

Local Government

1.1 GENERAL GOVERNMENT – EFFICIENCY	
	2007
	3.6%
Efficiency Measure Operating costs for governance and corporate management as a percentage of total municipal operating costs.	
Objective Efficient municipal government.	
Notes & Key Factors for Understanding Results	
The formula for the local government measure was changed in 2007 to align it with the formula for operating costs used by other efficiency measures. SLC 91 0205 13 Financial Information Return.	

Fire Services

2.1 FIRE SERVICES – EFFICIENCY					
	2007	2006	2005		
	\$2.09	\$2.00	\$2.25		
<p>Efficiency Measure Operating costs for fire services per \$1,000 of assessment.</p> <p>Objective Efficient fire services.</p>					
<p>Notes & Key Factors for Understanding Results Windsor Fire is one of three designated CBRNE response teams under contract with the Provincial Government. One reason for this designation was that due to Windsor's industrial base and being a cross border transportation point, Windsor Fire had trained and been equipped to respond to related hazardous materials incidents. This formed a base for the provincial program, however, it makes Windsor Fire more costly per 1,000 dollar of assessment. Windsor Fire is responsible for the design and maintenance of the entire corporate radio system, however, the cost of the human resources for this system is centered in the fire budget. Fire supports and leads the emergency preparedness plan, maintains the EOC, provides 24 hour communications for emergency alerting, public information and public education for emergency preparedness. The fire chief is the Essex County Fire Coordinator under the FPPA and has duties and expenses associated with that responsibility. Since Windsor has the lowest assessment value relative to other comparable municipalities, the fire cost per 1,000 of assessment is higher, however, when this cost is related to the value of an assessed building, the owner quite conceivably pays less in total for the service when compared to another municipality having a higher assessment value. Due to the close proximity to the U.S. and general demographics, Windsor has had a higher incidence of fire and emergencies, arson crimes and transportation emergencies. As well, it should be noted that the use of gross expenditures puts Windsor Fire at a disadvantage as our recoveries are not able to be used to reduce the expenditure in such areas as Fire Prevention. Last, but not least, the accident in 2007 in which four of our Firefighters were injured, one severely, has resulted in a significant increase in WSIB expenditures.</p>					
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 1102 13 Financial Information Return.</p>					

Police Services

3.1 POLICE SERVICES – EFFICIENCY				
	2007	2006	2005	
	\$363.81	\$329.53	\$303.77	
<p>Efficiency Measure Operating costs for police services per person.</p> <p>Objective Efficient police services.</p>				
<p>Notes & Key Factors for Understanding Results</p> <p>The lone measure for determining police service efficiency as noted in Schedule 91 is operating costs per person. Relying on just a single measure to define police service efficiency is both flawed and misleading, without the benefit of including other measures or comparators. Furthermore, the value of a community’s policing service should be focused on effectiveness and not efficiency. An organization that is very efficient but does not serve the needs of the public is therefore not effective or valuable. Windsor is a very unique community compared to most when it comes to policing due to our border location and economic base. Policing services are delivered to the resident population, plus visitors and commuters on a daily basis. The MPMP efficiency figure of policing costs per capita only captures residents when, in fact, there are thousands of additional persons (non-residents coming to the casino, University of Windsor, workers from outside the city, etc.) who require and receive police service but do not contribute fully in the way of cost recovery or taxes. Therefore the <u>true cost</u> per capita for policing in Windsor is less than that shown on Schedule 91. Previously, the data used to determine police cost efficiency was based on a per household basis rather than the current per capita format. Per household is a more accurate measure to assess police service efficiency, however, it is understood that per capita may be more appropriate for other municipal services and perhaps that is why the change. Another continuing challenge that exists is with respect to the absence of the received revenue in a variety of areas including Government grants, personnel secondments, casino patrol, collision reporting centre, sale of reports and administration fees for contract duty. These revenues totalled \$6,624,000 in 2007 and would have had a significant impact on the final figures used for comparison.</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 1203 13 Financial Information Return.</p>				

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3.2 VIOLENT CRIME RATE - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	12.42	12.68	12.19	12.80	12.52

Effectiveness Measure

Violent crime rate per 1,000 persons.

Objective

Safe communities.

Notes & Key Factors for Understanding Results

SLC 92 1258 07 Financial Information Return.

3.3 PROPERTY CRIME RATE - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	60.47	63.70	60.79	75.33	71.45

Effectiveness Measure

Property crime rate per 1,000 persons.

Objective

Safe communities.

Notes & Key Factors for Understanding Results

SLC 92 1259 07 Financial Information Return.

3.4 TOTAL CRIME RATE - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	91.79	96.91	92.59	110.57	104.80

Effectiveness Measure

Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic).

Objective

Safe Communities.

Notes & Key Factors for Understanding Results

SLC 92 1263 07 Financial Information Return.

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3.5 YOUTH CRIME RATE - EFFECTIVENESS				
	2007	2006	2005	
	63.763	70.721	79.365	
<p>Effectiveness Measure Youth crime rate per 1,000 youths.</p> <p>Objective Safe Communities.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>The formula for youth crime was changed in 2005 to include youths who receive pre-charge resolutions such as warnings and cautions. SLC 92 1265 07 Financial Information Return.</p>				

Roads

4.1 PAVED ROADS – EFFICIENCY				
	2007	2006	2005	
	\$1,137.17	\$1,147.17	\$903.13	
<p>Efficiency Measure Operating costs for paved (hard top) roads per lane kilometre.</p> <p>Objective Efficient maintenance of paved roads.</p>				
<p>Notes & Key Factors for Understanding Results Both direct and indirect costs have been included. Employee, operational and facility overheads are included. Program support allocation (corporate overhead) is also included. Direct costs excluded are Traffic Signs & Signals, Pavement Markings, Sidewalks (including integral), Curb & Gutters, Wheelchair ramps, Walkways, Alleys, Recoverable Work, Roadside Maint. (inc. guide posts, guide rails), and Structures (bridges). Indirect costs include operational overheads such as supervision, technical support, building/stock maintenance, utilities, training, and general expenses supporting hard top maintenance as well as corporate overhead. The majority of revenues are internal with the exception of Recoverable Work which has been excluded from both costs and revenues in this calculation. Paved lane km lengths include “In-Service” roadways.</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 2107 13 Financial Information Return.</p>				

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4.2 UNPAVED ROADS – EFFICIENCY				
	2007	2006	2005	
	\$383.16	\$372.84	\$327.90	
<p>Efficiency Measure Operating costs for unpaved (loose top) roads per lane kilometre.</p> <p>Objective Efficient maintenance of unpaved roads.</p>				
<p>Notes & Key Factors for Understanding Results Both direct and indirect costs have been included. Employee, operational, and facility overheads are included. Program support allocation (corporate overhead) is also included. Indirect costs include overheads such as supervision, technical support, building/stock maintenance, utilities, training, and general expenses supporting loosetop maintenance activities as well as corporate overhead. There are no revenues from external sources. Unpaved lane km lengths include “In-Service” roadways.</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 2108 13 Financial Information Return.</p>				

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4.3 WINTER MAINTENANCE OF ROADS – EFFICIENCY					
	2007	2006	2005		
	\$1,547.63	\$1,213.25	\$1,815.97		
<p>Efficiency Measure Operating costs for winter maintenance of roadways per lane kilometre maintained in winter.</p> <p>Objective Efficient winter maintenance of roads.</p>					
<p>Notes & Key Factors for Understanding Results Lane km lengths include the “In-Service” and “In-Maintenance” roadways. Indirect costs include overheads such as supervision, technical support, building/stock maintenance, utilities, training, and general expenses supporting winter control activities. Program support allocation (corporate overhead) is included.</p>					
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 2204 13 Financial Information Return.</p>					
4.4 ADEQUACY OF PAVED ROADS - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	42.4%	43.0%	40.7%	38.6%	39.3%
<p>Effectiveness Measure Percentage of paved lane kilometres where the condition is rated as good to very good.</p> <p>Objective Pavement condition meets municipal objectives.</p>					
<p>Notes & Key Factors for Understanding Results Rating method is RIMS for pavement deficiencies only. “Good to very good” deemed to be roads without pavement deficiencies. Lane km lengths include “In-Service” paved lane km and expressway lane km from year end road length report.</p>					
<p>SLC 92 2152 07 Financial Information Return.</p>					

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4.5 WINTER EVENT RESPONSES - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	100%	100%	100%	100%	100%
<p>Effectiveness Measure Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance.</p> <p>Objective Appropriate response to winter storm events.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 2251 07 Financial Information Return.</p>					

Conventional Transit

5.1 CONVENTIONAL TRANSIT – EFFICIENCY				
	2007	2006	2005	
	\$4.31	\$4.45	\$3.36	
<p>Efficiency Measure Operating costs for conventional transit per regular service passenger trip.</p> <p>Objective Efficient conventional transit services.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 2302 13 Financial Information Return.</p>				

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5.2 CONVENTIONAL TRANSIT RIDERSHIP - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	30.64	28.39	27.41	26.80	26.22
<p>Effectiveness Measure Number of conventional transit passenger trips per person in the service area in a year.</p> <p>Objective Maximum utilization of municipal transit services.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 2351 07 Financial Information Return.</p>					

Wastewater (Sewage)

6.1 WASTEWATER COLLECTION – EFFICIENCY			
	2007	2006	
	\$4,319.66	\$4,366.61	
<p>Efficiency Measure Operating costs for the collection of wastewater per kilometre of wastewater main.</p> <p>Objective Efficient municipal wastewater collection services.</p>			
<p>Notes & Key Factors for Understanding Results Wastewater lengths include “In-Service” sanitary and combined wastewater lengths only. Storm sewer lengths are not included. Connections are not the responsibility of the municipality and therefore not included in lengths.</p>			
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 3110 13 Financial Information Return. In 2006, the definition of kilometres of wastewater main was redefined; connections were eliminated.</p>			

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Municipal Performance Measurement Program • 2007 RESULTS

6.2 WASTEWATER TREATMENT AND DISPOSAL – EFFICIENCY				
	2007	2006	2005	
	\$192.43	\$133.87	\$129.07	
<p>Efficiency Measure Operating costs for the treatment and disposal of wastewater per megalitre.</p> <p>Objective Efficient municipal wastewater treatment and disposal services.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. One megalitre equals 1,000,000 litres or 1,000 cubic metres. SLC 91 3108 13 Financial Information Return.</p>				
6.3 WASTEWATER INTEGRATED SYSTEM – EFFICIENCY				
	2007	2006	2005	
	\$244.65	\$182.66	\$183.30	
<p>Efficiency Measure Operating costs for the collection, treatment and disposal of wastewater per megalitre (Integrated System).</p> <p>Objective Efficient wastewater system (Integrated System).</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. One megalitre equals 1,000,000 litres or 1,000 cubic metres. SLC 91 3109 13 Financial Information Return.</p>				

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

6.4 WASTEWATER MAIN BACKUPS - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	0.7126	0.7168	0.5972	0.6036	1.2167
<p>Effectiveness Measure Number of wastewater main backups per 100 kilometres of wastewater main in a year.</p> <p>Objective Municipal sewage management practices prevent environmental and human health hazards.</p>					
<p>Notes & Key Factors for Understanding Results The number of wastewater main backups is not currently tracked. The estimate of wastewater main backups provided above is an estimate of the number of wastewater main obstructions that required the use of a flusher or rodder in order to remove. Wastewater lengths include "In-Service" sanitary and combined wastewater lengths only. Storm sewer lengths are not included.</p>					
<p>SLC 92 3154 07 Financial Information Return.</p>					

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

6.5 WASTEWATER BYPASSES TREATMENT - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	2.470%	3.420%	3.095%	2.476%	1.394%
<p>Effectiveness Measure Percentage of wastewater estimated to have by-passed treatment.</p> <p>Objective Municipal sewage management practices prevent environmental and human health hazards.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 3155 07 Financial Information Return.</p>					

Storm Water

CONTACT PERSON

7.1 URBAN STORM WATER MANAGEMENT – EFFICIENCY			
	2007	2006	
	\$2,509.32	\$2,058.21	
<p>Efficiency Measure Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.</p> <p>Objective Efficient urban storm water management.</p>			
<p>Notes & Key Factors for Understanding Results Total kms of urban drainage system includes in-service storm sewers, in-service municipal drains, road side ditches and catch basins.</p>			
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. In 2006, the definition of kilometres of drainage system was redefined to eliminate connections; catch basins were retained. Reported by municipalities with a separate storm water system. SLC 91 3207 13 Financial Information Return.</p>			

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

7.2 RURAL STORM WATER MANAGEMENT – EFFICIENCY			
	2007	2006	
	N/A	N/A	
<p>Efficiency Measure Operating costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system.</p> <p>Objective Efficient rural storm water management.</p>			
<p>Notes & Key Factors for Understanding Results</p>			
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. In 2006, the definition of kilometres of drainage system was redefined to eliminate connections; catch basins were retained Reported by municipalities with a separate storm water system. SLC 91 3208 13 Financial Information Return.</p>			

Drinking Water

8.1 DRINKING WATER TREATMENT – EFFICIENCY			
	2007	2006	2005
	\$84.47	\$73.58	\$84.18
<p>Efficiency Measure Operating costs for the treatment of drinking water per megalitre.</p> <p>Objective Efficient municipal water treatment services.</p>			
<p>Notes & Key Factors for Understanding Results</p>			
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. One megalitre equals 1,000,000 litres or 1,000 cubic metres. SLC 91 3307 13 Financial Information Return.</p>			

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

8.2 DRINKING WATER DISTRIBUTION – EFFICIENCY			
	2007	2006	
	\$4,161.70	\$3,571.88	
<p>Efficiency Measure Operating costs for the distribution of drinking water per kilometre of water distribution pipe.</p> <p>Objective Efficient municipal water distribution services.</p>			
<p>Notes & Key Factors for Understanding Results</p>			
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. In 2006, the definition of distribution pipe was redefined; connections and hydrants were eliminated. SLC 91 3310 13 Financial Information Return.</p>			
8.3 DRINKING WATER INTEGRATED SYSTEM – EFFICIENCY			
	2007	2006	2005
	\$159.78	\$130.29	\$145.84
<p>Efficiency Measure Operating costs for the treatment and distribution of drinking water per megalitre. (Integrated System)</p> <p>Objective Efficient municipal water system (Integrated System).</p>			
<p>Key Factors for Understanding Performance</p>			
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. One megalitre equals 1,000,000 litres or 1,000 cubic metres. SLC 91 3309 13 Financial Information Return.</p>			

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

8.4 BOIL WATER ADVISORIES - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	0.0154	0.0185	0.0056	0.1239	3.0000
<p>Effectiveness Measure Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect.</p> <p>Objective Water is safe and meets local needs.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 3355 07 Financial Information Return.</p>					
8.5 BREAKS IN WATER MAINS - EFFECTIVENESS					
	2007	2006	2005	2004	2003
	27.0927	20.7021	26.1538	11.2297	31.1765
<p>Effectiveness Measure Number of water main breaks per 100 kilometres of water distribution pipe in a year.</p> <p>Objective Improve system reliability.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 3356 07 Financial Information Return.</p>					

Solid Waste Management (Garbage)

9.1 GARBAGE COLLECTION – EFFICIENCY				
	2007	2006	2005	
	\$97.88	\$82.00	\$58.76	
<p>Efficiency Measure Operating costs for garbage collection per tonne.</p> <p>Objective Efficient municipal garbage collection services.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 3403 13 Financial Information Return.</p>				
9.2 GARBAGE DISPOSAL – EFFICIENCY				
	2007	2006	2005	
	\$82.53	\$76.96	\$62.03	
<p>Efficiency Measure Operating costs for garbage disposal per tonne.</p> <p>Objective Efficient municipal garbage disposal services.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 3503 13 Financial Information Return.</p>				

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

9.3 SOLID WASTE DIVERSION (RECYCLING) – EFFICIENCY				
	2007	2006	2005	
	\$74.11	\$81.27	\$195.24	
<p>Efficiency Measure Operating costs for solid waste diversion (recycling) per tonne.</p> <p>Objective Efficient municipal solid waste diversion (recycling) services.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 3604 13 Financial Information Return.</p>				
9.4 SOLID WASTE MANAGEMENT (INTEGRATED SYSTEM) – EFFICIENCY				
	2007	2006	2005	
	\$142.07	\$130.70	\$147.41	
<p>Efficiency Measure Average operating costs for solid waste management (collection, disposal and diversion) per tonne.</p> <p>Objective Efficient municipal solid waste management (Integrated System).</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 3605 13 Financial Information Return.</p>				

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

**9.5 COMPLAINTS —
COLLECTION OF GARBAGE AND RECYCLED MATERIALS
EFFECTIVENESS**

	2007	2006	2005	2004	2003
	33.249	28.908	66.743	56.5839	58.4125

Effectiveness Measure

Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households.

Objective

Improved garbage collection of garbage and recycled materials.

Notes & Key Factors for Understanding Results

SLC 92 3452 07 Financial Information Return.

**9.6 NUMBER OF MUNICIPAL SOLID WASTE MANAGEMENT FACILITIES
EFFECTIVENESS**

	2007	2006	2005	2004	2003
	0	0	2	2	2

Effectiveness Measure

Total number of solid waste management facilities owned by the municipality with a Ministry of Environment Certificate of Approval.

Objective

Context for solid waste management facility compliance measure.

Notes & Key Factors for Understanding Results

SLC 92 3552 07 Financial Information Return.

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

9.7 FACILITY COMPLIANCE - EFFECTIVENESS

Effectiveness Measure

Number of days per year when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect for a municipally owned solid waste management facility, by facility.

Objective

Municipal solid waste services do not have an adverse impact on environment.

Facility Name	Days 2007	Days 2006	Days 2005	Days 2004	Days 2003
	N/A	N/A	N/A	N/A	N/A

Notes & Key Factors for Understanding Performance

Facility Name: SLC 92 3553 03 to SLC 92 3560 03
 Days: SLC 92 3553 07 to SLC 92 3560 07
 List facilities in the order they appear in the 2007 FIR.

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

**9.7 DIVERSION OF RESIDENTIAL SOLID WASTE
EFFECTIVENESS**

	2007	2006	2005	2004	2003
	36.1%	36.4%	35.8%	35.2%	34.4%

Effectiveness Measure

Percentage of residential solid waste diverted for recycling.

Objective

Municipal solid waste reduction programs divert waste from landfills and/or incinerators.

Notes & Key Factors for Understanding Results

SLC 92 3655 07 Financial Information Return.

**9.9 DIVERSION OF RESIDENTIAL SOLID WASTE
(Based on Combined Residential and Industrial/Commercial/Institutional Tonnage)
EFFECTIVENESS**

	2007	2006	2005	2004	2003
	N/A	N/A	N/A	N/A	N/A

Effectiveness Measure

Percentage of residential solid waste diverted for recycling
(based on combined residential and Industrial/Commercial/Institutional tonnage).

Objective

Municipal solid waste reduction programs divert waste from landfills and/or incinerators.

Notes & Key Factors for Understanding Results

SLC 92 3656 07 Financial Information Return.

Parks and Recreation

10.1 PARKS – EFFICIENCY				
	2007	2006	2005	
	\$53.98	\$47.43	\$47.32	
<p>Efficiency Measure Operating costs for parks per person.</p> <p>Objective Efficient operation of parks.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 7102 13 Financial Information Return.</p>				
10.2 RECREATION PROGRAMS – EFFICIENCY				
	2007	2006	2005	
	\$19.96	\$13.91	\$12.43	
<p>Efficiency Measure Operating costs for recreation programs per person.</p> <p>Objective Efficient operation of recreation programs.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. This measure is based on total population, not the population participating in recreation programs. SLC 91 7202 13 Financial Information Return.</p>				

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

10.3 RECREATION FACILITIES – EFFICIENCY				
	2007	2006	2005	
	\$75.36	\$64.99	\$87.47	
<p>Efficiency Measure Operating costs for recreation facilities per person.</p> <p>Objective Efficient operation of recreation facilities.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 7303 13 Financial Information Return.</p>				
10.4 RECREATION PROGRAMS AND RECREATION FACILITIES (SUBTOTAL) EFFICIENCY				
	2007			
	\$95.32			
<p>Efficiency Measure Operating costs for recreation programs and recreation facilities per person (Subtotal).</p> <p>Objective Efficient operation of recreation programs and recreation facilities.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. This measure represents a subtotal and is automatically completed when a municipality reports one or more efficiency measures for parks and recreation. SLC 91 7305 13 Financial Information Return.</p>				

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

10.5 TRAILS - EFFECTIVENESS					
	2007	2006	2005	2004	
	93	92	72	88	
<p>Effectiveness Measure Total kilometres of trails.</p>					
SLC 92 7152 05 Financial Information Return.					
	2007	2006	2005	2004	
	0.453	0.425	0.331	0.409	
<p>Effectiveness Measure Total kilometres of trails per 1,000 persons.</p> <p>Objective Trails provide recreation opportunities.</p>					
SLC 92 7152 07 Financial Information Return.					
<p>Notes & Key Factors for Understanding Results</p>					

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

10.6 OPEN SPACE - EFFECTIVENESS			
	2007	2006	
	1,238	567	
<p>Effectiveness Measure Hectares of open space (municipally owned).</p>			
SLC 92 7155 05 Financial Information Return.			
	2007	2006	
	6.029	2.619	
<p>Effectiveness Measure Hectares of open space per 1,000 persons (municipally owned).</p> <p>Objective Open space is adequate for population.</p>			
SLC 92 7155 07 Financial Information Return.			
Notes & Key Factors for Understanding Results			
10.7 PARTICIPANT HOURS FOR RECREATION PROGRAMS EFFECTIVENESS			
	2007	2006	2005
	28,908.397	19,710.994	14,811.465
<p>Effectiveness Measure Total participant hours for recreation programs per 1,000 persons.</p> <p>Objective Recreation programs serve needs of residents.</p>			
Notes & Key Factors for Understanding Results			
<p>This measure was redefined in 2005 to exclude special events.</p> <p>The denominator of this measure is total population divided by 1,000 and does not represent the number of participants in recreation programs.</p> <p>SLC 92 7255 07 Financial Information Return.</p>			

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

10.8 INDOOR RECREATION FACILITIES - EFFECTIVENESS			
	2007	2006	
	43,445	43,445	
<p>Effectiveness Measure Square metres of indoor recreation facilities (municipally owned).</p>			
SLC 92 7356 05 Financial Information Return.			
	2007	2006	
	211.573	200.695	
<p>Effectiveness Measure Square metres of indoor recreation facility space per 1,000 persons (municipally owned).</p>			
<p>Objective Recreation facility space is adequate for population.</p>			
<p>In 2006, the measure for recreation facilities was split into a measure of indoor recreation facilities and a measure of outdoor recreation facility space. The new measures are defined as municipally owned facilities.</p>			
SLC 92 7356 07 Financial Information Return.			
<p>Notes & Key Factors for Understanding Results</p>			

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

10.9 OUTDOOR RECREATION FACILITY SPACE - EFFECTIVENESS			
	2007	2006	
	110,749	110,749	
<p>Effectiveness Measure Square metres of outdoor recreation facility space (municipally owned).</p>			
SLC 92 7359 05 Financial Information Return.			
	2007	2006	
	539.337	511.607	
<p>Effectiveness Measure Square metres of outdoor recreation facility space per 1,000 persons (municipally owned).</p>			
<p>Objective Recreation facility space is adequate for population.</p>			
<p>In 2006, the measure of recreation facilities was split into a measure of indoor recreation facilities and a measure of outdoor recreation facility space. The new measures are defined as municipally owned facilities.</p>			
SLC 92 7359 07 Financial Information Return.			
<p>Notes & Key Factors for Understanding Results</p>			

Libraries

11.1 LIBRARY COSTS PER PERSON – EFFICIENCY				
	2007	2006	2005	
	\$42.55	\$38.53	\$37.84	
<p>Efficiency Measure Operating costs for library services per person.</p> <p>Objective Efficient library services.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 7403 13 Financial Information Return.</p>				
11.2 LIBRARY COSTS PER USE – EFFICIENCY				
	2007	2006	2005	
	\$2.25	\$2.16	\$2.12	
<p>Efficiency Measure Operating costs for library services per use.</p> <p>Objective Efficient library services.</p>				
<p>Notes & Key Factors for Understanding Results</p>				
<p>Formulas for all efficiency measures were changed in 2005 to improve the definition of operating costs. SLC 91 7404 13 Financial Information Return.</p>				

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

11.3 LIBRARY USES - EFFECTIVENESS					
	2007	2006	2005	2004	
	18.907	17.810	17.810	18.288	
<p>Effectiveness Measure Library uses per person.</p> <p>Objective Increased use of library services.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 7460 07 Financial Information Return.</p>					
11.4 ELECTRONIC LIBRARY USES - EFFECTIVENESS					
	2007	2006	2005	2004	
	16%	13%	22%	22%	
<p>Effectiveness Measure Electronic library uses as a percentage of total library uses.</p> <p>Objective Better information on library usage.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 7461 07 Financial Information Return.</p>					
11.5 NON-ELECTRONIC LIBRARY USES - EFFECTIVENESS					
	2007	2006	2005	2004	
	84%	87%	78%	78%	
<p>Effectiveness Measure Non-electronic library uses as a percentage of total library uses.</p> <p>Objective Better information on library usage.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 7462 07 Financial Information Return.</p>					

Land Use Planning

12.1 LOCATION OF NEW DEVELOPMENT - EFFECTIVENESS					
	2007				
	100%				
<p>Effectiveness Measure Percentage of new residential units located within settlement areas.</p> <p>Objective New residential development is occurring within settlement areas.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 8170 07 Financial Information Return. In 2007, the measure for the location of new development was redefined for greater accuracy.</p>					
12.2 PRESERVATION OF AGRICULTURAL LAND DURING REPORTING YEAR EFFECTIVENESS					
	2007	2006	2005	2004	2003
	N/A	N/A	N/A	N/A	N/A
<p>Effectiveness Measure Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year.</p> <p>Objective Preservation of agricultural land.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 8163 07 Financial Information Return.</p>					

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

12.3 PRESERVATION OF AGRICULTURAL LAND RELATIVE TO 2000 EFFECTIVENESS					
	2007	2006	2005	2004	2003
	N/A	N/A	N/A	N/A	N/A
<p>Effectiveness Measure Percentage of land designated for agricultural purposes which was not re-designated for other uses relative to the base year of 2000.</p> <p>Objective Preservation of agricultural land.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 8164 07 Financial Information Return.</p>					
12.4 CHANGE IN NUMBER OF AGRICULTURAL HECTARES DURING REPORTING YEAR EFFECTIVENESS					
	2007	2006	2005	2004	2003
	0	0	0	0	0
<p>Effectiveness Measure Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses during the reporting year.</p> <p>Objective Preservation of agricultural land.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 8165 07 Financial Information Return.</p>					

CITY OF WINDSOR
Municipal Performance Measurement Program • 2007 RESULTS

12.5 CHANGE IN NUMBER OF AGRICULTURAL HECTARES SINCE 2000 EFFECTIVENESS					
	2007	2006	2005	2004	2003
	0	0	0	0	0
<p>Effectiveness Measure</p> <p>Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.</p> <p>Objective</p> <p>Preservation of agricultural land.</p>					
<p>Notes & Key Factors for Understanding Results</p>					
<p>SLC 92 8166 07 Financial Information Return.</p>					