



Ontario

Ministry of Municipal Affairs & Housing



Association of Municipalities of Ontario

ONTARIO CENTRE FOR MUNICIPAL BEST PRACTICES

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BEST PRACTICE IDENTIFICATION METHODOLOGY

ROADS - WINTER CONTROL

(based on Municipal Performance Measurement Project Data for Year 2000)

STAGE I:

Using Municipal Performance Measures Project (MPMP) data to screen municipalities

1. Measures Used

The following measures from the 2000 reporting year were used:

- Operating costs for winter control maintenance of roadways per lane kilometre
(Schedule 91, line 2201, column 13 of the MPMP schedules)
- Percentage of winter event responses that met or exceeded municipal road maintenance standards
(Schedule 92, line 2251, column 07 of the MPMP schedules)

Note that for purposes of the performance measures, operating costs were defined as the sum of salaries, wages and employee benefits; materials; contracted services; rents and financial expenses; and interfunctional adjustments, less revenue received from other municipalities.

Municipalities determine their own road maintenance standards. Therefore, the effectiveness indicator measures performance against a locally determined goal.

2. Objective of this stage

To identify municipalities with lower than average costs per unit (efficiency), good effectiveness results, and credible reporting of winter control expenditures.

3. Basic groupings

Municipalities were divided into 3 groups based on population:

under 25,000

25,000 to 49,999

50,000 +

4. Filtering data

Municipalities were considered to have completed the efficiency measure if the value for the measure was non-zero and total winter control expenditures reported in Schedule 40 of the Financial Information Return were greater than zero. Note that it was possible for a municipality to have a negative value for this measure if revenues received from other municipalities for winter control services exceeded operating costs.

Municipalities were considered to have completed the effectiveness measure if the value for the measure was greater than zero.

To be considered for further evaluation, a municipality had to meet all of the following conditions:

- Efficiency measure less than the mean for the population group.
- Effectiveness measure greater than or equal to 95%.
- Subtotal for winter control expenditures as a percentage of the sum of winter control and roadways is greater than or equal to 10%:
$$[\text{SLC } 40 \text{ } 620 \text{ } 07 / (\text{SLC } 40 \text{ } 0610 \text{ } 07 + \text{SLC } 40 \text{ } 0620 \text{ } 07) * 100] \geq 10\%$$

(Note that SLC refers to Schedule, Line, Column in the MPMP schedules and is a method of identifying each cell).

- Municipality must report some winter control expenditures in the column for salaries, wages and employee benefits or in the column for contracted services in Schedule 40 of the FIR.

Note that the conditions pertaining to the reporting of winter control were designed to eliminate municipalities which historically reported minimal expenditures for winter control.

5. Statistics for each group of municipalities

The table below summarizes information for each group of municipalities as of September 27, 2002. The statistics for the efficiency measure refer to those municipalities which reported a non-zero value for the efficiency measure and total expenditures for winter control reported in Schedule 40 of the FIR were greater than zero. The statistics for the effectiveness measure refer to those municipalities which reported an effectiveness measure greater than zero.

SUMMARY OF STATISTICS					
Population groups	Mean: efficiency measure	Number of municipalities reporting efficiency measure	Mean: effectiveness measure	Number of municipalities reporting effectiveness measure	Number of municipalities meeting criteria for efficiency, effectiveness and reporting of winter control
<25,000 pop.	\$ 747.18	334	93.8%	260	98
25,000 to 49,999	\$1,380.71	24	94.9%	19	11
50,000+	\$1,873.76	54	99.3%	49	27

STAGE II:

Detailed Survey of Selected Municipalities

1. Municipalities selected for follow-up

Of the municipalities which met the criteria for efficiency, effectiveness and the reporting of winter control outlined above, 74 were selected for follow-up and were e-mailed detailed questionnaires:

Under 25,000 population group: 36 municipalities

25,000 to 49,999 population group: 11 municipalities

50,000+ population group: 27 municipalities

Given the large number of municipalities in the under 25,000 group which met the criteria for efficiency, effectiveness and the reporting of winter control, 36 were selected for follow-up, those with the lowest values for the efficiency measure. In the

other two population groups, municipalities meeting the criteria for efficiency, effectiveness and the reporting of winter control were sent questionnaires. Copy of the Questionnaire is attached as Appendix 1 to this report.

Responses were received from 15 municipalities

Under 25,000 population group:	4 municipalities
25,000 to 49,999 group:	3 municipalities
More than 50,000 group:	8 municipalities

2. Survey Questionnaire and follow-up performed by: P Jeffrey Seaton

A questionnaire was devised to explore a number of technical and operational issues that were not evident from a review of the FIR information. This step was also an opportunity:

- for municipalities to emphasize what they felt was the leading cause of their results;
- to determine the pertinent characteristics of the municipality, pertinent to Winter Control requirements and operations; and/or,
- to confirm the municipality's methodology for cost allocation and any other available measures pertinent to Winter Control operations.

A two week turnaround was requested (December 2nd) and by December 23rd, 15 responses had been received.

A telephone follow-up process was administered between December 17, 2002 and January 7, 2003 with the municipalities who responded to the November questionnaire. This telephone interview clarified issues from the second questionnaire and afforded an opportunity to discuss operational matters in sufficient detail. Based on the questionnaires and follow-up interviews with the respondent municipalities, several best practices were identified.

Copy of the telephone interview questions is attached as Appendix 2 to this report.