.16	0.27	2.33	n/a	n/a
Cobourg	9.62%	n/a	0.39	n/a	92.78	0.08	0.00	956.80	1.01	2.94	4.30	1.05
Essex	4.19%	58.35	0.03	0.00	211.89	6.00	0.00	265.01	0.69	2.40	n/a	n/a
Kenora	9.53%	44.08	0.06	13.50	125.63	64.00	0.00	918.64	1.22	0.34	7.42	12.46
Keswick	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Kingsville	12.46%	54.26	0.23	2.50	101.07	3.00	10.00	329.68	0.49	1.59	n/a	n/a
Leamington	8.82%	67.32	0.31	71.00	132.00	9.00	13.00	489.25	0.60	2.46	0.82	4.06
Port Hope	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Town of New Tecumseth (Alliston)	10.16%	38.23	0.35	12.60	464.79	6.00	0.00	767.62	0.36	1.31	n/a	n/a
<b>Average:</b>	<b>10.16%</b>	<b>47.38</b>	<b>0.23</b>	<b>16.93</b>	<b>180.15</b>	<b>14.36</b>	<b>4.58</b>	<b>934.94</b>	<b>0.69</b>	<b>1.94</b>	<b>4.93</b>	<b>4.99</b>
<b>Provincial Average:</b>	<b>13.20%</b>	<b>52.93</b>	<b>0.23</b>	<b>48.79</b>	<b>279.23</b>	<b>22.82</b>	<b>n/a</b>	<b>4,138.76</b>	<b>1.21</b>	<b>2.50</b>	<b>n/a</b>	<b>3.43</b>

# Appendix III:

## Municipalities Ranked According to Administrative Costs as Percentage of Total Costs 2000 and 2001

Rank Lowest to Highest 2001	Rank Lowest to Highest 2000	Name	Administration Costs as % Total Budget 2000	Administration Costs as % Total Budget 2001
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### Regional Government:

1	3	Region of York	3.40%	1.44%
2	6	Region of Peel	5.80%	1.91%
3	1	Region of Niagara	2.42%	2.25%
4	2	Region of Durham	2.99%	2.31%
5	4	Region of Waterloo	3.68%	2.67%
6	7	Region of Halton	6.10%	4.03%
n/a	5	Region of Hamilton-Wentworth	4.50%	n/a

### Two-Tier:

1	3	City of St. Catharines	7.29%	2.67%
2	2	City of Cambridge	7.26%	3.60%
3	4	City of Brampton	7.39%	6.68%
4	1	City of Niagara Falls	7.24%	7.02%
5	6	City of Markham	8.44%	7.22%
6	5	City of Thorold	7.56%	7.23%
7	19	Town of Fort Erie	16.17%	7.78%
8	14	Town of Ajax	12.53%	8.84%
9	9	City of Vaughan	10.71%	9.43%
10	21	Town of Oakville	16.99%	10.80%
11	13	City of Waterloo	11.37%	11.26%
12	12	City of Oshawa	11.33%	11.34%
13	8	Town of Whitby	8.74%	11.53%
14	17	Town of Aurora	13.81%	11.61%
15	10	City of Welland	10.98%	11.72%
16	16	Mississauga	13.54%	12.30%
17	22	Town of Milton	17.40%	12.77%
18	15	City of Pickering	13.39%	12.79%
19	11	City of Kitchener	11.00%	13.00%
20	18	City of Burlington	13.82%	13.82%
21	20	Town of Richmond Hill	16.73%	16.25%
22	23	Town of Caledon	18.70%	18.82%
n/a	7	City of Hamilton	8.60%	n/a

# Appendix III:

## Municipalities Ranked According to Administrative Costs as Percentage of Total Costs 2000 and 2001

Rank Lowest to Highest 2001	Rank Lowest to Highest 2000	Name	Administration Costs as % Total Budget 2000	Administration Costs as % Total Budget 2001
<b>One-Tier:</b>				
1	3	City of Peterborough	4.43%	1.92%
2	5	City of Toronto	5.80%	2.30%
3	13	City of Barrie	7.99%	2.95%
4	8	City of Cornwall	6.40%	3.90%
5	19	City of London	9.40%	4.53%
6	9	City of North Bay	6.44%	4.66%
7	n/a	City of Hamilton	n/a	5.01%
8	2	City of Thunder Bay	4.37%	5.40%
9	15	City of Brantford	8.48%	5.86%
10	4	City of Sarnia	5.79%	6.41%
11	17	City of St. Thomas	9.28%	7.08%
12	n/a	City of Ottawa	n/a	7.25%
13	12	City of Pembroke	7.42%	8.13%
14	11	City of Quinte West	7.29%	8.32%
15	14	City of Stratford	8.39%	8.64%
16	21	City of Guelph	10.16%	9.34%
17	10	City of Brockville	6.82%	9.40%
18	22	City of Kingston	11.34%	9.40%
19	18	City of Orillia	9.34%	9.56%
20	6	City of Woodstock	6.02%	9.59%
21	16	City of Dryden	9.13%	9.79%
22	20	City of Belleville	9.91%	10.59%
n/a	1	City of Sault Ste. Marie	0.82%	n/a
n/a	7	City of Windsor	6.26%	n/a

# Appendix III:

## Municipalities Ranked According to Administrative Costs as Percentage of Total Costs 2000 and 2001

Rank Lowest to Highest 2001	Rank Lowest to Highest 2000	Name	Administration Costs as % Total Budget 2000	Administration Costs as % Total Budget 2001
<b>Small One-tier</b>				
1	7	Kenora	9.53%	3.90%
2	2	Town of Chatham Kent	7.58%	4.70%
3	8	Cobourg	9.62%	5.10%
4	11	Town of Newmarket	10.47%	5.38%
5	9	Town of Orangeville	10.08%	6.31%
6	12	County of Brant	10.90%	7.11%
7	n/a	Port Hope	n/a	7.71%
8	3	Town of Ingersoll	7.58%	8.61%
9	5	St. Mary's	8.54%	8.69%
10	6	Leamington	8.82%	8.96%
11	4	Town of Collingwood	8.15%	9.44%
12	13	Town of Penetanguishene	10.98%	9.79%
13	10	Town of New Tecumseth (Alliston)	10.16%	11.44%
14	n/a	Keswick	n/a	13.44%
15	14	Kingsville	12.46%	13.69%
16	15	Town of Hunstville	16.41%	16.80%
17	16	Township of North Kawartha	17.03%	17.93%
n/a	1	Essex	4.19%	n/a



# Appendix III:

## Municipalities Ranked According to Waste Collection Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Waste Collection \$/Tonne 2000	Waste Collection \$/Tonne 2001
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### Regional Government:

1	1	Region of Niagara	2.42	39.31
2	3	Region of Peel	44.09	47.38
3	5	Region of Durham *	50.92	49.19
4	4	Region of York *	50.77	52.63
n/a	2	Region of Hamilton-Wentworth	37.27	n/a
n/a	6	Region of Halton	51.86	n/a
n/a	7	Region of Waterloo	68.00	n/a

### Two-Tier:

1	9	Town of Ajax	43.84	37.81
2	1	City of Niagara Falls	2.42	39.31
3	2	City of St. Catharines	2.42	39.31
4	3	City of Thorold	2.42	39.31
5	4	City of Welland	2.42	39.31
6	5	Town of Fort Erie	2.42	39.31
7	7	Town of Richmond Hill	39.80	40.11
8	8	City of Oshawa	42.07	41.11
9	10	City of Brampton	44.09	47.38
10	11	Mississauga	44.09	47.38
11	12	Town of Caledon	44.09	47.38
12	13	Town of Whitby	48.03	50.52
13	14	City of Markham	51.20	55.66
14	18	Town of Aurora	54.37	56.48
15	19	City of Vaughan	57.71	58.25
16	23	City of Pickering	69.73	67.32
n/a	6	City of Hamilton	37.27	n/a
n/a	15	City of Burlington	51.86	n/a
n/a	16	Town of Milton	51.86	n/a
n/a	17	Town of Oakville	51.86	n/a
n/a	20	City of Cambridge	68.00	n/a
n/a	21	City of Kitchener	68.00	n/a
n/a	22	City of Waterloo	68.00	n/a

\* Waste collection services are not delivered by the Regional government. Shows average cost of individual municipalities within the region

# Appendix III:

## Municipalities Ranked According to Waste Collection Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Waste Collection \$/Tonne 2000	Waste Collection \$/Tonne 2001
<b>One-Tier:</b>				
1	2	City of Sarnia	22.58	27.64
2	12	City of Toronto	51.22	50.34
3	n/a	City of Hamilton	n/a	63.00
4	10	City of Woodstock	50.93	73.77
5	1	City of Dryden	19.87	81.89
6	20	City of Kingston	92.00	92.45
n/a	3	City of Stratford	26.53	n/a
n/a	4	City of North Bay	32.33	n/a
n/a	5	City of St. Thomas	34.45	n/a
n/a	6	City of Cornwall	36.70	n/a
n/a	7	City of Pembroke	38.58	n/a
n/a	8	City of Brantford	41.28	n/a
n/a	9	City of Peterborough	47.00	n/a
n/a	11	City of Ottawa	51.00	n/a
n/a	13	City of Barrie	52.70	n/a
n/a	14	City of Sault Ste. Marie	54.26	n/a
n/a	15	City of Orillia	54.58	n/a
n/a	16	City of Windsor	62.00	n/a
n/a	17	City of London	63.00	n/a
n/a	18	City of Brockville	72.26	n/a
n/a	19	City of Thunder Bay	86.43	n/a
n/a	21	City of Belleville	129.83	n/a
n/a	22	City of Guelph	156.38	n/a
n/a	23	City of Quinte West	165.26	n/a

# Appendix III:

## Municipalities Ranked According to Waste Collection Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Waste Collection \$/Tonne 2000	Waste Collection \$/Tonne 2001
<b>Small One-Tier:</b>				
1	n/a	Keswick	n/a	42.67
2	6	Kenora	44.08	57.98
3	7	County of Brant	44.92	59.59
4	13	Town of Newmarket	80.31	69.63
5	1	Town of Ingersoll	17.89	75.22
6	8	Town of Orangeville	50.61	110.66
7	11	Essex	58.35	143.13
n/a	2	Town of Penetanguishene	30.14	n/a
n/a	3	St. Mary's	31.03	n/a
n/a	4	Town of New Tecumseth (Alliston)	38.23	n/a
n/a	5	Town of Collingwood	43.69	n/a
n/a	9	Kingsville	54.26	n/a
n/a	10	Town of Chatham Kent	55.10	n/a
n/a	12	Leamington	67.32	n/a
n/a	n/a	Township of North Kawartha	n/a	n/a
n/a	n/a	Town of Hunstville	n/a	n/a
n/a	n/a	Cobourg	n/a	n/a
n/a	n/a	Port Hope	n/a	n/a

# Appendix III:

## Municipalities Ranked According to Storm Water Treatment Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Storm Water Treatment \$/m3 2000	Storm Water Treatment megalitre 2001
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### Regional Municipalities:

1	1	Region of Peel	0.05	137.65
2	3	Region of Waterloo	0.15	144.06
3	4	Region of Niagara	0.16	219.79
4	6	Region of Halton	0.25	314.51
5	5	Region of Durham	0.22	340.06
6	7	Region of York *	0.35	404.58
n/a	2	Region of Hamilton-Wentworth	0.11	n/a

### Two-Tier:

1	3	City of Vaughan	0.37	376.13
2	4	Town of Richmond Hill	0.37	378.90
3	2	Town of Aurora	0.35	414.18
4	1	City of Markham	0.29	449.11

\* Region of York shows average costs based on municipalities within the Region.

## Appendix III:

### Municipalities Ranked According to Storm Water Treatment Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Storm Water Treatment \$/m3 2000	Storm Water Treatment megalitre 2001
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#### One-Tier:

1	4	City of Ottawa	0.07	71.02
2	1	City of Stratford	0.03	124.41
3	3	City of Cornwall	0.07	177.11
4	n/a	City of Hamilton	n/a	182.75
5	14	City of Peterborough	0.15	186.57
6	5	City of Kingston	0.08	210.37
7	16	City of Pembroke	0.17	224.37
8	11	City of Thunder Bay	0.12	232.14
9	2	City of Sarnia	0.05	249.21
10	17	City of Brockville	0.19	257.24
11	19	City of Toronto	0.21	282.40
12	10	City of London	0.12	290.32
13	15	City of Belleville	0.16	293.09
14	20	City of Orillia	0.25	321.40
15	13	City of Brantford	0.15	327.70
16	21	City of Guelph	0.27	338.29
17	6	City of St. Thomas	0.08	342.30
18	9	City of Barrie	0.12	343.44
19	n/a	City of Quinte West	n/a	449.09
n/a	8	City of Sault Ste. Marie	0.10	n/a
n/a	12	City of Windsor	0.13	n/a
n/a	18	City of Dryden	0.21	n/a
n/a	n/a	City of Woodstock	n/a	n/a
n/a	7	City of North Bay	0.10	0.16

## Appendix III:

### Municipalities Ranked According to Storm Water Treatment Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Storm Water Treatment \$/m3 2000	Storm Water Treatment megalitre 2001
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#### Small One-Tier:

1	n/a	Town of Collingwood	n/a	19.80
2	3	Kenora	0.06	237.63
3	7	St. Mary's	0.26	262.12
4	1	Town of Orangeville	0.02	262.37
5	5	Town of Chatham Kent	0.25	355.85
6	n/a	Keswick	n/a	382.20
7	n/a	Port Hope	n/a	441.20
8	9	Town of Penetanguishene	0.30	467.33
n/a	8	County of Brant	0.28	0.48
n/a	2	Essex	0.03	n/a
n/a	4	Kingsville	0.23	n/a
n/a	6	Town of Newmarket	0.26	n/a
n/a	10	Leamington	0.31	n/a
n/a	11	Town of New Tecumseth (Alliston)	0.35	n/a
n/a	12	Cobourg	0.39	n/a
n/a	n/a	Township of North Kawartha	n/a	n/a
n/a	n/a	Town of Hunstville	n/a	n/a
n/a	n/a	Town of Ingersoll	n/a	n/a

# Appendix III:

## Municipalities Ranked According to Water Treatment Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	H2O cost \$/million L 2000	H2O cost Integrated \$/million L 2001
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### Regional Municipalities:

1	1	Region of Peel	57.90	168.79
2	5	Region of Halton	197.00	259.64
3	4	Region of Durham	179.00	342.88
n/a	2	Region of Hamilton-Wentworth	88.14	n/a
n/a	3	Region of Niagara	116.00	n/a
n/a	7	Region of York *	497.93	n/a
n/a	6	Region of Waterloo	217.00	n/a

### Two-Tier:

1	1	City of Brampton	57.90	168.79
1	1	Mississauga	57.90	168.79
1	1	Town of Caledon	57.90	168.79
2	5	City of Burlington	197.00	259.64
2	5	Town of Milton	197.00	259.64
2	5	Town of Oakville	197.00	259.64
3	4	City of Oshawa	179.00	342.88
3	4	City of Pickering	179.00	342.88
3	4	Town of Ajax	179.00	342.88
3	4	Town of Whitby	179.00	342.88
n/a	2	City of Hamilton	88.14	n/a
n/a	3	City of Niagara Falls	116.00	n/a
n/a	3	City of St. Catharines	116.00	n/a
n/a	3	City of Thorold	116.00	n/a
n/a	3	City of Welland	116.00	n/a
n/a	3	Town of Fort Erie	116.00	n/a
n/a	6	City of Cambridge	217.00	n/a
n/a	6	City of Kitchener	217.00	n/a
n/a	6	City of Waterloo	217.00	n/a
n/a	6	City of Markham	217.61	n/a
n/a	7	Town of Aurora	359.43	n/a
n/a	8	Town of Richmond Hill	413.30	n/a
n/a	8	City of Vaughan	413.38	n/a

\* Region of York shows average costs based on municipalities within the Region.

# Appendix III:

## Municipalities Ranked According to Water Treatment Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	H2O cost \$/million L 2000	H2O cost Integrated \$/million L 2001
<b>One-Tier:</b>				
1	7	City of Ottawa	84.00	120.95
2	10	City of Dryden	107.24	126.63
3	11	City of Cornwall	130.30	195.65
4	13	City of Kingston	160.00	200.82
5	2	City of Toronto	71.34	205.18
6	19	City of London	239.00	235.31
7	8	City of Peterborough	90.00	275.48
8	17	City of Pembroke	219.36	282.95
9	9	City of Barrie	100.97	319.49
10	18	City of Orillia	232.36	320.89
11	15	City of Brantford	179.76	350.14
12	3	City of Stratford	71.70	365.15
13	4	City of Thunder Bay	72.81	390.48
14	14	City of Brockville	172.35	408.95
15	20	City of Belleville	257.94	454.10
16	21	City of St. Thomas	277.66	463.03
17	22	City of Quinte West	493.76	471.05
18	1	City of Windsor	58.00	n/a
19	6	City of Sault Ste. Marie	81.27	n/a
n/a	12	City of Guelph	140.27	n/a
n/a	16	City of Sarnia	190.88	n/a
n/a	n/a	City of Hamilton	n/a	n/a
n/a	n/a	City of Woodstock	n/a	n/a
n/a	5	City of North Bay	80.41	0.28



# Appendix III:

## Municipalities Ranked According to Water Treatment Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	H2O cost \$/million L 2000	H2O cost Integrated \$/million L 2001
<b>Small One-Tier:</b>				
1	2	St. Mary's	6.05	242.51
2	7	Town of Orangeville	151.62	252.03
3	1	Town of Penetanguishene	1.62	347.36
4	4	Kingsville	101.07	356.57
5	n/a	Keswick	n/a	360.15
6	10	Essex	211.89	447.11
7	11	Town of Chatham Kent	285.58	490.77
8	9	County of Brant	189.13	515.58
9	n/a	Port Hope	n/a	602.03
n/a	3	Cobourg	92.78	n/a
n/a	5	Kenora	125.63	n/a
n/a	6	Leamington	132.00	n/a
n/a	8	Town of Collingwood	178.65	n/a
n/a	12	Town of Newmarket	401.18	n/a
n/a	13	Town of New Tecumseth (Alliston)	464.79	n/a
n/a	n/a	Township of North Kawartha	n/a	n/a
n/a	n/a	Town of Hunstville	n/a	n/a
n/a	n/a	Town of Ingersoll	n/a	n/a

# Appendix III:

## Municipalities Ranked According to Winter Snow Removal Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Winter costs \$/lane km 2000	Winter costs \$/lane km 2001
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### Regional Municipalities:

1	1	Region of Halton	2,095.00	1,755.60
2	4	Region of Waterloo	2,539.00	1,834.00
3	2	Region of Durham	2,221.00	2,225.69
4	5	Region of Niagara	3,375.00	2,272.00
5	3	Region of York	2,506.00	2,347.23
6	7	Region of Peel	4,162.58	3,691.16
n/a	6	Region of Hamilton-Wentworth	3,657.12	n/a

### Two-Tier:

1	4	Town of Fort Erie	823.08	558.76
2	12	City of Burlington	1,360.16	580.74
3	13	Town of Milton	1,377.11	614.82
4	3	City of Welland	762.72	661.55
5	2	Town of Caledon	751.50	694.82
6	9	City of Niagara Falls	1,174.14	735.16
7	19	City of St. Catharines	1,908.51	881.44
8	5	City of Pickering	976.43	889.66
9	8	City of Thorold	1,112.92	891.49
10	7	Town of Ajax	1,109.91	920.69
11	6	City of Waterloo	1,072.00	932.00
12	11	Town of Oakville	1,296.00	1,029.00
13	1	City of Cambridge	589.17	1,186.77
14	20	City of Brampton	1,911.82	1,239.75
15	10	Town of Richmond Hill	1,238.37	1,273.12
16	16	City of Oshawa	1,568.57	1,413.51
17	14	Mississauga	1,540.01	1,540.01
18	17	City of Markham	1,622.85	1,565.43
19	18	Town of Whitby	1,719.49	1,636.65
20	15	Town of Aurora	1,565.53	1,731.30
21	21	City of Kitchener	2,092.00	2,302.00
22	23	City of Vaughan	2,716.92	2,814.74
n/a	22	City of Hamilton	2,567.08	n/a

# Appendix III:

## Municipalities Ranked According to Winter Snow Removal Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Winter costs \$/lane km 2000	Winter costs \$/lane km 2001
<b>One-Tier:</b>				
1	3	City of St. Thomas	1,131.69	647.67
2	4	City of Sarnia	1,176.04	737.16
3	2	City of Woodstock	1,090.40	941.05
4	1	City of Dryden	963.39	1,014.26
5	5	City of Belleville	1,252.62	1,112.98
6	13	City of Guelph	2,083.11	1,232.90
7	6	City of Thunder Bay	1,413.87	1,409.00
8	10	City of Kingston	1,692.00	1,412.00
9	n/a	City of Hamilton	n/a	1,445.37
10	8	City of Peterborough	1,605.70	1,615.27
11	11	City of North Bay	1,703.08	1,724.88
12	17	City of London	2,560.00	1,785.56
13	14	City of Brantford	2,100.00	2,000.12
14	15	City of Orillia	2,218.75	2,145.06
15	18	City of Brockville	2,593.96	2,236.53
16	20	City of Stratford	3,919.52	2,292.19
17	9	City of Quinte West	1,630.82	2,370.64
18	12	City of Pembroke	2,056.72	2,374.33
19	19	City of Barrie	2,617.18	2,406.39
20	16	City of Cornwall	2,309.50	2,597.01
21	n/a	City of Ottawa	n/a	2,904.67
22	21	City of Toronto	4,266.00	4,339.00
n/a	7	City of Windsor	1,417.00	n/a
n/a	22	City of Sault Ste. Marie	4,925.99	n/a

# Appendix III:

## Municipalities Ranked According to Winter Snow Removal Costs: 2000 and 2001

Ranking Lowest to Highest 2001	Ranking Lowest to Highest 2000	Name	Winter costs \$/lane km 2000	Winter costs \$/lane km 2001
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### Small One-Tier:

1	1	Township of North Kawartha	170.89	140.07
2	9	Kenora	918.64	259.05
3	5	Town of Chatham Kent	491.39	329.93
4	n/a	Keswick	n/a	395.55
5	7	Town of Hunstville	821.60	448.17
6	8	County of Brant	915.14	679.01
7	12	Town of Collingwood	1,085.00	760.97
8	11	Town of Newmarket	1,083.81	854.43
9	3	Kingsville	329.68	965.54
10	14	Town of Ingersoll	1,506.40	1,011.69
11	6	Town of New Tecumseth (Alliston)	767.62	1,016.79
12	2	Essex	265.01	1,099.83
13	n/a	Port Hope	n/a	1,120.00
14	16	St. Mary's	2,226.16	1,272.99
15	15	Town of Penetanguishene	1,545.76	1,830.06
16	13	Town of Orangeville	1,385.91	2,004.36
n/a	4	Leamington	489.25	n/a
n/a	10	Cobourg	956.80	n/a

# Appendix III:

## Municipalities Ranked According to Police Costs: 2000 and 2001

<b>Raning Lowest to Highest 2001</b>	<b>Raning Lowest to Highest 2000</b>	<b>Name</b>	<b>Police per \$1,000 assessment 2000</b>	<b>Police per Household 2001</b>
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### Two-Tier Municipalities:

<b>1</b>	<b>2</b>	<b>Region of Halton</b>	1.69	363.55
<b>2</b>	<b>5</b>	<b>Region of Waterloo</b>	2.58	378.92
<b>3</b>	<b>1</b>	<b>Region of York</b>	1.26	403.68
<b>4</b>	<b>6</b>	<b>Region of Niagara</b>	3.13	446.56
<b>5</b>	<b>4</b>	<b>Region of Durham</b>	2.27	475.70
<b>6</b>	<b>3</b>	<b>Region of Peel</b>	2.08	491.26
<b>n/a</b>	<b>7</b>	<b>Region of Hamilton-Wentworth</b>	3.14	n/a

### One-Tier:

<b>1</b>	<b>2</b>	<b>City of London</b>	2.16	310.27
<b>2</b>	<b>6</b>	<b>City of Orillia</b>	2.45	331.65
<b>3</b>	<b>7</b>	<b>City of Quinte West</b>	2.48	342.50
<b>4</b>	<b>1</b>	<b>City of Kingston</b>	1.96	345.09
<b>5</b>	<b>12</b>	<b>City of Peterborough</b>	2.91	354.75
<b>6</b>	<b>11</b>	<b>City of Sarnia</b>	2.90	371.04
<b>7</b>	<b>15</b>	<b>City of Brantford</b>	3.17	388.02
<b>8</b>	<b>17</b>	<b>City of St. Thomas</b>	3.32	392.76
<b>9</b>	<b>14</b>	<b>City of Thunder Bay</b>	3.03	392.81
<b>10</b>	<b>8</b>	<b>City of Woodstock</b>	2.71	403.65
<b>11</b>	<b>3</b>	<b>City of Stratford</b>	2.33	405.83
<b>12</b>	<b>n/a</b>	<b>City of Hamilton</b>	n/a	407.09
<b>13</b>	<b>4</b>	<b>City of Ottawa</b>	2.35	407.73
<b>14</b>	<b>5</b>	<b>City of Barrie</b>	2.45	414.35
<b>15</b>	<b>13</b>	<b>City of North Bay</b>	3.02	415.05
<b>16</b>	<b>10</b>	<b>City of Guelph</b>	2.87	442.91
<b>17</b>	<b>22</b>	<b>City of Cornwall</b>	4.42	447.49
<b>18</b>	<b>19</b>	<b>City of Brockville</b>	3.59	460.10
<b>19</b>	<b>18</b>	<b>City of Belleville</b>	3.43	470.11
<b>20</b>	<b>23</b>	<b>City of Pembroke</b>	4.59	492.32
<b>21</b>	<b>9</b>	<b>City of Toronto</b>	2.81	676.11
<b>22</b>	<b>21</b>	<b>City of Dryden</b>	4.07	768.10
<b>n/a</b>	<b>16</b>	<b>City of Sault Ste. Marie</b>	3.28	n/a
<b>n/a</b>	<b>20</b>	<b>City of Windsor</b>	4.05	n/a

# Appendix III:

## Municipalities Ranked According to Police Costs: 2000 and 2001

Raning Lowest to Highest 2001	Raning Lowest to Highest 2000	Name	Police per \$1,000 assessment 2000	Police per Household 2001
<b>Small One-Tier:</b>				
1	2	Township of North Kawartha	0.71	79.68
2	n/a	Port Hope	n/a	235.62
3	n/a	Keswick	n/a	262.36
4	7	Town of Collingwood	2.04	292.62
5	5	Town of Penetanguishene	1.53	304.29
6	4	County of Brant	1.38	316.93
7	9	St. Mary's	2.33	340.94
8	8	Town of Chatham Kent	2.29	365.98
9	1	Kenora	0.34	400.30
10	6	Kingsville	1.59	441.64
11	14	Town of Ingersoll	3.16	466.12
12	12	Town of Orangeville	2.67	474.04
13	10	Essex	2.40	569.10
n/a	3	Town of New Tecumseth (Alliston)	1.31	n/a
n/a	11	Leamington	2.46	n/a
n/a	13	Cobourg	2.94	n/a
n/a	n/a	Town of Hunstville	n/a	n/a
n/a	n/a	Town of Newmarket	n/a	n/a

Note: Municipalities that do not deliver the service have been removed

# Appendix III:

## Municipalities Ranked According to Transit Costs: 2000 and 2001

Ranking Lowest Highest 2001	Ranking Lowest Highest 2000	Name	Transit \$/trip 2000	Transit \$/trip 2001
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### Regional Municipalities: \*

1	2	Region of Waterloo	2.66	2.95
2	n/a	Region of York	n/a	3.25
n/a	1	Region of Hamilton-Wentworth	2.48	n/a

### Two-Tier:

1	3	Town of Oakville	1.86	1.93
2	4	City of Burlington	1.98	2.17
3	5	Mississauga	2.12	2.32
4	8	City of St. Catharines	2.66	2.75
5	10	City of Brampton	2.96	2.76
6	6	City of Thorold	2.28	2.79
7	13	Town of Fort Erie	4.72	2.94
8	12	Town of Ajax	3.83	3.00
9	11	City of Pickering	3.12	3.11
10	9	City of Oshawa	2.94	3.34
11	7	Town of Whitby	2.54	3.39
12	14	City of Welland	4.74	5.07
13	16	City of Niagara Falls	6.47	5.44
14	17	Town of Milton	27.01	9.71
n/a	1	City of Markham	0.83	n/a
n/a	2	City of Vaughan	1.05	n/a
n/a	15	Town of Richmond Hill	4.78	n/a

\*Transit services are delivered by the Regional Municipality

# Appendix III:

## Municipalities Ranked According to Transit Costs: 2000 and 2001

Ranking Lowest Highest 2001	Ranking Lowest Highest 2000	Name	Transit \$/trip 2000	Transit \$/trip 2001
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### One-Tier:

1	4	City of Toronto	1.78	1.86
2	1	City of Guelph	1.43	1.87
3	6	City of Ottawa	1.94	2.07
4	2	City of Peterborough	1.60	2.10
5	3	City of North Bay	1.73	2.10
6	5	City of London	1.82	2.11
7	n/a	City of Hamilton	n/a	2.16
8	9	City of Stratford	2.48	2.45
9	8	City of Kingston	2.27	2.89
10	7	City of Belleville	2.22	3.07
11	11	City of Cornwall	2.79	3.29
12	15	City of Barrie	3.22	3.37
13	14	City of Orillia	3.15	3.43
14	13	City of St. Thomas	2.93	3.49
15	10	City of Sarnia	2.62	3.53
16	16	City of Thunder Bay	3.46	3.56
17	18	City of Brantford	3.77	3.66
18	19	City of Brockville	4.98	5.11
19	n/a	City of Woodstock	n/a	5.17
n/a	12	City of Windsor	2.87	n/a
n/a	17	City of Sault Ste. Marie	3.67	n/a
n/a	n/a	City of Pembroke	n/a	n/a
n/a	n/a	City of Quinte West	n/a	n/a
n/a	n/a	City of Dryden	na	n/a



# Appendix III:

## Municipalities Ranked According to Transit Costs: 2000 and 2001

Ranking Lowest Highest 2001	Ranking Lowest Highest 2000	Name	Transit \$/trip 2000	Transit \$/trip 2001
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### Small One-Tier:

1	n/a	Essex	n/a	3.04
2	n/a	Kingsville	n/a	3.86
3	3	Town of Chatham Kent	3.28	3.93
4	5	Town of Hunstville	4.58	4.80
5	6	Town of Collingwood	4.94	5.07
6	8	Kenora	12.46	5.76
7	7	Town of Orangeville	7.01	6.92
n/a	1	Cobourg	1.05	n/a
n/a	2	Town of Newmarket	2.57	n/a
n/a	4	Leamington	4.06	n/a
n/a	n/a	County of Brant	n/a	n/a
n/a	n/a	Township of North Kawartha	n/a	n/a
n/a	n/a	Town of Ingersoll	n/a	n/a
n/a	n/a	Town of Penetanguishene	n/a	n/a
n/a	n/a	St. Mary's	n/a	n/a
n/a	n/a	Keswick	n/a	n/a
n/a	n/a	Town of New Tecumseth (Alliston)	n/a	n/a
n/a	n/a	Port Hope	n/a	n/a

Note: Municipalities that do not deliver the service have been removed